

GAP ANALYSIS and ACTIONS PLAN

2024 : Label Renewal

English Version

Case number: 2018FR314833

PLANNED SUBMISSION DATE :2024

CHARTER AND CODE COMMITMENT DATE : 08/08/2018

Name of the organisation :

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



Contact :

Vincent ARNOUX

European Project Manager and in charge of valorisation

Tel : +33(0)2 32 95 65 29

@ : vincent.arnoux@insa-rouen.fr

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 *	271
Of whom are international (i.e. foreign nationality) *	69
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	111
Of whom are women *	85
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	111
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	69
Of whom are stage R1 = in most organisations corresponding with doctoral level *	52
Total number of students (if relevant) *	2044
Total number of staff (including management, administrative, teaching and research staff) *	426
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	15131343
Annual organisational direct government funding (designated for research)	8067481
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5785026
Annual funding from private, non-government sources, designated for research	1278835

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. The INSA group represents more than 80,000 engineers in France and worldwide, including 10% of INSA Rouen Normandie graduates.

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.

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.



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 developed among our researchers community.

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

The feeling of freedom of research is still expressed by the researchers of the institution has very important. It has been highlighted during the interviews in the working groups and during other consultation processes.

The awareness about the publication in open access has been developed by training and mentoring among our researchers community.

WEAKNESSES

Researchers are bound by a global ethics charter. We need to reinforce our understanding and vigilance of the concepts developed in this charter (conflict of interest, contracting processes, integrity, etc.).

Remarks (max 500 words)

N/A



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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

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.

Since the implementation of the HRS4R at INSA Rouen Normandie we improved our practises regarding the recruitment of contract workers (Recruitment guide for contract workers, dematerialization of the recruitment form, salary calculator tool, opening up opportunities beyond existing networks (EURAXESS publication) ...)

WEAKNESSES

The detailed process between candidate selection and actual hiring could be circulated within the departments concerned, to encourage early recruitment.

Remarks (max 500 words)

N/A



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 implemented 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.

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 (Award Renewal, max 500 words) *

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 still a very positive judgment about their perception of the quality of the working conditions in which they are operating.

Since the implementation of the HRS4R, we improved n the question of language for foreign workers who do not speak French (English courses for staff, bilingual communication, bilingual display...).

Finally, a Quality of Working Life (QWL) working group and action plan have been set up. These actions include: a charter on e-mail management, a charter on the right to disconnect, a parenting guide, training in managing emotions, etc.

WEAKNESSES

The researchers consider it is critical to minimize the administrative burden as much as possible. Which is sometime complex due to compliance with institutional rules (funders, supervisory bodies of mixed research unit, national rules ...).

The time dediicated to teaching is sometime quite important and hard to conciliate with more availaibity to other activities.

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.

Remarks (max 500 words)

N/A



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 career optimisation and core skills which contribute to it should be developed (eg. training about improvement of scientific publications writing in English).

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

Training courses are available for researchers, either through the INSA Human Resources Department, or directly within their laboratories. More specifically for doctoral students, training courses are set up by the doctoral schools.

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 still well defined.

WEAKNESSES

The access to trainings for researchers faces difficulties, particularly related to the specificity of their practices and their limited availability. Training about career optimisation and core skills which contribute to it should be developed (eg. transversal trainings for researchers especially with our European University partners).

The international mobility of the institution's researchers could still be expanded. It faces difficulties due to the disponibility of the researchers but there is a good opportunity brought by the European university ECIU.

Remarks (max 500 words)

N/A

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

Our involvement in the European university ECIU brought us new partnership initiatives which are yet integrated in our strategical development. It involves every aspects of partnership: mobility, projects, trainings ... for researchers, staff and students. The development of leaner administration processes is targeted in this renewal HRS4R phase.

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 Euraxess Normandie service which was implemented is not any more available, because of the end of fundings given by our Normandie regional council. A new French Law For Research starts to be implemented and improve the attractiveness of our field (wage raises, budget for individual project for new permanent researchers ...)

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

Our involvement in the European university ECIU brought us new partnership initiatives which are yet integrated in our strategical development.

INSA Rouen Normandie obtained the French Label "Bienvenue en France" regarding the welcoming excellence for foreign students.

A link with some actions from this label should be made with our HRS4R action plan.

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.

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 alignment 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

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		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	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. - Unit managers are made aware of this twice a year during the Budget Dialogues.

Proposed ACTIONS

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
COMPLETED	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 - 2021 : 10 - 2022 : 80 - 2023 : 20 There is a stock and dematerialization effects on the figures.

Proposed ACTIONS

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)		Human Resources Department	Writing the procedure for recruiting contract researchers
(+/-) 25. Stability and permanence of employment	jun-19		

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. Publication on the EURAXESS website has been systematized by the HR department (INSA EURAXESS account) for all recruitments.

Proposed ACTIONS

Action 5

Encourage foreigners to take part to selection committees. In order to attract foreign high level researchers to participate to selection committees, 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

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).		

Proposed ACTIONS

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 feedbacks 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
COMPLETED	This process is managed by an online tool (Galaxie) from the French Higher Education and Research Ministry. The automatical reminder would be made to the applicants for feedbacks about their application to the selection committee.

Proposed ACTIONS

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
COMPLETED	* An international Day has been organised every year in middle October since 2019. * Information available on Moodle (internal website) and on the INSA website about international mobility. * Presentation during the Scientific Council in January 2019 * Integration into the Research Department presentation support on international funding 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

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 examined.

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
EXTENDED	The following actions facilitating communication for non proficient French speakers have been implemented: * Staff training in foreign languages : English (Beginner, Intermediate, Advanced) + new languages offered since 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 trainings * Systematic translation of e-mails inviting doctoral students to follow the registration procedure (as well as the procedure itself). Still more actions could be implemented to improve on this topic.

Proposed ACTIONS

Action 10

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 resource to the people needing help to communicate in their foreign language.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	jun-22	Research Department	List of people speaking a foreign language
Current Status	Remarks		
COMPLETED	The newcomers who don't speak french are supported by their colleagues in their laboratory or department. Presentation materials for newcomer welcome meetings are available in French and English.		

Proposed ACTIONS

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 professional and personal 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

Proposed ACTIONS

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
COMPLETED	The Welcome booklet has been translated in English. It is shared with the new staff during the integration meetings.

Proposed ACTIONS

Action 13

Contribute to integration meetings of new staff. During meetings for the integration of the new staff organized by the Human Resources 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. Presentation materials for newcomer welcome meetings are available in French and English.		

Proposed ACTIONS

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, whose relevance has once again been validated, has been carried over to the new action plan.

Proposed ACTIONS

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
COMPLETED	- Every year, a half-day meeting is organized by the Research Department with the new teachers-researchers and those from the last 5-7 years or so, to encourage exchanges between newcomers and those already in post. - INSA OpenLabs are organized as part of the INSA Groupe (National Institute of Applied Sciences Group), to fund inter-INSA scientific projects co-supervised by two researchers from two INSAs. The aim is to promote scientific activity across the INSA Group, and to strengthen the integration of researchers within the INSA network. When selecting projects for funding, particular attention is paid to projects involving young teachers-researchers.

Proposed ACTIONS

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.

Proposed ACTIONS

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	Continuous	Research Department	Communications actions
(+/-) 28. Career development			

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

Proposed ACTIONS

Action 18

Extend the mentoring system to new teacher researchers. Mentoring system is currently only available 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

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 responsibilities 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
COMPLETED	The teaching discharge service early in the career has been maintained. It is mandatory under French law. The beneficiaries present after one year the results of her/his research activities led thanks to this discharge.

Proposed ACTIONS

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 resources 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
COMPLETED	This action is linked to the action n°10 on the identification of non French speaking staff.

Proposed ACTIONS

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		
COMPLETED	Regular communications through Research Department newsletter and direct emailing about training opportunities have been sent to the researchers.		

Proposed ACTIONS

Action 22

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

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
COMPLETED	This action has been canceled, due to the specificity of each laboratory and research fields. Not relevant at the scale of the school.

Proposed ACTIONS

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

Proposed ACTIONS

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

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

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

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

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.

Proposed ACTIONS

Action 30

Add to the recruitment form how the job offer has been advertised. In order to promote and to track the advertisement 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

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	jun-22	Human Resources Department	Writing of this theme in the staff training plan
(++) 30. Access to career advice			

Current Status	Remarks
EXTENDED	The organisation of this training is to be done.

Proposed ACTIONS

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
COMPLETED	Communication actions have been done. Unfortunately, this service does not exist anymore since end of 2021, because it has no funding anymore.

Proposed ACTIONS

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
COMPLETED	INSA has a equality gender plan since 2021. It is conform with the expectations of the European commission.

Proposed ACTIONS

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)	dec-21	Human Resources	Employment contract
(-/+) 24. Working conditions		Department	translated

Current Status	Remarks
COMPLETED	Employment contract has been translated and made available. The French version remains the official one.

Proposed ACTIONS

Action 35

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.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	dec-21	Human Resources Department	Publication of the guide
(-/+) 27. Gender balance			

Current Status	Remarks
COMPLETED	The guide has been shared with INSA staff.

Proposed ACTIONS

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	jan-22	Research Department	Study of the implementation of new incentive tools
(++) 26. Funding and salaries			

Current Status	Remarks
EXTENDED	The relevance and possibility of setting up tools and incentive mechanisms for participation in European projects (teaching discharge, bonuses, training, etc.) is being studied.

Proposed ACTIONS

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
COMPLETED	Communication and support actions have been carried out: awareness-raising among teacher-researchers via the library service, regular distribution of reminders, awareness-raising among Unit Directors at Scientific Council meetings, etc. These actions are part of an overall approach to promoting open science by higher education establishments in Normandy.

Proposed ACTIONS

Action 38

Map, standardize, and optimize recruitment processes Regarding Contractual researchers and Interns (especially foreigners). This is to facilitate understanding and efficiency in the recruitment process.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment			
(+/-) 13. Recruitment (Code)			Mapping of the recruitment processes for Contract Researchers and Interns
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)	june-25	Research department	
(++) 21. Postdoctoral appointments (Code)			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 39

Recruitment Guide: Post-Selection Enhance the Recruitment Guide for a contractual researcher with a post-selection section.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment			
(+/-) 13. Recruitment (Code)			
(+/-) 15. Transparency (Code)	dec-25	Human Resources Department	Modified Recruitment Guide
(++) 21. Postdoctoral appointments (Code)			

Current Status Remarks

NEW

Proposed ACTIONS

Action 40

Write a procedure for welcoming Host researcher The scope is researchers welcomed in our institution but not recruited.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	june-25	Human Resources Department	Procedure for Hosting an External
(-/+) 24. Working conditions			Researcher drafted and
(++) 29. Value of mobility			made available

Current Status	Remarks
-----------------------	----------------

NEW

Proposed ACTIONS

Action 41

Update of the Procedure for Recruiting a Foreign Researcher
Regarding foreign researchers recruited in our institution.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment			
(+/-) 13. Recruitment (Code)			Updated Procedure for Recruiting a Foreign Researcher
(+/-) 14. Selection (Code)	june-25	Human Resources Department	
(+/-) 15. Transparency (Code)			
(++) 16. Judging merit (Code)			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 42

Study the implementation of a workflow for the recruitment process. This would eliminate the use of circulating a PDF form by email. This is aimed at simplifying and expediting the recruitment process.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment	dec-25	Research Department	Study or Implementation of a Workflow for the Recruitment Process
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)			

Current Status Remarks

NEW

Proposed ACTIONS

Action 43

Expand the provision of welcome services for incoming researchers Explore the establishment and provision of services such as banking partnerships, housing partnerships, etc. This is aimed at enhancing the quality of researchers' welcome.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	june-25	Research Department	Study or Implementation of Welcome Products for Researchers

Current Status	Remarks
NEW	

Proposed ACTIONS

Action 44

Develop partnerships with members of our European University. Engage with partners from our ECIU European University through various means: mobility programs, research collaborations, etc.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research	dec-26	Research Department	Number of Mobilities and Projects with European University Partners
(+/-) 23. Research environment			
(+/-) 28. Career development			
(++) 32. Co-authorship			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 45

Recasting the HRS4R survey in its content. Create a new version of the online survey form on HRS4R sent to researchers, incorporating feedback from the previous edition (shorten the length, provide an option to specify when not applicable, etc.).

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment			
(+/-) 23. Research environment	jan-27	Research Department	New version of the HRS4R survey for researchers
(-/+) 24. Working conditions			

Current Status Remarks

NEW

Proposed ACTIONS

Action 46

Communication action planning for Research department
 Internal/external communication action planning for the
 Research Department, including communication on HRS4R.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results			
(++) 9. Public engagement	mar-25	Research Department	List of planned communication actions for the Research Department
(++) 22. Recognition of the profession			
Current Status	Remarks		

NEW

Proposed ACTIONS

Action 47

Clarify and streamline administrative processes related to research. A focus on the practices of other supervisory authorities in joint research units will be carried out. This is in order to meet the expressed need for alleviating the administrative burden of researchers. Part of the administrative burden comes from outside (changes in legislation, etc.). The scope of this action corresponds to what can be lightened by INSA's support services.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 5. Contractual and legal obligations	june-26	Research Department	Identification and Simplification of Administrative Processes related to Research
(++) 7. Good practice in research			
(+/-) 23. Research environment			
(-/+) 24. Working conditions			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 48

Study the deployment of Research Totems in the buildings.
 Implementation of physical installations on the campus related to research (such as rocket engines, aircraft engines, etc.) visible to the public.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research	june-27	Research Department	Study or Deployment of Research Totems in Buildings
(+/-) 8. Dissemination, exploitation of results			
(++) 9. Public engagement			
(++) 22. Recognition of the profession			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 49

Optimize support for the Data Management Plan. Implement effective assistance in drafting Data Management Plans for researchers within the scope of their projects.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 3. Professional responsibility	mar-25	Research Department	Creation of a Data Management Plan Model
(++) 5. Contractual and legal obligations			
(+/-) 8. Dissemination, exploitation of results			
(++) 31. Intellectual Property Rights			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 50

Map research activities in relation to the Sustainable Development Goals (SDGs) and responsible commitments. New projects are systematically labeled according to the INSA group's 5 societal challenges and the SDGs. The aim here is to map and communicate the involvement of research projects in relation to the SDGs and responsible commitments.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	june-25	Research Department	Mapping and Communication on Involvement in relation to the Sustainable Development Goals (SDGs) and Responsible Commitments for Research Projects
(++) 9. Public engagement			
(++) 22. Recognition of the profession			
(+/-) 23. Research environment			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 51

Deploy a Research Activity Management System (OSCAR).
 Implement and encourage user adoption of this tool for tracking and reporting research activities.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research	dec-24	Research Department	Deployment of the Research Activities Management System (OSCAR)
(+/-) 23. Research environment			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 52

Organize 15-minute presentations. Online communications on topics related to research at INSA (HRS4R, hosting a foreign researcher, establishing research collaborations, etc.). This is aimed at presenting and exchanging information in a light and efficient manner on subjects that may be perceived as complex.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research	dec-25	Research Department	Number of 15-minute Presentations
(+/-) 8. Dissemination, exploitation of results			
(+/-) 23. Research environment			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 53

Study of the evolution of the HR calculator by proposing an inverted calculator. The HR calculator is a tool that calculates salary amounts based on an available budget for a given period of time. The idea here is to have an estimate of salaries for a recruitment based on several scenarios, and not just on the available budget and number of months.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination			
(++) 12. Recruitment			
(+/-) 15. Transparency (Code)	dec-24	Human Resources Department	Study or development of the HR calculator.
(++) 26. Funding and salaries			

Current Status Remarks

NEW

Proposed ACTIONS

Action 54

Update Gender Equality Plan 2024-2026 Examine the proper alignment between the Gender Equality Plan 2024-2026 with the national framework of the institution and the expectations of the European Commission.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination			Compliance of the Gender Equality Plan 2024-2026 with European Commission Expectations
(++) 12. Recruitment	dec-24	Human Resources Department	
(+/-) 13. Recruitment (Code)			
(-/+) 27. Gender balance			

Current Status	Remarks
NEW	

Proposed ACTIONS

Action 55

Study the implementation of the MSCA Green Charter. This charter constitutes a code of good practice for MSCA funding recipients - both individuals and institutions - through the integration of environmental considerations in project implementation.

GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research			
(+/-) 23. Research environment	dec-24	Research Department	Study or Implementation of the MSCA Green Charter
(-/+) 24. Working conditions			
Current Status	Remarks		
NEW			

Unselected principles:

(++)1. Research freedom (++)2. Ethical principles (++)4. Professional attitude (+/-)11. Evaluation/ appraisal systems

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

(++)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> (<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)
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 staff 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	<p>Perform OTM-R training.</p> <p>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.</p> <p>This trainings will go along with the actions needed in term of change management related to the development of the OTM-R policy.</p>	Human Resources Department	Number of people trained
27	<p>Study the use of a platform for the recruitment of postdoctorates.</p> <p>This platform would allow postdoctorates to candidate online.</p> <p>Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved.</p> <p>It will reduce time and error risks in the candidature process comparing to the actual paper/mail based one.</p>	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates
28	<p>Dematerialize the existing recruitment forms system.</p> <p>The administrative process to hire a candidate should be dematerialized.</p> <p>Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved.</p> <p>It will reduce time and error risks in the recruitment process comparing to the actual paper/mail based one.</p>	Human Resources Department	Dematerialization of the procedure
29	<p>Integrate on the intranet a salary converter (gross / net / loaded).</p> <p>This tool will help researcher to manage their budget dedicated to hire scientific staff for their projects.</p> <p>It will help them to budget and spend the funds more easily.</p> <p>The information for the candidates on the salary will also be more accessible (gross / net).</p>	Human Resources Department	Publication of the converter tool
30	<p>Add to the recruitment form how the job offer has been advertised.</p> <p>In order to promote and to track the advertisement 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 ...).</p>	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
	Publish our OTMR policy online (in French and in English).	Human Resources Department	Web link	COMPLETED
24	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. Write an internal guide clearly outlining OTMR procedures and practices for all kind of researcher positions.	Human Resources Department	Date of the last update; make sure it has been sent to all researchers	COMPLETED
25	OTMR procedures and practices will be shared by this support and made available to all the staff of the institution through the internal website and an email communication to everyone. Perform OTM-R training.	Human Resources Department	Number of people trained	EXTENDED
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		

	Study the use of a platform for the recruitment of postdoctorates.			
	This platform would allow postdoctorates to candidate online.			
27	Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved.	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates	COMPLETED
	It will reduce time and error risks in the candidature process comparing to the actual paper/mail based one. Dematerialize the existing recruitment forms system.			
	The administrative process to hire a candidate should be dematerialized.			
28	Digitalization is a way to simplify and reduce administrative burden for all stakeholders involved.	Human Resources Department	Dematerialization of the procedure	COMPLETED
	It will reduce time and error risks in the recruitment process comparing to the actual paper/mail based one. 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.			
29	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). Add to the recruitment form how the job offer has been advertised.	Human Resources Department	Publication of the converter tool	COMPLETED
	In order to promote and to track the advertisement 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	COMPLETED

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The implementation of the OTM-R principles met no particular difficulties (Recruitment guide for contract workers, dematerialization of the recruitment form, salary calculator tool ...).

We extended the action to perform OTM-R training to the next phase.

We identified that for some researchers the HRS4R is seen as only being the Recruitment procedure for contract workers. We need to work on this image deficit about the HRS4R strategy and added communication actions about it in the renewed plan to show every other aspects.

Webpage on our website with the reviewed HR strategy, including the OTM-policy and actions:
<https://www.insa-rouen.fr/en/research/hrs4r-human-resources-strategy-researchers>

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

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 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 are 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?*



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 participation rate (2023: 50,20% vs 2021: 46,5% and 2017: 38,4%).

Nevertheless, we identified the need to design a new survey taking into account feedbacks from researchers (length, including "Not concerned answer" ...)

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 efficient to allow the expression of things that would not necessarily have been mentioned in a group meeting.

3) Steering committee

The composition of the steering committee includes researchers from R1 to R4 and staff (direction and management of support services: Research support office, HR, International relations, Quality insurance...).

It has met regularly during the implementation of the action plan and during the preparation of the internal review.

4) Working groups meeting:

Working groups involve researchers from R1 to R4 and specialised staff, more particularly concerned people according to the thematics of the working group (Group 1: Recruitment and selection and Group 2: Environment, working conditions and professional development).

5) Implementation group meeting

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

It has met regularly during the implementation of the action plan and during the preparation of the internal review.

6) Governance body

The various important governance body concerned by the HRS4R have been consulted for validation of the renewed strategy.

There are:

- Social committee of administration
- Scientific council
- School strategic board

7) 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 (including our European Alliance ECIU partners) 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.

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



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 been 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) Governance body

The various important governance body, including elected researcher representatives, concerned by the HRS4R have been consulted for validation of the renewed strategy.

There are:

- Social committee of administration
- Scientific council

- School strategic board

5) Implementation of actions

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

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**:

The composition of the steering committee includes researchers from R1 to R4 and staff (direction and management of support services: Research support office, HR, International relations, Quality insurance...).

It has met regularly during the implementation of the action plan and during the preparation of the internal review.

- 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.

It has met regularly during the implementation of the action plan and during the preparation of the internal review.

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 Social committee of administration and the School strategic board.

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?*



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.

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



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
- 4) Working groups meetings
- 5) Implementation group meetings
- 6) Governance bodies
- 7) 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 still 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 sollicitations and helping them to get involve in the HRS4R process.