HRS4R

Human Resources Strategy for Researchers

HR EXCELLENCE IN RESEARCH

REVISED
ACTION PLAN

Case number: …………………….. 2018FR314833

SUBMISSION DATE: …………………16/03/2021

Name of the institution :

Institut National des Sciences Appliquées Rouen Normandie (INSA Rouen Normandie)

Contact :

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Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Internal Review

Case number: 2018FR314833
Name Organisation under review: INSA Rouen Normandie
Organisation's contact details: Avenue de l'Université, Saint Etienne du Rouvray, 76801

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	241.5
Of whom are international (i.e. foreign nationality) *	68.4
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	118
Of whom are women *	59.8
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	99
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	19
Of whom are stage R1 = in most organisations corresponding with doctoral level *	117

STAFF & STUDENTS	FTE	How do you know?
Total number of students (if relevant) *	2033	
Total number of staff (including management, administrative, teaching and research staff) *	385.7	

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	12253626
Annual organisational direct government funding (designated for research)	7839481
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3480850
Annual funding from private, non-government sources, designated for research	933295

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

INSA Rouen Normandie (INSA) is a leading international research university (school of engineers) specialized in engineering sciences and technologies, with broad collaboration with industry. INSA belongs to INSA Group (10% of French engineers graduated at INSA, and INSA group represents over 80 000 INSA engineers in France and worldwide).

Its missions are : teaching (10 engineering courses), research (8 laboratories) and the dissemination of scientific culture revolved around the following areas of expertise: information, big data, mathematics, chemistry and processes, risk management and the conversion of industrial sites, energy, propulsion, mechanics, industrial performance, civil engineering and urbanism.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

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Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

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How do you know?

Ethical and professional aspects*

Strengths and Weaknesses (Initial Phase)

STRENGTHS

The feeling of freedom of research is expressed by the researchers of the institution, interviewed during the working groups and during other consultation processes.

WEAKNESSES

The scientific and ethical integrity commitments of the institution's researchers are still in process to be formalized.

The implementation of a charter and the appointment of a referent Integrity Scientific and Ethics for the establishment are planned.

Strengths and Weaknesses (Interim Assessment)

STRENGTHS

The feeling of freedom of research is expressed by the researchers of the institution, interviewed during the working groups and during other consultation processes.

WEAKNESSES

The awareness about the publication in open access should be developped among our researchers community.

Remarks (max 500 words)

The scientific and ethical integrity commitments of the institution's researchers have been formalized.

A charter and the appointment of a referent leading a working group of researchers on Integrity Scientific and Ethics for the establishment have been implemented.

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Recruitment and selection*

How do you know?
ⱽ

Strengths and Weaknesses (Initial Phase)

STRENGTHS

All the procedures and principles put forward by the Charter and the Code concerning the recruitment and selection of permanent staff are respected and formalized. This is due to the good respect of the French national regulations. The institution and all of its research units are highly attractive for researchers nationally and internationally.

WEAKNESSES

Procedures concerning the recruitment of contract workers are not formalized. The institution will therefore produce specific recruitment procedures for contract workers. The publication of offers on the Euraxess website, giving an international visibility, will be encouraged. The international mobility of the institution's researchers could be expanded.

Strengths and Weaknesses (Interim Assessment)

STRENGTHS

Most of the procedures and principles put forward by the Charter and the Code concerning the recruitment and selection of permanent staff are respected and formalized. This is due to the good respect of the French national regulations. The institution and all of its research units are highly attractive for researchers nationally and internationally.

WEAKNESSES

The feedbacks following the selection committees of permanent staff to the candidates should be improved. We are waiting for an improvement of the national online tool used to manage this process.

The international mobility of the institution's researchers could be expanded. We started to work well on it but we faced the COVID 19 pandemic.

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Remarks (max 500 words)

How do you know?

Procedures concerning the recruitment of contract workers have been formalized. The publication of offers on the Euraxess website, giving an international visibility, has been encouraged.

Working conditions*   How do you know?

Strengths and Weaknesses (Initial Phase)

STRENGTHS

Conditions related to the French social security system are guaranteed by the respect of the French legislation and offers favorable
conditions to the researchers of the institution.
The survey conducted among the scientific community of INSA Rouen Normandy showed that the researchers have a very positive
judgment about their perception of the quality of the working conditions in which they are operating.

WEAKNESSES

Difficulties related to language for foreign workers who do not speak French have been noted. Actions to resolve these issues will need to
be implemente by the institution.
Respect for gender equality is promoted in the school's practices, but it sometimes encounters differences in gender representation in
its professional sectors and research areas.

Strengths and Weaknesses (Interim Assessment)

STRENGTHS

Conditions related to the French social security system are guaranteed by the respect of the French legislation and offers favorable
conditions to the researchers of the institution.
The survey conducted among the scientific community of INSA Rouen Normandy showed that the researchers have a very positive
judgment about their perception of the quality of the working conditions in which they are operating.

WEAKNESSES

Difficulties related to language for foreign workers who do not speak French have been noted. Actions to resolve these issues have been
started to be implemented by the institution and we will continue to implement new ones.

☐ An official EU website Respect for gender equality is promoted in the school's practices, but it sometimes encounters differences in gender representation in its professional sectors and research areas. How do you know?

Remarks (max 500 words)

An official EU website   How do you know?
Training and development*

Strengths and Weaknesses (Initial Phase)

STRENGTHS

A positive appreciation of supervisory relationships between staff is
expressed by representatives of the scientific community. Supervision
and supervision processes in the framework of doctoral studies are
defined.

WEAKNESSES

The access to trainings for researchers faces difficulties, particularly
related to the specificity of their practices and their limited availability.
Cross-curricular trainings, particularly concerning the English language
applied to their profession and management, have to be developed.

Strengths and Weaknesses (Interim Assessment)

STRENGTHS

A positive appreciation of supervisory relationships between staff is expressed by representatives of the scientific community.
Supervision and supervision processes in the framework of doctoral studies are defined.

WEAKNESSES

The access to trainings for researchers faces difficulties, particularly related to the specificity of their practices and their limited availability.
Training about carreer optimisation and core skills which contribute to it should be developped (eg. training about improvement of scientific
publications writing in English).

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Cross-curricular trainings have been started to be developed (English, management ...).

Have any of the priorities for the short- and medium term changed? (max 500 words)

No, there is no specific changes of the priorities for the short- and medium term.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

The circumstances in which our organisation operates have been impacted on our HR strategy by :

1) **Covid 19 Pandemic**: the crisis impacted the mobility of the researchers but also led to improve our oganisation to work more efficently on remote.

2) The **implementation of an Euraxess service at the regional level**: this will help us to get better quality of support for the international researchers.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The strategic decisions which influenced our action plan is the priority for our policies about **internationalization of our institution** and **increasing participation in European research projects**.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.   How do you know?

Proposed ACTIONS

Action 1

Include a reference to the HRS4R strategy, the Charter and the Code in the Staff Welcome Guide. This is one of the way all the new staff will be informed about the involvement of INSA Rouen Normandie in the HRS4R process and the alignement of its human resource policy with the principles set out in the Charter & Code.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 3. Professional responsibility	mars-19	Communication Department	Modified Welcome Guide

Current Status	Remarks
COMPLETED	The reference to the HRS4R strategy, the Charter and the Code has been added to the Staff Welcome Guide. The guide is made available to the new staff at their arrival and to all through the intranet. It is produced in paper and digital format with a French and an English version.

Proposed ACTIONS

How do you know?

Action 2

Raise awareness of good management of research fundings. Clear procedures and support in the understanding of the rules and of the management of the research fundings will be provided to the researchers. (procedures, regular contacts with researchers, adapted communication ...)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 6. Accountability	Continuous	Research Department	Awareness-raising actions on the management of research funding

Current Status	Remarks
IN PROGRESS	Multiple actions have been implemented to raise awareness of good management of research fundings. Communication / Information / Support have been given to the researchers and the administrative support in the laboratories. For instance: - Presentations were made during Scientific councils meetings (school scale) and laboratories councils meetings. - PhD students have been trained to the fundings of research in the frame of their PhD training. - All the new staff (researcher and non researchers) are now introduced to the subject during the welcome meeting dedicated to the new staff. - Lobbying actions to the funders have been implemented to keep processes as lean as possible.

Proposed ACTIONS How do you know?

Action 3

Increase the general use of laboratory notebooks for researchers. Communication actions will promote the use of laboratory notebooks for researchers and explain the impact on potential technology transfert and innovation development. Distribution of the notebooks will be made on demand directly by the Research Department.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	Continuous	Research Department	Number of laboratory notebooks distributed

Current Status	Remarks
IN PROGRESS	Emails to every researchers and laboratory directors have been sent to ask their needs of laboratory notebooks. Laboratory notebooks are ordered to the French national association for technology transfer (Réseau Curie). The numbers of distributed notebooks to the researchers by the Research Department is the following: - 2019 : 175 - 2020 : 302

Proposed ACTIONS

How do you know?

Action 4

For contract workers, set up a procedure for publishing job offers. A recruiting procedure involving the stakeholders and taking into account various constraints will be defined by the Human Resources Department. It will allow to more formalize the recruitment of contractual researchers and to increase the use of Euraxess Job service.	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
	(+/-) 13. Recruitment (Code) (+/-) 25. Stability and permanence of employment	jun-19	Human Resources Department	Writing the procedure for recruiting contract researchers

Current Status	**Remarks**
COMPLETED	The procedure for recruiting contract researchers has been formalized. It has been documented in a dedicated "Guide for recruiting contract researchers", 14 pages including templates and synthesis. This procedure is aligned with our OTM-R policy. The guide has been send by email and is available on the intranet.

Proposed ACTIONS

How do you know?

Action 5

Encourage foreigners to take part to selection committees. In order to attract foreign high level researchers to participate to selection comittees, incentive actions will be implemented. For instance: - Study an increase of the budget for the selection committees if there is a member from abroad. - Promote the use of visio conference to allow the participation of foreign researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 14. Selection (Code)	jun-19	Human Resources Department	Increase of the budget for the selection committees if there is a member from abroad.

Current Status	Remarks
COMPLETED	An increase of 500€ to the budget for the selection committees if there is a member from abroad has been established. The use of visio conference to selection committees has been increased by the context of the COVID 19 pandemic.

Proposed ACTIONS

How do you know?

Action 6

Study the possibility to publish the selection reports on the application management platform. This report results from the written selection part of the permanent employees. Access would be restricted to the applicant.	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
	(+/-) 15. Transparency (Code)	jun-19	Human Resources Department	Decision to publish reports or not

Current Status	**Remarks**
COMPLETED	The reports are available to applicants on request. This concerns the permanent researchers staff positions (R3 and R4).

Action 7

Remind the applicants that they can ask for feedbacks about their application to the selection committee. The audition is the second stage of the selection process for the permanent employees. Following the auditions feebdacks are available for candidates but at the moment few candidates ask for it.	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
	(+/-) 15. Transparency (Code)	jun-22	Human Resources Department	Reminder to candidates

Current Status	**Remarks**
EXTENDED	This process is managed by an online tool (Galaxie) from the French Higher Education and Research Ministry. We wait for its update to get this reminder automatically made to the applicants for feedbacks about their application to the selection committee.

Proposed ACTIONS

How do you know?

Action 8

Communicate about international mobility opportunities. A communication plan will be made to encourage the mobility of researchers. This would increase of the use of mobility tools available and to identify (e.g. Erasmus +, Campus France mobility action ...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 18. Recognition of mobility experience (Code)	Continuous	International Relations Department	Communications about international mobility opportunities

Current Status	Remarks
IN PROGRESS	The following communication actions about international mobility opportunities have been implemented: * International Day on October 17, 2019 * Information available on Moodle (internal website) and on the INSA website. * Presentation during the Scientific Counsil in January 2019 * Integration into the Research Department presentation support on international funding * International Day on October 15, 2020 Moreover communications on international mobility for researchers opportunities have been regularly made in the Research Department newsletter sent to every researchers and laboratory directors.

Proposed ACTIONS

How do you know?

Action 9

Facilitate English communication for students and foreign staff. Definition and Implementation of an action plan linked to the internationalization strategy of the INSA Rouen Normandie. Use of technology (computer/smartphone assisted translation), language courses, translation of key documents ... will be examinated.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	Continuous	Research Department	Actions facilitating communication

Current Status	Remarks
IN PROGRESS	The following actions facilitating communication for non proficient French speakers have been implemented: * Staff training: English (Beginner, Intermediate, Advanced) + new languages offered in 2021 (Spanish, Chinese) * Translation of documents * Translation of signage * Translation of the INSA website in English and Spanish * Laboratory websites in English * Translation of the educational offer in English * Translation of laboratory descriptions into English * Intercultural training in November 2019 and March 2021

Proposed ACTIONS

How do you know?

Action 10

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Identify resource persons who speak a foreign language and can help non Francophone researchers in their efforts. A list the people at INSA Rouen Normandie who speak a foreign language will be produced and made available. This list will be a ressource to the people needing help to communicate in their foreign language.	(+/-) 23. Research environment	jun-22	Research Department	List of people speaking a foreign language

Current Status	Remarks
EXTENDED	This action will be launched by using a survey formular to the staff of the organisation.

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Proposed ACTIONS

How do you know?

Action 11

Write a charter on the quality of life, including the following points: meeting schedules, right to disconnect. A charter regarding quality of life aspects at work would be produced, diffused and promoted. This charter should promote balance with professionnal and personnal life and therefore promote well being in the workplace.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	oct-19	Human Resources Department	Charter written and diffused

Current Status	Remarks
COMPLETED	Two documents have been produced, validated and diffused in order to answer to this action: - a Charter on the right to disconnect - a Quality of life at work plan

Action 12

Write an English version of the welcome guide. This fundamental document in the integration of new staff should be available in English to help non french speaking people to better integrate our institution. This document will be made available during integration meetings and online through the internal website.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	may-21	Communication Department	Welcome guide in English

Current Status	Remarks
IN PROGRESS	This document is already translated. It will be soon published and diffused during the next integration meetings and made available on the intranet.

Proposed ACTIONS

How do you know?

Action 13

Contribute to integration meetings of new staff. During meetings fo the integration of the new staff organized by the Human Ressources Department, the Research Department should be present to introduce a better understanding of research in the institution. New staff should have a better understanding of the offers of support that can be given by the Research Department.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	Continuous	Research Department	Participation of the Research Department at integration meetings

Current Status	Remarks
COMPLETED	The Research Department takes part to every integration meetings. Every new staff is introduced to the support offered by the Resesearch Department of our institution.

Proposed ACTIONS

How do you know?

Action 14

Propose laboratories visits to the new staff. New staff should have a better understanding and knowledge of the research capacities in the institution to help them to develop excellence in research, internal partnership, networks and work in a cross disciplinary way.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	Continuous	Research Department	Number of organized visits

Current Status	Remarks
EXTENDED	This action will wait the end of the Covid 19 pandemic to be able to be implemented.

Proposed ACTIONS

How do you know?

Action 15

Set up interviews with the Research department with the young professors recruited. Particular attention should be paid to the new young professors and the beginning of their career in our institution. Individual interviews with the head of the research department and young professor recruited will be established.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions (+/-) 28. Career development	Continuous	Research Department	Conducted interviews

Current Status	Remarks
IN PROGRESS	- Meeting with the new R3 researchers has been organised by the Research department - In the frame of our National Institute of Applied Sciences group: seminar for the new researchers incoming have been and will be regularly organised.

Proposed ACTIONS   How do you know?

Action 16

Remind in the recruitment guide for contract workers to promote gender diversity. In order to promote gender diversity in the frame of recruitment, a particular mention will be added in the guide. This indication should lead to better integration of this particular challenge.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 27. Gender balance	mar-19	Human Resources Department	Modification of the guide

Current Status	Remarks
COMPLETED	The indication has been added in the recruitment guide for contract worker to promote gender diversity. The guide has been diffused and is available on the intranet.

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Proposed ACTIONS

How do you know?

Action 17

Encourage full professor women to take their habilitation earlier and apply for "PEDR" (bonus for supervising and research). It was found that women candidate later than men in their career for the habilitation and the "PEDR" (bonus for supervising and research). Particular communications actions to encourage them to candidate early will be made.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 27. Gender balance (+/-) 28. Career development	Continuous	Research Department	Communications actions

Current Status	Remarks
IN PROGRESS	Discussions with potential candidates have been made. An analysis of the whole potential candidates of our institution should be made.

Action 18

Extend the mentoring system to new teacher researchers. Mentoring system is currently only avaible for non researchers staff in our institution. A such offer will be available to new teacher researchers. It will contribute to their integration and help them to develop their network.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development	mar-19	Human Resources Department	Implementation of the expanded mentor system

Current Status	Remarks
COMPLETED	The mentoring system has been extended to new teacher researchers.

Proposed ACTIONS

How do you know?

Action 19

Maintain the teaching discharge service early in the career. This offer helps the young teacher researchers to better develop the beginning of their career facing the new responsabilities between teaching and research activities. Appreciated by the beneficiaries this should be maintained for the new staff.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 33. Teaching	Continuous	Research Department	Number of teacher-researchers having this discharge

Current Status	Remarks
IN PROGRESS	The teaching discharge service early in the career has been maintained. The beneficiaries will present after one year the results of her/his research activites led thanks to this discharge.

Proposed ACTIONS   How do you know?

Action 20

Provide PhD students with a list of foreign language resource persons to whom they may refer in case of problems. In order to avoid isolation from this particular category of staff, this tool will be used to assure that ressources persons are identified.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 34. Complains/ appeals	sep-22	Research Department	Sending the list

Current Status	Remarks
EXTENDED	This action will follow the action n°10 on the identification of non French speaking staff.

Proposed ACTIONS

How do you know?

Action 21

Inform about training opportunities close to INSA Rouen Normandy's topics in the Research department newsletter. Training opportunities should be promoted to the researchers. Due to their limited availability and high workload, elearning solutions (webinars, MOOC, ...) should be integrated in this offers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 38. Continuing Professional Development	Continuous	Research Department	Number of Research Department newsletters informing about trainings

Current Status	Remarks
IN PROGRESS	Regular communications through Research Department newsletter and direct emailing about training opportunities have been sent to the researchers.

Proposed ACTIONS   How do you know?

Action 22

Offer transversal trainings: English, writing articles, management. Key competencies for researchers to develop their high level potential should be developped by offering training in this 3 topics : English, writing articles, management. These topics will be added to the staff taining plan.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 38. Continuing Professional Development	Continuous	Human Resources Department	Writing of these themes in the staff training plan

Current Status	Remarks
IN PROGRESS	In priority the two following themes have been written in the staff training plan: - Language: English (Beginner, Intermediate, Advanced) + new languages offered in 2021 (Spanish, Chinese) - Management

Proposed ACTIONS   How do you know?

Action 23

List the trainings offered by the laboratories. Laboratories sometime offers trainings to the researchers and the institution has no information about it. A procedure to share this information in order to optimize the staff training should be organized.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 39. Access to research training and continuous development	jun-22	Human Resources Department	Writing of a procedure concerning the training carried out within the laboratories

Current Status	Remarks
EXTENDED	This action will be carried out in consultation with the laboratories.

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Proposed ACTIONS

How do you know?

Action 24

Publish our OTMR policy online (in French and in English). After establishing our OTMR policy, it will be published online on both languages French and English in a clear place of the institution's website to promote our commitment.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	mar-21	Human Resources Department	Web link

Current Status	Remarks
COMPLETED	Our OTMR policy has been published online in French and English on the following page: https://www.insa-rouen.fr/en/research/hrs4r-human-resources-strategy-researchers

Action 25

Write an guide clearly outlining OTMR procedures and practices for all kind of researcher positions. OTMR procedures and practices will be shared by this support and made available to all through our website

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	mar-21	Human Resources Department	Creation of the document

Current Status	Remarks
COMPLETED	The guide describing our OTMR policy including the details of our practices for all kind of researcher positions has been produced and shared.

Proposed ACTIONS

How do you know?

Action 26

Perform OTM-R training. After the analysis of the needs, training of the people involved in the OTM-R process will be given to assure their full mastering of their part in the process. This trainings will go along with the actions needed in term of change management related to the development of the OTM-R policy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	mar-22	Human Resources Department	Number of people trained

Current Status	Remarks
EXTENDED	We study the possibility to pool these trainings with the French National Center for Scientific Research.

Proposed ACTIONS　　　　　　　　　　　　　　　　　　　How do you know?

Action 27

Study the use of a platform for the recruitment of postdoctorates. This platform would allow postdoctorates to candidate online. Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved. It will reduce time and error risks in the candidature process comparing to the actual paper/mail based one.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	dec-19	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates

Current Status	Remarks
COMPLETED	The opportunity study has been carried out. It was concluded that this was not relevant for us being given the complexity / benefit ratio for this process. This process is dematerialized thanks to action 28.

Proposed ACTIONS   How do you know?

Action 28

Dematerialize the existing recruitment forms system. The administrative process to hire a candidate should be dematerialized. Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved. It will reduce time and error risks in the recruitment process comparing to the actual paper/mail based one.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	dec-19	Human Resources Department	Dematerialization of the procedure

Current Status	Remarks
COMPLETED	The dematerialization of this part of the recruitment process has been put in place. In addition to the gain in efficiency, it should be noted that this allowed us to continue to operate remotely during the period of the COVID 19 pandemic.

Proposed ACTIONS

How do you know?

Action 29

Integrate on the intranet a salary converter (gross / net / loaded). This tool will help researcher to manage their budget dedicated to hire scientific staff for their projects. It will help them to budget and spend the funds more easily. The information for the candidates on the salary will also be more accessible (gross / net).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	feb-19	Human Resources Department	Publication of the converter tool

Current Status	Remarks
COMPLETED	The salary converter (gross / net / loaded) has been developed, shared and is available on our intranet. It is regularly updated to take into account the evolution of the legislation. This tool is used and received very good feedback from the users.

Action 30

Add to the recruitment form how the job offer has been advertised. In order to promote and to track the advertisment of the job offers and in respect to the future procedure, the recruitment form will be updated to catch the information of the way of advertisement (Euraxess, networks ...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	mar-19	Human Resources Department	Modified recruitment sheet

Current Status	Remarks
COMPLETED	It has been added to the recruitment form a field to give the information on how the job offer has been advertised.

Proposed ACTIONS

How do you know?

Action 31

Offer a training on Optimizing the research career Targeting mainly the early career researchers, this training should help them to take the best decisions to plan their career.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development (++) 30. Access to career advice	jun-22	Human Resources Department	Writing of this theme in the staff training plan

Current Status	Remarks
NEW	

Action 32

Communicate on the implementation of the new Euraxess Normandy service Implementation of communications actions to ensure optimal use of the Euraxess service by potential beneficiaries and stakeholders involved.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	sep-21	Research Department	Communication actions

Current Status	Remarks
NEW	

Proposed ACTIONS

How do you know?

Action 33

Gender equality plan: study the Commission's expectations in Horizon Europe Analyze the conformity of our practices with the expectations of the European Commission within the framework of the Horizon Europe program. This in order to prepare our participation in projects of this new program.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 27. Gender balance	jul-21	Research Department	Conformity study

Current Status	Remarks
NEW	

Action 34

Translation of the employment contract Submit a translated English version of the employment contract for information purpose. This is to facilitate understanding by future staff who do not master the French language.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code) (-/+) 24. Working conditions	dec-21	Human Resources Department	Employment contract translated

Current Status	Remarks
NEW	

Proposed ACTIONS

How do you know?

Action 35

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Practical guide to parenthood at INSA Rouen Normandie Publication of a guide describing the possibilities offered to the employees to better reconcile work and parenthood. These aspirations are linked to improving the quality of life at work.	(-/+) 24. Working conditions	dec-21	Human Resources Department	Publication of the guide
	(-/+) 27. Gender balance			

Current Status	Remarks
NEW	

Proposed ACTIONS

How do you know?

Action 36

Study of incentive tools for participation in European projects
The relevance and possibility of setting up tools and incentive
mechanisms for participation in European projects (teaching
discharge, bonuses, training, etc.) will be studied.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research (++) 26. Funding and salaries	jan-22	Research Department	Study of the implementation of new incentive tools

Current Status	Remarks
NEW	

Action 37

Raising awareness about open access publication
Communicate and support the use of open access scientific
publications. This especially with the open archive HAL.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	mar-22	Research Department	Communication and support actions

Current Status	Remarks
NEW	

☐ An official EU website   How do you know?
Unselected principles:

(++)1. Research freedom   (++)2. Ethical principles   (++)4. Professional attitude   (++)5. Contractual and legal obligations   (++)9. Public engagement

(++)10. Non discrimination   (+/-)11. Evaluation/ appraisal systems   (++)12. Recruitment   (++)16. Judging merit (Code)

(++)17. Variations in the chronological order of CVs (Code)   (++)19. Recognition of qualifications (Code)   (++)20. Seniority (Code)

(++)21. Postdoctoral appointments (Code)   (++)22. Recognition of the profession   (++)29. Value of mobility   (++)31. Intellectual Property Rights

(++)32. Co-authorship   (++)35. Participation in decision-making bodies   (++)36. Relation with supervisors   (++)37. Supervision and managerial duties

(++)40. Supervision

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:
https://www.insa-rouen.fr/en/research/hrs4r-human-resources-strategy-researchers

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

The actions concerning the implementation of the open, transparent and merit-based recruitment principles (OTM-R) mentioned above are as follows:

OTM-R System			
Action N°	Proposed Actions	Responsible Unit	Indicator(s) / Target(s)

			How do you know?
24	Publish our OTMR policy online (in French and in English). After establishing our OTMR policy, it will be published online on both languages French and English in a clear place of the institution's website to promote our commitment.	Human Resources Department	Web link
25	Write an internal guide clearly outlining OTMR procedures and practices for all kind of researcher positions. OTMR procedures and practices will be shared by this support and made available to all the sattf of the institution through the internal website and an email communication to everyone.	Human Resources Department	Date of the last update; make sure it has been sent to all researchers
26	Perform OTM-R training. After the analysis of the needs, training of the people involved in the OTM-R process will be given to assure their full mastering of their part in the process. This trainings will go along with the actions needed in term of change management related to the development of the OTM-R policy.	Human Resources Department	Number of people trained
27	Study the use of a platform for the recruitment of postdoctorates. This platform would allow postdoctorates to candidate online. Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved. It will reduce time and error risks in the candidature process comparing to the actual paper/mail based one.	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates
28	Dematerialize the existing recruitment forms system. The administrative process to hire a candidate should be dematerialized. Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved. It will reduce time and error risks in the recruitment process comparing to the actual paper/mail based one.	Human Resources Department	Dematerialization of the procedure

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				How do you know?
	An official website	Integrate on the intranet a salary converter (gross / net / loaded).		
29		This tool will help researcher to manage their budget dedicated to hire scientific staff for their projects. It will help them to budget and spend the funds more easily. The information for the candidates on the salary will also be more accessible (gross / net).	Human Resources Department	Publication of the converter tool
30		Add to the recruitment form how the job offer has been advertised. In order to promote and to track the advertisment of the job offers and in respect to the future procedure, the recruitment form will be updated to catch the information of the way of advertisement (Euraxess, networks ...).	Human Resources Department	Modified recruitment sheet

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The actions concerning the implementation of the open, transparent and merit-based recruitment principles (OTM-R) mentioned above are as follows:

Action N°	Actions	Responsible unit	Indicator(s) / target(s)	Status
24	Publish our OTMR policy online (in French and in English). After establishing our OTMR policy, it will be published online on both languages French and English in a clear place of the institution's website to promote our commitment.	Human Resources Department	Web link	COMPLETED
25	Write an internal guide clearly outlining OTMR procedures and practices for all kind of researcher positions. OTMR procedures and practices will be shared by this support and made available to all the sattf of the institution through the internal website and an email communication to everyone.	Human Resources Department	Date of the last update; make sure it has been sent to all researchers	COMPLETED

An official EU website   Perform OTM-R training.   How do you know?

| 26 | After the analysis of the needs, training of the people involved in the OTM-R process will be given to assure their full mastering of their part in the process.

This trainings will go along with the actions needed in term of change management related to the development of the OTM-R policy. | Human Resources Department | Number of people trained | EXTENDED |

Study the use of a platform for the recruitment of postdoctorates.

| 27 | This platform would allow postdoctorates to candidate online.

Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved.

It will reduce time and error risks in the candidature process comparing to the actual paper/mail based one. | Human Resources Department | Study of the setting up of a platform for the recruitment of post-doctorates | COMPLETED |

Dematerialize the existing recruitment forms system.

| 28 | The administrative process to hire a candidate should be dematerialized.

Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved.

It will reduce time and error risks in the recruitment process comparing to the actual paper/mail based one. | Human Resources Department | Dematerialization of the procedure | COMPLETED |

Integrate on the intranet a salary converter (gross / net / loaded).

| 29 | This tool will help researcher to manage their budget dedicated to hire scientific staff for their projects.
It will help them to budget and spend the funds more easily.
The information for the candidates on the salary will also be more accessible (gross / net). | Human Resources Department | Publication of the converter tool | COMPLETED |

☐   An official EU website
Add to the recruitment form how the job offer has been advertised.   How do you know?

		Human		
30	In order to promote and to track the advertisment of the job offers and in respect to the future procedure, the recruitment form will be updated to catch the information of the way of advertisement (Euraxess, networks ...).	Resources Department	Modified recruitment sheet	COMPLETED

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

4. Implementation

General overview of the implementation process: (max. 1000 words)

In order to guarantee the implementation of the process, a Steering Committee and an Implementation Group are planned to monitor the actions and their results in relation to the set objectives. This is part of a process of continuous improvement.

The scientific community and all stakeholders is involved in the realization of this approach.
This approach is always closely linked to the overall strategy of the institution. This is guaranteed in particular by the involvement of the management of the institution.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?* How do you know? ⌄

Detailed description and duly justification (max. 500 words)

The preparation of the internal review has been organized with the following elements:

1) Survey:

An email survey was sent to the whole research community (From R1 to R4, permanent and contractual).
The survey asked the opinion of the researchers about their personal gap evaluation on 35 points (covering the 40 principles of the Charter and Codes).
This survey is exactly the same as the one used to in our initial process for our HRS4R, two years ago.
It helped to identify the critical gaps to work on and to define priority actions and the evolution after two years of HRS4R implementation.

We increased our particitpation rate (2021: 46,5% vs 2017: 38,4%) and we can conclude of a general increase of appreciation of almost every questions. The increase is more important concerning the questions related to actions implemented (publication of contractual researcher job offers by Euraxess job: 2021: 7,3/10 vs 2017: 4,9/10 ; general quality of contractual researcher job offers publication 2021: 7,5/10 vs 2017: 6,4/10 ...).

2) Interviews:

One to one interviews have been made with researchers and key support staff.
During these meetings researchers expressed their needs, problems and difficulties in order to identify the gaps between INSA Rouen Normandie practices and the principles of the Charter and Code.
To answer this gaps, implementation actions have been discussed, identified and chosen.
The one to one interviews have been very efficent to allow the expression of things that would not necessarily have been mentioned in a group meeting.

3) Steering committee and working groups meeting:

With the same composition than the steering committee created for the definition of the HRS4R. It includes researchers from R1 to R4.

Working groups involve specilised staff and more particularly conerned people according to the thematics of the working group.

4) Implementation group meeting   How do you know?

Composed of European project managers in charge of the implementation of the HRS4R.

This group has been completed with the relevant resource persons when needed, especially among the research community or other support departments.

5) Benchmark

A benchmark of 20 Action plans from organisations awarded with the HR Excellence in Research award has been made.

Attention to other French organisations has been paid for close comparison and in the same time attention to non French organisations has been closely paid in order find innovatives ideas for improvement.

This benchmark helped the Implementation group to suggest ideas of new actions to implement and which are part of the 7 new actions added to the Action plan.

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How have you involved the research community, your main stakeholders, in the implementation process?*

How do you know?

Detailed description and duly justification (max. 500 words)

The research community has been involved in the implementation process by the following ways:

1) Survey:

An email survey has be sent to the whole research community (From R1 to R4, contractual and permanent) in order to track the gaps between INSA Rouen Normandie practices and the principles of the Charter and Code.

2) Interviews:

One to one interviews have been made with researchers about their needs, problems and difficulties in order to identify the gaps between INSA Rouen Normandie practices and the principles of the Charter and Code and the possible improvement actions.

3) Steering committee and working groups meeting:

Through the steering committee and working groups where they are represented by researchers roles and the Director of research who is also a researcher.

In order to guarantee the decision power of the researchers, when decisions have to be taken by a vote, the majority will be retained, only if there is also majority among the researchers.

4) Implementation of actions

They have been sollicitated by the persons in charge of the actions and the implementation group to ask for them before, during and after actions concerning them.

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Do you have an implementation committee and/or steering group regularly overseeing progress?*

Detailed description and duly justification (max. 500 words)

Yes we have both.

In order to guarantee the process of implementation of the actions, two groups have been set up:

- A **steering committee**: with the same composition than the steering committee created for the definition of the HRS4R. It includes researchers from R1 to R4.

- An **implementation group**: composed of 2 European project managers in charge of the implementation of the HRS4R. This group can be completed with the relevant resource persons when needed, especially among the research community or other support departments.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

*

Detailed description and duly justification (max. 500 words)

The HRS4R is recognized as part of the institution's research strategy. Indeed this one has been **validated by the representative and decisional bodies of our organisation** concerning this question: the Scientific Council, the Technical Committee and the Board of Administration of the institution.

The implementation of the HRS4R and the obtaining of the "HR Excellence in Research" label have been **one objective of the institution** in its "Site contract". (**Contract of objectives between our organisation and our supervising ministry** (French Ministry of Higher education, and Research and Innovation).

Our involvement in the HRS4R has been pointed out by **during our evaluation by the French High Council for the Evaluation of Research and Higher Education**.

Moreover the HRS4R is also in close interaction with our policies about **internationalization of our institution** and **increasing participation in European research projects**.

How has your organisation ensured that the proposed actions would be also implemented?*   How do you know?

Detailed description and duly justification (max. 500 words)

The regular implementation reviews ensured a close follow-up of the beginning and of the implementation of the actions planned under the action plan.

The implementation group is in charge to follow, remind deadlines and keep track of the actions. It is then reported to the steering committee.

A survey is sent by email to the whole research community (From R1 to R4, contractual and permanent) every two years in order to track the gaps between INSA Rouen Normandie practices and the principles of the Charter and Code. It also allows to check if the actions help to decrease these gaps.

How are you monitoring progress (timeline)?*

Detailed description and duly justification (max. 500 words)

The monitoring and recording of progress made, following the implementation of actions, is carried out by a regular measure and analysis of the results identified by the indicators and objectives described in the action plan.

The implementation group is in charge to follow, remind deadlines and keep track of the actions. It is then reported to the steering committee.

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How will you measure progress (indicators) in view of the next assessment?*

How do you know?

Detailed description and duly justification (max. 500 words)

The measure of progress through the indicators of the planned action is carried out by the implementation group in relation with the persons in charge of the different actions and with the steering committee.

The implementation group is in charge to collect the proofs of achievement of the actions.

How do you expect to prepare for the external review?*

Detailed description and duly justification (max. 500 words)

The organization of the external evaluations of the process will be carried out by the implementation group in relation with the persons in charge of the different actions and with the steering committee.

The following elements will be used again to prepare the external review:

1) Survey
2) Interviews
3) Steering committee and working groups meeting
4) Implementation group meeting
5) Benchmark

Organisation of the visit of the evaluators and availability of proofs of achievement of the actions will be prepared by the implementation group.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

We have been the first Higher education and research institution awarded with HR Excellence in Research award and implementing a HRS4R in our region (Normandy). We also have been one of the first institutions of our size to be awarded in France.

☐ INSA Rouen Normandy has thereby been sollicitated by multiple organisations for information about the process.

It is with great pleasure we share our experience of the process by answering to all the solliciations and helping them to get involve in the HRS4R process.

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How do you know?