

emlyon business school's human resource strategy for Faculty

followed by the action plan for the 2026 interim assessment by the European Commission

emlyon business school was founded in 1872 by the Lyon Chamber of Commerce and Industry. It is a private higher-education establishment recognized by the French State. It is one of the oldest business schools in Europe. emlyon is among the 1% of global business schools to be accredited by the three international accreditation systems: AACSB, EQUIS and AMBA.

emlyon business school has held the status of a benefit corporation (*Société à Mission*) since July 2021. Academic freedom lies at the heart of the mission along the production and sharing of knowledge that will enable organizations to address the social, digital and ecological issues they face. The mission is also to reveal and enhance the lifelong skills of responsible managers and decision makers, capable of grasping the complexity of the world and transforming society. An important part of the 2024-2028 strategic plan is to recruit 50 new world-class professor-researchers by 2028, representing a net increase of 30% in the Permanent Faculty's size.

Since 2023, **emlyon** business school has endorsed The European charter for researchers and a code of conduct for the recruitment of researchers. emlyon applied for the HR excellence award in July 2024 and is awaiting evaluation and feedback from the European Commission. A Gender Equality Plan has been published on emlyon's website detailing actions for Faculty but also students, program participants and management and administrative staff.

This document sets out the Open, Transparent and Merit-based Recruitment policy for permanent professors' positions as well as the principles grounded in emlyon's human resource management strategy for permanent professors. The human resource practices comply with the French Labor Law, as emlyon researchers have an employment contract. At the emlyon collective level, the professors are represented by two professor representatives in the employees' representative body called Economic and Social Committee. The specific principles governing the Faculty are enforced according to rules detailed in the emlyon Faculty Handbook (internal access only). The last part of the present document highlights the action plan with emlyon's commitments for the 2026 interim assessment by the European Commission.

Open, Transparent and Merit-based Recruitment policy

1. Decisions to open positions for permanent professors are centralized at the Dean for Faculty & Research level. Positions can be opened consistent with the school's global strategic orientations and budgetary decisions made at emlyon's top management level (Executive Committee), and profiles are determined based on needs expressed by Heads of Department. The latter are convened and consulted on a regular basis by the Dean for Faculty and Research. The Permanent Faculty's representative body (called Faculty Committee, see the section on Faculty & Research governance) is informed in July about the number and type of positions made available.

2. Selection is decentralized to recruitment committees composed of minimum 4 professors with balanced proportions of R3 and R4 levels¹, gender and national origins. The Head of department appoints the recruitment committee (with members from other departments when relevant) and a Permanent Faculty Coordinator monitors the administrative process and compliance with the recruitment rules. One person 'Vigie Egalité & Diversité' in the recruitment committee is entitled to watch and check for the distribution of male/female applicants and fairness in the different assessment steps.

¹ <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

3. Assessment of applications follows three steps minimum (recruitment committees may add steps according to specificities of their applicants' pool, however, this should not increase the administrative burden on applicants):

(1) Members of the recruitment committee analyze application packages to short-list the candidates meeting the most requirements. Applicants rejected at this stage are informed by the Permanent Faculty Coordinator.

(2) Short-listed candidates are invited to a recruitment day with (a) a job talk presentation and (b) 1-1 interviews with members of the recruitment committee. Every permanent professor attending the job talk fills in an assessment grid. All questionnaires are aggregated to identify the top 1 and top 2 applicants.

(3) Finalists are interviewed by Dean for Faculty & Research and/or Associate Dean for Research. The final decision is announced by the Dean for Faculty & Research.

4. Contracting is centralized at the Dean for Faculty & Research level with the Faculty manager and the HR department. A relocation service is offered to every new permanent professor to assist in moving to the campus' geographical area (mainly Lyon's area).

5. Onboarding is both centralized at Faculty Support Staff level (for common administrative requirements and the scheduling of welcome meetings and presentations) and decentralized to the departments. An onboarding referent is appointed by the Head of department to provide support for socialization at emlyon and work-related advice.

emlyon follows a no in-breeding policy: emlyon does not recruit former PhD or doctoral students, or students who have been supervised by a professor of the permanent Faculty of emlyon, until they have demonstrated an experience of academic research elsewhere placing them on a par with an associate research professor at emlyon.

For more than twenty years, emlyon's PhD program in Management has trained students to become independent researchers who produce world-class research, more specifically in the fields of organization theory, strategy, entrepreneurship and marketing. Information about the program and application procedures can be found at: <https://em-lyon.com/en/faculty-research/research/phd-program>

Each research center at emlyon can ask to hire one post-doctoral fellow. The recruitment process is decentralized to the research center which forms a recruitment committee composed of minimum 4 professors with balanced proportions of R3 and R4 levels², gender and national origins. The selection process is similar to the permanent professor but implemented at the level of the research center. The final decision is made by the Head of research center who becomes the post-doc's supervisor.

emlyon supports and welcomes funded research projects either from public funding organizations (Horizon Europe, Agence Nationale de la Recherche) or from private organizations. Permanent professors being principal investigators can supervise doctoral students with an emlyon's employment contract. These doctoral students are fixed-term employees at emlyon for four years and must be enrolled in a French University's doctoral school. In this case, the application process is organized at the doctoral school.

² <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Principles grounded in emlyon's human resource strategy for permanent professors

Faculty & Research governance: a principle of indirect participation in Faculty governance through elected representatives of professors.

emlyon implements a peer-system and collegial principles for faculty management. The Dean for Faculty & Research is appointed by the President of the Directoire (*Dean of the School*) among R4 professors after consultation of the Faculty Committee. The Dean for Faculty & Research has the responsibility of HRM policy and practice related to faculty within the boundaries of emlyon's budgetary framework. For decisions related to promotions, academic sabbatical leaves, valorization of research outputs and change in the Faculty Handbook, the Dean for Faculty & Research consults the Faculty Committee.

The Faculty Committee is thus a specialized consultation committee which is composed of both elected representatives of permanent professors, the Dean for Faculty & Research, the Associate Dean for Research as well as three members of the Executive Committee: the President of the Directoire, the Dean for Programs and the Head of the Human Resource Department.

The Faculty Handbook defines collective working conditions and supplements the employment contract. When there is a change, a transition period is defined during which the most favorable system is applied to professors.

The permanent Faculty is organized within seven departments. Heads of Department are appointed by the Dean for Faculty & Research. They have the role of manager meaning a delegation for employer's duties. The logic of departments at emlyon is driven by pedagogical disciplines and activities. Research leadership is centralized at the level of the Associate Dean for Research and research activities are organized within research centers: <https://em-lyon.com/en/faculty-research/research/research-centers>. The Associate Dean for Research leads the Scientific Committee which is the consultative body for scientific and research matters. It is composed of the Head of research centers, the Head of PhD program and research support staff. An Ethical Review Board (ERB) is led by an appointed Research Integrity Officer. The ERB fulfills the three following objectives: (1) provide recommendations and opinions on best practices for researchers and professors (2) ensure compliance in research ethics (in particular with regard to the involvement of personal and other sensitive data) and (3) regulate suspected or proven cases of bad conduct.

Faculty profiles and development opportunities

emlyon implements the principle of *valuing diverse research careers* following three possible tracks:

- (1) *Academic research* with a focus on academic contributions and roles
- (2) *Research diffusion* with a focus on disseminating research
- (3) *Action learning* with a focus on teaching and engagement with the corporate world.

Each track provides for the possibility of a full career progression with at least three levels ranging from Associate to Level 1 & 2 Professors. In addition, Assistant Professor is the entry level for the two research tracks. The Faculty Handbook details the requirements for each of the 10 possible positions (Assistant Professor + 3 levels x 3 tracks).

emlyon follows the European charter for Researchers' guidelines in terms of researchers' assessment with a *collegial annual performance evaluation* on three dimensions: Teaching, Research (including various research outputs) and Institutional Contributions. Each professor fills in a self-evaluation form detailing the achievements and outputs on the three dimensions during the past academic year. An evaluation committee is formed with the Head of Department and a senior researcher of this department. The committee meets with the Dean for Faculty & Research and the Associate Dean for Research to

discuss each professor's self-evaluation to grade the performance on each dimension on a scale from 0 to 5. A final grade is obtained with a maximum total of 5 and is converted into credits cumulating over the years and leading to an automatic pay increase of 3% once 5 credits are met. A complaints/appeals process is possible in three steps: first a discussion with the Head of Department to express the complaint, in case of disagreement the second step is to reach out to the Deans and, if the disagreement persists, the Faculty Committee analyzes the complaint and forms an opinion on the Deans' decision.

emlyon applies a *merit-based promotion principle* upon application by the professor in a centralized, collegial, and transparent process:

- *Variety in careers*: qualitative assessment depending on the track (academic research, research diffusion, action learning)
- *Peer evaluation* within the Faculty Committee based on assessment reports filed by 3 external and independent referees.
- Fixed salary adjustment depending on current fixed salary and the pay-level of the new category (see compensation principles below).
- Expectations concerning applications for Level 1 or Level 2 full professor positions include a strong record of institutional contributions and responsibilities at emlyon.

emlyon invests in *talent development for assistant professors* with an international recruitment after PhD (R1) or Post-doc (R2). A period of 4-6 years is dedicated to reach a high-level of peer-reviewed publications and qualify for Associate Professor in one of the academic profiles. During this period, the teaching load starts at 90 hours per year the three first year and then, is capped at 120 teaching hours per year. Starting the fourth year, the assistant professor can apply for promotion following the merit-based promotion principle detailed previously.

emlyon offers incentives to take on managerial roles within the Faculty to sustain the collegiality and peer management system. The roles of Dean for Faculty & Research, Associate Dean for Research, Head of Department, Head of PhD program are performed by permanent professors. Every mandate has a 3-year duration renewable once for a maximum duration of 6 years. A financial bonus (*prime de fonction*) is given every month with a partial reintegration into the fixed salary at the end of the mandate. Six or twelve months of automatic sabbatical leave are granted, upon project submission, at the end of a mandate. These responsibilities are also valued in the assessment of promotion applications.

emlyon supports *continuous professional development* with annual individual training requests and individual research budgets. Each permanent professor can express needs for training at the beginning of the academic year. Individual requests are then consolidated at the Dean for Faculty & Research level for a joint decision with the HR department. The main part of the training budget for permanent professors is dedicated to French language training for non-French speakers. The individual research budgets are granted from July 1st to June 30 and allow professors to attend conferences, workshops but also to buy software or equipment, or fund data collection, for their research projects. In addition to these annual budgets, six or twelve-month academic sabbatical leave can be asked every seven years. The application procedure is centralized at the Dean's level and processed with the Faculty Committee. Attribution depends on the project's quality and the budget available.

Compensation & working conditions

Compensation of permanent professors follows an individual pay-for-performance scheme with

- a competitive fixed salary (benchmark in the French Business School's environment)
- a bonus policy for publication outputs such as academic articles (depending on emlyon's journal ranking), published case studies, books, and media contributions (*The Conversation*, op ed in Newspapers, emlyon website « Knowledge »).
- a fixed salary's 3% automatic increase upon 5 credits cumulated in annual performance review.

- the payment of extra teaching hours performed beyond the annual teaching load.

emlyon implements a *balance between research and teaching based on publication performance*. The teaching load is calculated based on the past three years' publication record (whatever the professor's category) and defines a teaching load plan for the three next years. Seven categories of annual work plans are defined within two scales:

- 90 to 180 teaching hours: only based on minimum two peer-reviewed articles with one minimum in B+ journal but ANR and ERC grants count as equivalent to high-level journals. 60 hours of students' supervision as well as 50 interviews with programs' applicants are part of the work plan.
- 220-320 teaching hours: points made with case studies, chapters, media articles etc. 120 hours of students' supervision as well as 50 interviews with programs' applicants are part of the work plan.

Research environment at emlyon is supported by professional services such as the library (access to databases) as well as facilities such as the new campus building in Lyon opened in 2024. There is a flex office policy for all emlyon employees including professors. emlyon provides full flexibility to professors with no mandatory office hours. One room welcomes collective research activities (seminars, workshops, etc.) on the Faculty's floor.

Action plan for the 2026 interim assessment by the European Commission

The gap analysis between the European charter's principles and emlyon's practices has been conducted in consultation with emlyon's researchers, their managers, the Faculty support teams and the governance bodies (Executive Committee, Faculty Committee, Scientific Commission). This analysis points out three priorities in the coming two years:

- Increasing professionalization of OTM-R monitoring and management of funded research projects
- Assessing the use of and arranging research spaces on the new campus
- Improving the balance between research and teaching for permanent professors.

109 researchers from level R1 to R4 have been directly consulted on the current management practices at emlyon. Two priorities have been identified:

- Monitoring the researchers' level of satisfaction to better understand sources of dissatisfaction for each profile of researchers and to implement proper action plans
- Rethinking researchers' evaluation based on three stakes:
 - Work-family conflict (for parents and family carers)
 - Open science
 - Valuing diverse research careers

The following pages detail these priorities in the action plan format required by the European Commission.

	Gap Principles	Timing	Responsible Unit	Indicator/Target(s)
<p>ACTION 1 Increasing professionalization of OTM-R monitoring and management of funded research projects</p>	<p>Recruitment (OTM-R quality control system)</p> <p>Selection</p> <p>Transparency</p> <p>Research environment</p>	<p>From September 2024 to September 2025: working on a beta-version handbook for the recruitment of the permanent faculty. Spring 2025: assessment of the opportunity to create a full-time position at Faculty Manager level in charge of managing quality of HR processes for permanent faculty and management of funded research project. September 2025: internal publication of the handbook for the recruitment of permanent faculty.</p>	<p>Permanent Prof. and Faculty Support</p> <p>Executive Committee</p> <p>Faculty - Heads of department</p>	<p>September 2026 – for the HRS4R interim assessment phase, 1. the role of HRS4R admin is fully integrated in the Faculty Support team 2. every person involved in a Faculty recruitment process applies the handbook for the recruitment.</p>
<p>ACTION 2 Arranging spaces for research and researchers on emlyon’s new campus</p>	<p>Research environment</p>	<p>July 2025: Executive Committee analyses feedback on the use of space and assesses the possible need for space dedicated to research and researchers.</p>	<p>Executive Committee</p>	<p>July 2026: Space for research and researchers is organized after feedback concerning use of new campus following decisions the Executive Committee will make on July 2025.</p>
<p>ACTION 3 Improving the balance between teaching and research</p>	<p>Teaching</p> <p>Working conditions</p>	<p>September 2024: 3-year fixed teaching load plans instead of 1-year with fluctuations every year. September 2025: rethinking with governance bodies the professors’ workload and division of work between Faculty and Programs on large courses’ responsibilities.</p>	<p>Faculty Management</p> <p>Dean for Faculty & Research + Dean of Programs</p>	<p>September 2026: an action plan with specification on how the course responsibilities are valued in professors’ workload to be submitted to the HRS4R interim assessment phase.</p>

	Gap Principles	Timing	Responsible Unit	Indicator/Target(s)
<p>ACTION 4 Monitoring researchers' satisfaction and addressing sources of dissatisfaction</p>	<p>Working conditions Evaluation Funding and salaries Gender balance Intellectual Property Rights Complaints Relations with supervisors</p>	<p>July 2024: first wave of satisfaction measurement by researchers' categories with emlyon's barometer of employee satisfaction July 2025: analysis of four waves of satisfaction measurement and consolidation of a scorecard to be followed up by the HR department September 2025: pilots or experimentation on actions coping with issues raised by the researchers in the barometer.</p>	<p>Dean for Faculty & Research HR department Dean for Faculty & Research, Heads of Department</p>	<p>September 2026: an action plan with specification on how the researchers' satisfaction is addressed by level (R1 to R4) to be submitted to the HRS4R interim assessment phase.</p>
<p>ACTION 5 Aligning researchers' evaluation with the 2023 European charter new principles</p>	<p>Evaluation Updated principles in the 2023 charter: Gender Equality Open Science Embracing diversity Valuing diverse research careers</p>	<p>From September 2024 to July 2026, collective thinking at the Faculty level on three issues: 1. Family responsibilities (parents and family carers) and performance on the job 2. Open Science's practical implications for emlyon's research policy and practices. 3. Valuing diverse research careers: rethinking emlyon's professors' categories with accreditation requirements (AACSB and CEFDG), opportunities for professors' personal and professional development and programs' needs.</p>	<p>Dean for Faculty & Research; Associate Dean for Research; Library; Scientific Committee; Heads of Department; Faculty Committee.</p>	<p>September 2026: an action plan with specification of an evaluation system which 1. allows for reduction in work-family conflicts and stress 2. integrates emlyon's objectives for Open Science 3. is relevant for each permanent professors' category at each level.</p>