

FOREWORD

At the end of 2016 our institution employed nearly 1,500 teaching and administrative staff in addition to more than 2,000 part-time teaching professionals who are involved in delivering our courses. Lyon 3 has experienced a strong increase in its teaching and administrative staff headcount (1,300 in 2013). This growth, supported in part by the ministry with additional positions under Fioraso and then Mandon, has supported the growth of our student population but has not been sufficient to reduce our understaffing.

Payroll costs, which amounted to more than 90.6 million euros in 2016, represent 80% of our institution's overall budget. Our ambitious compensation policy is one element of the proactive social policy initiated since our institution expanded its responsibilities and competencies. Once again this year, the package allocated to the compensation scheme for tenured staff and to the incentive programme for contractual employees rose by 3.9% for an overall rise in payroll of 2.7%. The amount allocated to bonuses has increased by a factor of 1.5 since 2012, rising from 2.6 million to close to 4 million euros over the period.

In addition, on 19 June 2017, the university hired a preventive medicine doctor for its employees. The lack of an onsite doctor had been a real concern, and we are very pleased to be able to provide all of our staff with access to a doctor on our *Manufacture des Tabacs* site. We also highlight the work of the staff social worker, who met 117 people and conducted 174 interviews in 2016, and of the Social Monitoring Unit, which met on average once per month in 2016 and which, by supporting the strategy for preventing psychosocial risks, contributes to the institution's policy on well-being at work and addresses any situations identified. Finally, the Department for Cultural and Social Action has continued its social and cultural activities.

Staff training also remains a strong priority in order to improve the working conditions of contract staff and to promote their mobility should they wish. The resources allocated, close to 159,000 euros in 2016, have almost doubled since 2012. The ever-growing number of trainees, 1,710 in 2016 compared to 760 in 2012, benefit from a wide range of professional training opportunities as well as from a large choice of training options in the fields of personal development, occupational hygiene, safety and health issues or in relation to preparing for competitive applications. This dynamism also draws on the collective effort onsite.

Forward planning of jobs and skills is ultimately a key area of focus, indispensable for supporting all of our employees in the evolving nature of their roles and for anticipating the number of retirements expected over the next five years.

This review is the result of a joint effort, reflecting the commitment of everyone involved. It was coordinated by the Statistics and Steering Department, in conjunction with the Human Resources Department. The Statistics and Steering Department processed the information and prepared the document with the assistance of the HR Department, the office responsible for monitoring payroll, the Department for Cultural and Social Action and the Hygiene and Safety Department.

We thank you for your support and trust because each employee helps bring our institution's project to life and should be able to find his or her place in that project. We remain committed to ensuring that everyone can play their part in a work environment that respects the well-being of all and to ensuring that each person can be supported, should they choose, in their professional and personal development prospects.

Jacques Comby
President of Université Jean Moulin Lyon 3