



# HRS4R

*Human Resources Strategy For Researchers*

*> University of Toulouse Gap analysis*

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## *Strengths and weaknesses of the current practice*

### **Ethical and professional aspects**

Ethical principles are fundamental in the field of research, ensuring integrity, honesty, and respect for all stakeholders involved. The University of Toulouse demonstrates a strong commitment to ethical standards through various measures in place. The establishment of a Research Ethics Committee (REC) constitutes a cornerstone in ensuring the ethical conduct of research protocols involving human subjects. This committee not only ensures compliance with ethical guidelines but also provides a platform for researchers to seek expert advice and consultations.

Moreover, mandatory ethics courses offered to doctoral students significantly contribute to raising awareness and fostering a culture of ethical research conduct. By integrating ethical considerations into the curriculum, the University of Toulouse ensures that future researchers are equipped with the knowledge and skills necessary to navigate responsibly through complex ethical dilemmas that arise.

Adherence to ethical principles extends to the publication process, especially in research involving human subjects. The University of Toulouse requires adherence to ethical guidelines in scientific journals, thus safeguarding the rights and well-being of research participants.

Furthermore, as part of the ANITI initiative, an agreement regarding intellectual property has been drafted by the University of Toulouse and signed by all relevant stakeholders. This agreement provides a framework aimed at protecting research projects and holders of intellectual work. An explanatory note is shared with all new staff to ensure transparency and understanding of intellectual property rights within the research community. ANITI has also entered into a strategic partnership with the Confiance.ai program. Through this partnership, these two initiatives launched as part of the 1st phase of the National Strategy in Artificial Intelligence and funded by France 2030, aim to leverage their complementarity to ensure a continuum between research and industrialization in the service of the development and dissemination of trustworthy AI in critical systems.

As part of TIRIS, a document entitled "Commitments of the TIRIS Project Leader" is being finalized. It proposes a number of recommendations and commitments to follow in the field of research, particularly related to ethics, open access to research results, and environmental and societal transformation.

Despite these strengths, there may be areas for improvement. For example, although the REC plays a crucial role in overseeing research ethics, ensuring its accessibility and responsiveness to the needs of researchers could further enhance its effectiveness. Additionally, ongoing evaluation and updating of ethics courses to reflect emerging ethical challenges in research could contribute to a more comprehensive ethical education for doctoral students.

In conclusion, the University of Toulouse's commitment to ethical and professional standards in research is commendable, as evidenced by the implementation of various initiatives. By prioritizing ethical conduct, the institution not only fulfills its responsibility to research participants and the academic community at large but also fosters a culture of integrity and trust in research practices. The integration of intellectual property protection measures within ANITI reflects the institution's proactive approach to addressing ethical and legal considerations in research endeavors.

## Recruitment and selection

Recruitment and career development processes are essential aspects to foster a diverse, inclusive, and equitable research environment. The University of Toulouse demonstrates a commitment to these principles through various initiatives aimed at promoting equal opportunities and supporting the career progression of all researchers.

One strength lies in the institution's adherence to non-discrimination principles throughout the recruitment process. By ensuring that job descriptions are inclusive and open to all candidates with the required qualifications, the University of Toulouse creates a level playing field for all applicants, regardless of their background or characteristics.

Moreover, measures aimed at supporting the inclusion of disadvantaged groups, such as the Atypie Friendly initiative, reflect a proactive approach to overcoming systemic barriers in the academic world. Through awareness efforts and targeted support programs, the institution strives to create a supportive environment where individuals from diverse backgrounds can thrive.

Furthermore, the commitment to short-term postdoctoral contracts aligns with best practices aimed at avoiding prolonged precarity and supporting career advancement. As part of the TIRIS project, for example, the salary level of post-doctoral researchers takes into account the candidate's experience. The University of Toulouse ensures researchers and doctoral candidates receive optimal immersion and support in the research environment to facilitate professional growth opportunities and mobility.

Despite these strengths, there are areas where improvements could be made. Reviewing recruitment procedures and updating guidelines for selection committees could enhance transparency and fairness in the recruitment process. One identified weakness in the selection process is the lack of integration of the human resources department in the stages preceding the candidate's arrival. This makes forecasting difficult and creates a suboptimal integration period. Involving HR more upstream would allow for sharing selection support tools, providing information to prepare for arrivals (workspace provisions, contract drafting, etc.).

In conclusion, the University of Toulouse's commitment to recruitment and career development reflects its dedication to fostering an inclusive and supportive research environment. By implementing measures to promote equal opportunities and support career progression, the institution lays the groundwork for a diverse and thriving research community. Further integration of HR into the recruitment process could streamline operations and improve the onboarding experience for new employees, thus contributing to a more efficient and effective recruitment process overall.

## Working conditions

Working conditions play a crucial role in the well-being, productivity, and satisfaction of researchers. The University of Toulouse recognizes the importance of providing conducive work environments and has implemented various measures to meet the needs of its staff.

One strength lies in the institution's emphasis on work-life balance, demonstrated by generous leave policies, and flexible work arrangements and a strong telework policy. By offering 53 days of leave and the possibility of compressed workweeks, the University of Toulouse acknowledges the diverse needs of its workforce and strives to accommodate individual preferences. UT also encourages sustainable mobility and the use of public transportation by providing the Sustainable Mobility Package to eligible employees and reimbursing public transportation costs for those meeting the eligibility criteria.

Additionally, efforts to improve access to information for female researchers regarding funding opportunities after maternity leave highlight the institution's commitment to gender equality and inclusivity. By addressing potential career advancement barriers, the University of Toulouse aims to create a more equitable research environment for all.

Moreover, UT recognizes that doctoral students working in laboratories, under the supervision of their thesis advisors, may not have full control over their working conditions, and their supervision primarily depends on the individual. To mitigate this risk, UT has dedicated a member of the human resources department to doctoral and postdoctoral recruitment, providing administrative support throughout their thesis. This proactive approach ensures that doctoral students have access to necessary administrative assistance, thereby enhancing their overall experience and reducing administrative burdens.

Furthermore, the location of B612, an open space among researchers located close to laboratories, creates a conducive scientific environment. This proximity fosters collaboration, communication, and knowledge sharing among researchers, contributing to a dynamic research community.

Despite these strengths, there may be areas for improvement. Strengthening communication channels and providing comprehensive information on available support services could enable researchers to more effectively access the resources they need. Additionally, mechanisms for continuous evaluation and feedback could help identify and address emerging challenges related to working conditions.

In conclusion, the University of Toulouse's commitment to providing favorable working conditions reflects its dedication to fostering a positive and inclusive research environment. By prioritizing employee well-being and addressing potential career advancement obstacles, the institution lays the foundation for a thriving and resilient workforce. Proactive measures, such as dedicated HR support for doctoral and postdoctoral researchers, demonstrate the institution's commitment to supporting researchers throughout their academic journey.

## Training and Development

Training and development opportunities are essential components for nurturing talent, fostering professional growth, and supporting career advancement in the academic environment. The University of Toulouse recognizes the importance of continuous learning and has implemented various initiatives to provide comprehensive training opportunities for doctoral students, postdoctoral researchers, and faculty members.

The Graduate School (EDT) and the URFIST offer a wide range of training programs covering various thematic areas, including career development, teaching practices, scientific ethics, and

much more. These initiatives aim to equip researchers with the skills, knowledge, and competencies necessary to excel in their respective roles and navigate effectively through the complexities of the academic environment.

However, an area of concern relates to the visibility and awareness of these training opportunities within the research community. While the EDT and URFIST offer comprehensive training offerings, it is not clear if the visibility is sufficient and if the offerings are known to all, especially concerning career development support and in case of contract termination. Ensuring that researchers are aware of available resources and support services is essential to maximize their potential and facilitate their career progression.

Furthermore, the contacts and networks developed during their experience at the University of Toulouse are invaluable assets for researchers. The rich network of collaborators, mentors, and peers enables researchers to access opportunities, share knowledge, and progress in the desired direction. By fostering developing a supportive and collaborative research environment, the University of Toulouse empowers researchers to succeed and reach their full potential.

The inter-university pedagogy service (SiUP) of the University of Toulouse is aimed at all staff on the site performing pedagogical functions: teachers and trainers in higher education, pedagogical facilitators. It supports their professional development to strengthen and promote the quality of teaching and student learning.

Faculty members can thus undergo pedagogical training through our training offerings: <https://sia.univ-toulouse.fr/formations>, receive support from educational engineers (CIP) to enhance their teaching, familiarize themselves with tools/techniques, or respond to pedagogical project calls.

Despite these strengths, there may be opportunities for improvement. Strengthening communication channels and information dissemination regarding training opportunities could increase awareness and participation within the research community. Additionally, conducting regular evaluations and gathering feedback from participants could help identify areas for improvement and ensure that training programs meet the evolving needs of researchers.

In conclusion, the University of Toulouse's commitment to training and development reflects its dedication to nurturing talent and supporting the professional growth of its research community. By providing a diverse range of training opportunities and fostering a supportive research environment, the institution empowers researchers to succeed and make meaningful contributions to their respective fields. Continued efforts to improve the visibility, accessibility, and effectiveness of training initiatives will further strengthen the institution's position as a center of excellence and innovation in research.

## Gap Analysis

Principles	Implementation	Gap Analysis	Actions and Improvements Proposals
<i>Section 1 - The European Charter for Researchers</i>			
<i>General Principles and Requirements applicable to Researchers</i>			
Research Freedom	++ fully implemented	<b>Strengths:</b> In accordance with the principles of the Charter, Research Freedom is a fundamental principle recognized by the laws of the French Republic. Université of Toulouse mentions on all the employment agreement the National Decree about doctorate	
Ethical Principles	++ fully implemented	<b>Strengths:</b> A Research Ethics Committee has been created since 2014. The Research Ethics Committee (REC) is a body that guarantees the ethics of research protocols involving humans. Researchers from all member establishments and organizations of the University of Toulouse can request the expertise of the REC. (For more info about it, cf : <a href="https://www.univ-toulouse.fr/recherche-dynamique/ethique-et-integrite-scientifique">https://www.univ-toulouse.fr/recherche-dynamique/ethique-et-integrite-scientifique.</a> ) EDT also offers mandatory Ethics course to all doctoral students in order to heighten their awareness on the subject. Publications in scientific journals require compliance with ethical principles in the case of human-related research.	
Professional Responsibility	++ fully implemented	<b>Strengths :</b> Training on plagiarism are offered by the Ecole des Docteurs and the Scientific Committee and ANITI's governance ensure results' quality	
Professional Attitude	+/- almost but not fully implemented	<b>Weaknesses :</b> Employer obligations aren't shared clearly while collaboration would be more powerful	<b>Initiatives already undertaken:</b> Some agreements of University of Toulouse have clause governing these obligations when it's important to mention it.
Contractual and legal obligations	++ fully implemented	<b>Strengths:</b> French legislative framework is pretty clear on these points. University of Toulouse also adds article about this in working agreements. In the case of ANITI, there is an Intellectual Property Reglementation annexed to the Consortium Agreement and the Daily organization has been settled in order to remind all of this to the staff.	
Accountability	++ fully implemented	<b>Strengths:</b> Sound, transparent and efficient financial management is governed by French law. University of Toulouse is regularly audited by the Cour des Comptes (supreme body for auditing the use of public funds in France) which ensures the regularity, efficiency and effectiveness of the management of the establishment. University of Toulouse's accounts are certified and the establishment complies with the codes and procedures put in place for public scientific, cultural or professional establishments (EPCSCP). University of Toulouse is also subjected every five years to an evaluation carried out by the High Council for Evaluation of Research and Higher Education (HCERES), which is an independent administrative authority in charge of evaluating higher education institutions, research organisations, amongst other structures.	<b>Initiatives already undertaken:</b> This accountability is mentioned in the working agreement and University of Toulouse's governance thereby makes sure to respect the legislative framework.
Good practice in research	+/- almost but not fully implemented	<b>Strengths:</b> Researchers from University of Toulouse work in labs managed by supervisory body, which are HRS4R by their own. Université de Toulouse also launch a project called ADOO. This project actively contributes to promoting the dynamic of open data within the various research centers. Its missions are awareness-raising, training and assistance in the management of research data in close proximity to members of the research laboratories in West Occitanie and relaying the national ecosystem Research Data Gouv. (To have more information about this initiative : <a href="https://www.univ-toulouse.fr/recherche-dynamique/adoo-atelier-de-donnee-d-occitanie-ouest">https://www.univ-toulouse.fr/recherche-dynamique/adoo-atelier-de-donnee-d-occitanie-ouest</a> ) <b>Weaknesses :</b> We don't master this criteria	<b>Suggestions for improvement:</b> University of Toulouse plan to cooperate with other bodies from Toulouse site in order to work on several principles of the Charter.

Principles	Implementation	Gap Analysis	Actions and Improvements Proposals
Dissemination, exploitation of results	++ fully implemented	<p><b>Strengths:</b> ANITI (Artificial and Natural Intelligence Toulouse Institute) is a project built by Université of Toulouse. It brings together more than 200 researchers from 33 research laboratories and some 30 companies with the support of local and regional authorities, in collaboration with social and economic stakeholders and associations. It encourages and communicates on all the results and everything financed by public money is broadcast. Every year, many events are organised to disseminate the results.</p> <p>The Technology Transfer Accelerator Office called Toulouse Tech Transfert, created in 2012, invests in maturation of projects to accelerate the transfer of results of public research towards companies. The role of TTT is to invest in industrial protection and maturation of research results to accelerate transfers to existing companies or new start-ups through licensing. See <a href="https://www.toulouse-tech-transfer.com/">https://www.toulouse-tech-transfer.com/</a> for more information.</p> <p>By setting up a reflection committee for open science (CéSO) in September 2020, the University of Toulouse and its establishments, with the support of the DataNoos Academic Alliance, are joining forces to lead a joint reflection on the valorization and sharing research data and coordinating open science. The objective is to support this transition towards quality services, adapted to disciplines/communities and following a responsible approach from both an ethical and environmental point of view, while ensuring a local, regional, national and European continuum. (<a href="https://www.univ-toulouse.fr/recherche-dynamique/ceso-comite-de-reflexion-pour-science-ouverte">https://www.univ-toulouse.fr/recherche-dynamique/ceso-comite-de-reflexion-pour-science-ouverte</a>)</p> <p>This year, we respond to the call for projects for "Science with and for society" labeling</p>	
Public engagement	++ fully implemented	<p><b>Strengths:</b> Opening up to social diversity is one of University of Toulouse's commitments. This is why, Université of Toulouse is organizing various event or project of dissemination of scientific and technical culture in Toulouse and the region. "The European Researchers' Night" is an event where the public can meet researchers. "My thesis in 180 seconds" is a competition, where doctoral students present their research topic in simple terms to a jury, as well as a diverse non-specialist audience. The Media Explorer aims to demystify scientific knowledge and make it accessible to as many people as possible. (ex : organization of EAIE 2024 )</p>	
Relation with supervisors	++ fully implemented	<p><b>Strengths:</b> The Doctoral Charter signed by the doctoral student, the thesis supervisor, the lab and the doctoral school, defines the relationship between them.</p>	
Supervision and managerial duties	+/- almost but not fully implemented	<p><b>Strengths :</b> The Charter for doctoral students sets the framework for supervision and managerial duties and Training to thesis supervision has been experienced and offered by EdT</p>	<p><b>Suggestions for improvement:</b> Finalize thesis supervision training, Raise awareness among thesis directors</p>
Continuing Professional Development	++ fully implemented	<p><b>Strengths:</b> Trainings are proposed by The Ecole des Docteurs, the SIUP &amp; URFIST. University of Toulouse encourages its researchers to go to conferences and congresses and the budget proves that they are attending to this type of event.</p>	
<i>General Principles and Requirements applicable to Employers and Funders</i>			
Recognition of the profession	++ fully implemented	<p><b>Strengths:</b> By law, employee status takes precedence over student status for doctoral students. And the appreciation of professional experiences is done according to the previous status, the course and the advancement in rank.</p>	
Non-discrimination	++ fully implemented	<p><b>Strengths :</b> In addition to the national texts that offer guarantees in terms of non-discrimination, the Université of Toulouse publishes Inclusive Job Description and opens International Chair.</p>	



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Research environment	+/- almost but not fully implemented	<p><b>Strengths:</b> B612 where ANITI is settled, is a place for researchers&amp;industrialists to meet and share experience. ANITI also belongs to several networks that encourage and promote collaboration (ELLIS, CLAIRE, TAILOR). As a public service, University of Toulouse has Public Procurement Service that offers researchers a wide range of service providers to support their work. Also, CALMIP &amp; Ecole des Docteurs offer a wide range of trainings and events to improve the research environment quality (<a href="https://www.calmip.univ-toulouse.fr/evenements-formations/formation">https://www.calmip.univ-toulouse.fr/evenements-formations/formation</a>)</p> <p><b>Weaknesses :</b> Reasearchers are settled in labs administrated by other entities, which makes it difficult to control the efficiency of the system.</p>	<p><b>Suggestions for improvement:</b> Coordinate actions with labs and universities leading them.</p>
Working conditions	+/- almost but not fully implemented	<p><b>Strengths:</b> University of Toulouse attaches great importance to the working conditions of all its staff. 53 holidays are offered, weeks can be arranged over 4.5days, and 2 days on remote are possible if the job position allows it.</p>	<p><b>Suggestions for improvement:</b> University of Toulouse could improve access to information for young female; researchers regarding the allocation of funding to support the return to work after maternity leave possibly followed by parental leave. Develop an updated inventory of existing mechanisms in other institutions (CNRS, INRA, etc.).</p>
Stability and permanence of employment	+/- almost but not fully implemented	<p><b>Strengths:</b> University of Toulouse respects french and european legislation. We provide them with a quality scientific environment and support them in the next stage of their career.</p> <p><b>Weaknesses :</b> From the very logic of the young researchers seeking for experience, University of Toulouse isn't looking for job continuity, but this instability impacts Chairs' holders</p>	<p><b>Initiatives already undertaken:</b> University of Toulouse and ANITI support doctoral students to contest when possible, and researcher job offers are communicated when known. It aims to sustain employment on the whole site</p>
Funding and salaries	++ fully implemented	<p><b>Strengths :</b> Salaries and social benefits for University of Toulouse's staff are provided in accordance with the national legislation in force.</p>	
Gender balance	+/- almost but not fully implemented	<p><b>Strengths :</b> A Gender diversity commission with monthly meeting for ANITI has been settled down.</p>	<p><b>Initiatives already undertaken:</b> An Equality plan has been written in 2021 and Gender balance is monitored yearly through University of Toulouse's Annual Social Report. Some TIRIS program comitee has defined criteria.</p> <p><b>Suggestions for improvement:</b> The Equality plan will be updated. University of Toulouse will study the relevance to widen the action by settling a gender diversity commission at UT and to settle criteria.</p>
Career development	+/- almost but not fully implemented	<p><b>Strengths:</b> Thesis director for doctoral students, who help and give advice about career development. University of Toulouse has its own Observatory for the integration of doctors.</p> <p><b>Weaknesses :</b> Few outlooks for doctoral students and post doc at UT.</p>	<p><b>Initiatives already undertaken:</b> ANITI chairs gather several experienced researchers that provide the postdoctoral fellows with a support for their career development through advices and network</p>
Value of mobility	++ fully implemented	<p><b>Strengths:</b> Mobility is part of UT global strategy. ANITI has international Chairs'holders and interdisciplinary profiles, which is representative of our stratify.The TIRIS (Toulouse Initiative for Research's Impact on Society) project also aims to encourage and increase this attractivity. This programm is the winner of the call for projects "Excellence in all its forms - ExcellencES" of the Investissements d'Avenir Program (July 12, 2022) brings together the higher education and research of Toulouse and its Region around a common objective: mobilizing scientific excellence to support transitions and thus contribute to the construction of the world of tomorrow. (More info : <a href="https://www.univ-toulouse.fr/tiris-transitions-et-interdisciplinarite/tiris-toulouse-initiative-research-s-impact-society">https://www.univ-toulouse.fr/tiris-transitions-et-interdisciplinarite/tiris-toulouse-initiative-research-s-impact-society</a>)</p> <p>In order to welcome researchers and their family, support their move and encourage them to stay, University of Toulouse developed services as, Toulbox, AWD and more recently the Cité Internationale. (<a href="https://toulbox.univ-toulouse.fr/">https://toulbox.univ-toulouse.fr/</a>; <a href="https://welcomedesk.univ-toulouse.fr/">https://welcomedesk.univ-toulouse.fr/</a>; <a href="https://www.en.cite-internationale-toulouse.fr/">https://www.en.cite-internationale-toulouse.fr/</a>)</p>	

Principles	Implementation	Gap Analysis	Actions and Improvements Proposals
Access to research training and continuous development	++ fully implemented	<b>Strengths :</b> The Ecole des Docteurs has a wide offer of training courses available and structured around 8 thematic fields: career development, business creation, international, thesis methodology, documentary research and publications, pedagogical practices for the University, science, dissemination of knowledge to the general public, as well as scientific ethics and integrity. In the career development field, the EDT is supported by HR consulting firms to teach doctoral students to prepare for a job interview, carry out their skills assessment, update their CV, and train in public speaking. A MOOC is also available to identify and promote your skills to develop your professional project. The SIUP and URFIST also have training courses for doctorants and teacher researchers.	
Access to career advice	+/- almost but not fully implemented	<b>Strengths:</b> Toulouse Alumni Doctors Network exists, in order to give and help to access to career advice. Specific trainings pathways of the Ecole des Docteurs are organized and Job offers are published for young researchers on <a href="https://doctorat.univ-toulouse.fr/offres-emploi">https://doctorat.univ-toulouse.fr/offres-emploi</a> . As part of the University of Toulouse innovation project, one objective is to encourage business creation by doctors <b>Weaknesses :</b> Post-doctoral researchers don't have the same level of assistance	<b>Suggestions for improvement:</b> Work with Toulouse site
Intellectual Property Rights	++ fully implemented	<b>Strengths:</b> All invention are forwarded to Toulouse Tech Transfert which verifies and manages ANITI contract for remuneration of patents and inventors. University of Toulouse pays the inventors and TTT pays for the filing and maintenance of patents. This is framed by Decree and the rights are assigned to establishment.	
Co-authorship	++ fully implemented	<b>Strengths:</b> see legislative framework. Training courses are offered by URFIST & EDT with the theme of support for publication. In 2023-2024, URFIST offers 8 training courses as well as training courses on open sciences. See <a href="https://sygefor.reseau-urfist.fr/#/program/toulouse">https://sygefor.reseau-urfist.fr/#/program/toulouse</a> In the Business creation field, the Technology Transfer Acceleration Company (TTT) also provides training on patents.	
Supervision	++ fully implemented	<b>Strengths:</b> A mandatory follow-up point are managed by a individual thesis monitoring committee from the doctoral school once a year, according to the Decree of May 25, 2016 establishing the national training framework and the modalities leading to the delivery of the national doctoral diploma.	
Teaching	++ fully implemented	<b>Strengths:</b> University of Toulouse encourages its doctoral students do become teachers but the final decision depends on them. If they decide to do it hours are regulated by decrees (max 64h TD/year) and the financial compensation is framed by an amendment. Then, post-doctoral students may also become senior lecturers if they apply and are qualified. If they choose to teach, the inter-University teaching service (Siup) performs 54h of mandatory training.	
Evaluation/appraisal systems	-/+ partially implemented	<b>Strengths:</b> University of Toulouse has a global evaluation every 5years through the Hcéres system, which visits the labs with all the projects and evaluates them. And doctoral students have thesis monitoring committee to follow their work. <b>Weaknesses :</b> We don't have regular follow-up for projects lead by researchers which is only carried out at the discretion of the head of the laboratory.	<b>Suggestions for improvement:</b> Work with Toulouse site
Complaints/appeals	-- insufficiently implemented	<b>Weaknesses :</b> Every members of University of Toulouse has its own listening cell but at UT litigation is informally referred,	<b>Initiatives already undertaken:</b> Even if University of Toulouse doesn't have any listening cell yet, there is an informal assistance from HR, doctoral school or Aniti, in case of problem. <b>Suggestions for improvement:</b> UT commits to set up a listening cell with a proper complaints/appeals procedure
Participation in decision-making bodies	++ fully implemented	<b>Strengths:</b> UT values the opinion of the whole staff. Researchers are presents in scientific committee of Aniti, in the Academic Senate and Administrative Council.	

Principles	Implementation	Gap Analysis	Actions and Improvements Proposals
Recruitment	++ fully implemented	<b>Strengths:</b> University of Toulouse committed to the principle of the Code, and since the decree : 2021-1450 from 4 nov 2021, we don't write post-doctoral contract last more than 3 years. Some TIRIS programs specifically call on young researchers. <b>Atypie friendly</b> is working on the inclusion of disadvantaged groups. They perform sensitization to all the staff and support people who need it.	
<i>Section 2 - The Code of Conduct for the Recruitment of Researchers</i>			
Recruitment	-- insufficiently implemented	<b>Strengths :</b> All the job description published by UT are inclusive and open to anyone with the required knowledge and competencies <b>Weaknesses :</b> But we don't have any recruitment procedure formalized.	<b>Suggestions for improvement:</b> Procedure to be formalized
Selection	-- insufficiently implemented	<b>Weaknesses :</b> For now, selection committees are not communicated or mastered, we don't have clear visibility on process.	<b>Suggestions for improvement:</b> Criteria grid to be determined
Transparency	-- insufficiently implemented	<b>Weaknesses:</b> Université of Toulouse must continue to make efforts to improve transparency in the communication of recruitment and selection procedures for its staff, and facilitate access to this information both internally and externally, in order to target external and/or international researchers who would like to join them.	<b>Suggestions for improvement:</b> Informations to be added to the job description (model to be reviewed) + formalized selection procedure based on the criteria grid has to be written
Judging merit	+/- almost but not fully implemented	<b>Strengths:</b> We focus on the quality of the experience and we enhance the candidate's potential, especially in case of junior. <b>Weaknesses :</b> Dealing with experimented researchers	<b>Suggestions for improvement:</b> We need to formalize and write what we do
Variations in the chronological order of CVs	+/- almost but not fully implemented	<b>Strengths :</b> We focus on the quality of the experience and the results	<b>Suggestions for improvement:</b> We need to formalize what we do
Recognition of mobility experience	+/- almost but not fully implemented	<b>Strengths :</b> We focus on the quality of the experience and the results	<b>Suggestions for improvement:</b> We could stipulate in the job description template that this kind of experience is recognized
Recognition of qualifications	+/- almost but not fully implemented	<b>Strengths :</b> This is appreciated during the selection committee	<b>Suggestions for improvement:</b> We need to formalize what we do and describe it in a selection process
Seniority	-/+ partially implemented	<b>Strengths:</b> In accordance with Article 1132-1 of the Labour Code, University of Toulouse's job offers do not mention age. Furthermore, applicants are not obligated to prove experience within a specific institution or for a specific duration, the skills required are specified according to the needs of the position.	<b>Suggestions for improvement:</b> Criteria grid and interview guide could help to stay objective and neutral, this procedure to be formalised
Postdoctoral appointments	-/+ partially implemented	<b>Strengths :</b> University of Toulouse is committed not to extend the post-doctoral contracts for more than 2years <b>Weaknesses :</b> Nothing is precised if the recruit was already in a post-doctoral contract for many years before	<b>Initiatives already undertaken:</b> post-doctoral contracts at the University of Toulouse are for 1 year, renewable 1 time.