

CONFLICT RESOLUTION BY THE DOCTORAL SCHOOL

Subject

This procedure deals with difficulties and conflicts that may occur between PhD students, their supervisors and the heads of their laboratories. Two methods are provided: **mediation**, which aims to help people in conflict to find a solution themselves with the help of a mediator, and the **conflict resolution commission** for other situations.

Principles

The conflict resolution system presented below is based on the doctoral school, which offers its services to help resolve conflicts that occur during the preparation of a PhD. This possibility, which is offered by the doctoral school, is **not exclusive**: it is complementary to other ways of resolving conflicts that may exist within the research unit, at the level of the employer, via the syndicate unions, etc.

The following principles guide the search for a solution

- In the event of difficulties or conflicts, the persons in conflict should try to find an amicable solution,
- Disagreements and conflicts are not exceptional, calling upon the doctoral school to resolve a conflict should not be seen as stigmatizing or as a last resort, but, on the contrary, as an **amicable approach**, to be taken **as soon as possible**, before the problems become too difficult to resolve,
- Each student may call upon the doctoral school to resolve a conflict as long as it is related to the preparation of a PhD. The **monitoring committee** may, if applicable, inform the director of the doctoral school of the need for **mediation** or the need to set up a **conflict resolution committee**,
- In order to facilitate the search for a solution, the right balance must be found between the **time for reflection**, allowing for the preparation of the exchanges, to conduct them with hindsight and without haste and to draw the best possible

- lessons, and the **time for the solution**, which must be short enough for everyone to be able to quickly turn the page,
- **Mediation: the best solutions** are those that the parties in conflict have been able to find themselves and on which **they agree**, if applicable with the help of a **mediator**. A mediator's mission is to hear the parties in conflict, to bring them together to confront their points of view and to help them reach a solution. The mediator has no authority other than that resulting from the trust placed in him by the parties. The use of a mediator is strongly recommended, and the doctoral school will assist in finding a mediator at the request of those in conflict.
- **Conflict resolution committee**: if mediation is unsuccessful or if the persons in conflict do not wish to seek a solution between themselves with the help of a mediator, the doctoral school may then decide to set up a **conflict resolution committee**, according to the terms defined in the procedure described below. The mission of the conflict resolution committee is to develop solutions and make recommendations to the head of the institution.

The following principles guide the operation of the conflict resolution

- The conflict resolution committee is appointed by the director of the doctoral school. It is composed in such a way as to be equally attentive to the points of view of each of the involved parties. It may rely on the doctoral school council and the elected representatives of doctoral students on this council. When the conciliation commission has been recommended by the Monitoring Committee, the doctoral school may rely on the Monitoring Committee to compose this commission.
- The proposal of solutions or the formulation of recommendations must be preceded by an individual exchange between the conflict resolution committee and each of the parties separately and by an exchange between them facilitated by the committee.
- Everyone is bound to confidentiality regarding the debates, exchanges and remarks made during these meetings.
- The conclusions of each individual interview and of the final interview are transmitted to the head of the institution and accompany the recommendations of the director of the doctoral school to the head of the institution.

- The doctoral schools, at the level of the doctoral college, share, in a framework that guarantees anonymity, their analyses of situations that have required conflict resolution action on their part, in order to collectively learn from them and make constructive use of them for conflict prevention and awareness-raising among all doctoral education actors.

Conflict resolution procedure

Conflict resolution involves the following steps

1. The request to resolve a conflict

The request for conflict resolution is initiated either by one of the direct actors of the doctoral project (the PhD student, the thesis director, the director of the research unit), or by the director of the doctoral school or one of his assistants, if he has identified the need during the annual follow-up of the PhD student. The request is sent to the director of the doctoral school, specifying the reasons for the request and is dated and signed by the applicant (see also comments 1 and 2 at the end of the document)

2. The information

The director of the doctoral school promptly and simultaneously informs the PhD student, the thesis director and the director of the research unit of the setting up of the conflict resolution committee. He/she will specify the method that will be followed and what is expected of each. He/she informs the doctoral school council of the request for conflict resolution and asks it to compose the commission.

3. The conflict resolution commission

The conflict resolution committee is composed in all cases of the following persons

- The **director of the doctoral school** or, if applicable, a deputy director in charge of the pole of the doctoral school to which the PhD student belongs,
- A member of the doctoral school council, representing the **PhD students**,

- One member of the doctoral school council, **representing the institutions and research units**,

The persons heard by the committee are the following :

1. The actors of the doctoral project

- The **PhD student**
- The **thesis director**
- If applicable, a **co-director or a co-supervisor**
- The **director of the research unit**, or, if applicable, a deputy director, preferably in charge of the team (in the sense of a national evaluation) of the research unit in which the PhD student is integrated,

2. D'autres personnes impliquées dans le conflit

- The other PhD students involved if it is a conflict between PhD students,
- Other laboratory employees,

3. Others who can shed light on the situation

- the PhD student's **individual monitoring committee**,
- in the case of an international cotutelle thesis, the director of the research unit of the foreign partner institution,
- a **representative of the PhD student's employer**,

During the interviews, the persons who are heard by the committee may be accompanied if they wish by another person, as long as the director of the doctoral school is informed before the interview, and as long as the person has a professional legitimacy to accompany them (for instance: a union representative: yes; a parent or a spouse: no)

The course of the conflict resolution

- The conflict resolution committee hears the different parties involved separately in interviews and then organizes a final meeting with the presence of all the parties involved in the conflict. The director of the doctoral school sets the date

Maison du doctorat de l'Université Paris-Saclay
2^{ème} étage, Aile Ouest, de l'ENS Paris-Saclay
4, avenue des sciences
91190 Gif sur Yvette

for the interviews and the final meeting and convenes the members of the committee and the persons to be heard for the interviews and the meeting.

- The recommended time period between the date of receipt of the request to set up a conflict resolution commission at the doctoral school and the final meeting of the commission is **one month**, in order to give everyone time to prepare for the interviews and to allow time for reflection while ensuring a certain reactivity to the difficulties encountered by the parties. The interviews are organized at the earliest **2 weeks** after the information of the beginning of the conciliation.
- - At the beginning of each interview, the director of the doctoral school reminds the members of the committee and the persons interviewed that they are committed to confidentiality regarding the exchanges and comments made, but that the conclusions of the interview will be transmitted to the head of the institution along with the doctoral school's recommendations. The director of the doctoral school also provides a factual summary of the PhD student's pedagogical file (subject submitted at the time of the first registration, if applicable: progress of the PhD project, training courses followed, report of the monitoring committee), and briefly specifies the difficulties encountered at the doctoral school level,

Interview of the committee with the PhD student

The PhD student provides, at the latest on the day of the interview, a written synthesis (1-2 pages) including a summary of his/her research work and the references of all the scientific productions to which he/she has contributed, the subject of his/her PhD project, the approach he/she has followed and wishes to follow in order to carry out his/her PhD project, he/she also briefly specifies the encountered difficulties. Copies of his scientific productions are annexed to the synthesis provided, as well as the reports of the thesis committees if there were any.

The PhD student presents the subject of the doctoral project, the scientific approach and the carried out research work (about 15 minutes),

This is followed by discussions with the committee to clarify difficulties and seek solutions.

Interview of the committee with the thesis director

The thesis director provides, in writing, no later than the day of the interview, the subject of the doctoral project, specifying its stakes, what may constitute its originality, the scientific approach that he or she recommends, and the mobilized means for the scientific direction of the doctoral project, This is followed by discussions with the committee to clarify the difficulties and seek solutions.

Interview of the committee with the director of the research unit

The director of the research unit provides, at the latest on the day of the meeting, a brief description of the conditions for the hosting of the PhD student in his or her research unit, and briefly specifies the difficulties encountered, Discussions with the committee follow to clarify the difficulties and seek solutions.

Before the final meeting

The members of the conciliation committee exchange information and make an initial report on the discussions.
They inform the persons with whom they have met orally and separately of the solutions that are emerging so that the final meeting does not take anyone by surprise.

The final meeting

This meeting brings together all the members of the commission and all the people who are questioned during the interviews.
The director of the doctoral school chairs the meeting and leads the discussions.
Each actor briefly reviews the situation, specifying the encountered difficulties and what he or she was able to do in his or her field of competence.
The members of the conflict resolution committee work with the people interviewed to find a solution to the encountered difficulties on which the people in conflict agree.
The final meeting report to the head of the school will indicate whether or not the recommended solutions to the conflict are agreed upon by those in conflict.

After the meeting :

The commission members meet to draw conclusions and prepare a report on the resolution of the conflict. This report consists of 3 parts:

- a brief, factual summary of the work done by the commission (dates and duration of interviews and meetings, present persons)
- a factual summary of the exchanges that occurred during the meeting
- and the formulation of recommendations or proposed solutions intended for the head of the school and explicitly specifying whether or not the proposed solutions are agreed upon by the persons in conflict.

At a minimum, the factual part of the report must be reread and corrected by those present at the final meeting before the report is validated by the committee.

The director of the doctoral school informs the council of the doctoral school of the outcome of the conflict resolution. The report is sent to the head of the institution of registration and, if applicable, to the PhD student's employer to inform further decisions.

If the recommendation of the committee is to stop the preparation of the thesis, the committee hears the PhD student again to consider his future with him.

Comments

1. If he/she has identified the need for mediation or conflict resolution, the director of the doctoral school, or one of his/her deputies, may advise mediation or initiate the request for conflict resolution between the actors of the doctoral project. In this case, he/she organizes the conciliation committee, as he/she would have done if the request had been made by the PhD student, the thesis director or the director of the unit.
2. On the other hand, because he/she may also be the thesis director, the director of the doctoral school may be directly involved in a conflict resolution. In this case, he/she obviously cannot organize the conflict resolution commission himself/herself. It will then be up to the vice-president in charge of the doctorate to compose the commission and to organize the resolution of the conflict.

3. The conflict resolution process, as described in this document, may not be followed to the letter if practical reasons prevent it (referral to the doctoral school during a period of vacation, absence of one of the actors...), as long as the "good principles" stated on the first page are respected and in particular that a PhD student representative is a member of the commission.

REQUEST OF CONFLICT RESOLUTION

Reasons for the request (10 lines maximum)

The claimant

- | | |
|---|--|
| <input type="checkbox"/> PhD student | <input type="checkbox"/> thesis director |
| <input type="checkbox"/> director of the research unit | <input type="checkbox"/> director of the doctoral school |
| <input type="checkbox"/> individual monitoring committee of the PhD student | |

Made in :

Date :

Name, first name, date and signature

Report of the conflict resolution commission

Part 1/4 : Information

Report prepared in response to the application submitted on :

From :

Civility :

Name :

First name :

As part of the doctoral project of :

Civility :

Name :

First name :

of the

PhD Student

Civilité :

Name :

First name :

of the

thesis director

Research unit :

Title of the thesis :

Date of 1st registration in PhD program :

Conditions of the thesis (type of funding, employer, etc.) :

**Part 2/4: Process of conflict resolution, composition of the commission,
interviewed persons, date and duration of interviews and meetings**

Date of the received request for dispute resolution commission

Time allowed for everyone to prepare

Provided documents by people in conflict

Date and duration of individual interviews and meetings

Part 3/4: Factual summaries and conclusions from each of the individual interviews and the final meeting (one sheet per interview or meeting)

Interviewed person : name, first name

Summary of the exchanges :

Conclusions :

The interviewed person

Name, first name, occupation, date and signature

Final meeting

Summary of the exchanges :

Conclusions :

The president of the commission and the other members of the commission

Name, first name, occupation, date and signature

The interviewed persons

For each of them, name, first name, occupation, date and signature

Part 4/4: Committee conclusions and recommendations to the head of the institution

Conclusions :

Recommendations :

The president of the commission and the other members of the commission

Name, first name, occupation, date and signature