

Human Resources Strategy for Researchers

GAP ANALYSIS and ACTIONS PLAN

2025 : Label Renewal

English Version

Case number: 2018FR314833

PLANNED SUBMISSION DATE :2025

CHARTER AND CODE COMMITMENT DATE : 08/08/2018

Name of the organisation :

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



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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 *	232
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, representing more than 80,000 engineers in France and worldwide, including 10% of INSA Rouen graduates. INSA Rouen is member of the European Universities Alliance, ECIU.

The missions of INSA Rouen are: teaching (10 engineering courses), research (8 laboratories) and the dissemination of scientific culture across the following areas of expertise: information, AI, applied mathematics, chemistry and processes, risk management, conversion of industrial sites, energy, propulsion, mechanics, industrial performance, civil engineering, 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.

ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE***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 sense of freedom in research continues to be regarded as highly important by the institution's researchers. This was emphasised during the interviews conducted within the working groups and through other consultation processes.

Awareness of open-access publication has been strengthened through training initiatives and peer mentoring within our research community.

R1 researchers (as required by national regulations) must complete training in ethics and scientific integrity in order to obtain their PhD.

INSA has an Ethics and Scientific Integrity Officer appointed by the Director. The contact details and the procedure for contacting this officer are publicly available on the INSA website: <https://www.insa-rouen.fr/en/research/research-ethics-and-scientific-integrity> (<https://www.insa-rouen.fr/en/research/research-ethics-and-scientific-integrity>)

WEAKNESSES

Researchers are bound by a comprehensive ethics charter. We need to strengthen our vigilance regarding the principles set out in this charter (conflicts of interest, contracting procedures, integrity, etc.).

Remarks (max 500 words)

N/A

RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION***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 set out in the Charter and Code concerning the recruitment and selection of permanent staff are respected and formalised, in full compliance with French national regulations. The institution and all its research units remain highly attractive to researchers at both national and international levels.

Since the implementation of the Human Resources Strategy for Researchers (HRS4R) at INSA Rouen Normandie, we have improved our practices regarding the recruitment of contract staff (Recruitment Guide for Contract Staff, digitalisation of recruitment forms, salary calculator tool, widening advertising channels beyond existing networks — including publication on EURAXESS — etc.).

The institution has appointed a 0.5 FTE recruitment officer to support the professionalisation of recruitment processes and, in the medium term, to contribute to the development of INSA Rouen's employer brand.

WEAKNESSES

The detailed process between candidate selection and final hiring should be circulated within the departments concerned, to encourage prompt recruitment.

Remarks (max 500 words)

N/A

WORKING CONDITIONS AND PRACTICES*



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

Eligibility requirements for the French social security system are ensured through strict compliance with French legislation, providing favourable conditions for researchers at INSA Rouen Normandie.

The survey conducted among the scientific community at INSA Rouen Normandie indicates that researchers consistently hold a positive opinion of the quality of their working conditions.

Since the implementation of HRS4R, we have improved communication for non-French-speaking researchers by producing bilingual materials and offering English-language training for staff.

Finally, a Working Group on Quality of Working Life (QWL) and an associated action plan have been established. These initiatives include a charter on e-mail management, a charter on the right to disconnect, a parenting guide, and activities relating to emotional management and regulation, among others.

WEAKNESSES

Researchers consider it essential to reduce administrative burden as much as possible, as procedures can sometimes be complex due to compliance requirements from institutional regulations (funding agencies, supervisory bodies of joint research units, national rules, etc.).

Teaching duties can at times be heavy, making it challenging to balance them with intensive research activities.

Respect for gender equality is promoted throughout the institution's practices, although disparities in gender representation within certain professional and research fields can occasionally hinder these efforts.

Remarks (max 500 words)

N/A

RESEARCH CAREERS AND TALENT 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 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 opportunities are available to researchers either through INSA's Human Resources Department or directly within their laboratories. For doctoral researchers, both compulsory and optional courses are offered by the doctoral schools. Early-stage R3 researchers undertake mandatory training delivered jointly across the INSA Group, enabling them to develop their skills and research networks.

For doctoral researchers – R1

Doctoral researchers have facilitated access to mobility opportunities (research stays, exchanges) through institutional programmes aligned with the principles of the Charter.

In addition, doctoral researchers may benefit from Erasmus+ mobility grants for research stays, or from funding to attend summer schools and international conferences, upon submission of a reasoned request to their Doctoral School. The three Doctoral Schools, receive an annual budget approved by the INSA Scientific Council.

For postdoctoral researchers – R2

- Postdoctoral researchers particularly benefit from transparent recruitment and clear professional recognition.
- They have access to career development opportunities (mentoring, training) that help bridge the gap towards permanent positions.

- The HR strategy may include mobility support mechanisms, which are often very important at this stage of career.

For teacher-researchers – R3 and R4

- As permanent researchers, they benefit from a structured HR strategy for career development (promotion, recognition, continuing education).

Representatives of the scientific community express a positive view of the supervisory relationships among staff. The roles and processes related to supervision within doctoral studies remain clearly defined.

WEAKNESSES

The access to trainings for researchers faces difficulties, particularly those related to the specific nature of their practices and their limited availability. Training courses should be offered on career development and related key skills (eg. Transversal trainings for researchers, leadership development, proposed within ECIU University).

Similarly, the international mobility of the institution's researchers could still be expanded, especially by leveraging mobility opportunities within the European Consortium of Innovative Universities (ECIU University).

Remarks (max 500 words)

N/A

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

Our new involvement, since 2022, in the European Consortium of Innovative Universities (ECIU University) has generated new partnership initiatives that we have integrated into our strategic development. This includes mobility opportunities, collaborative projects, and training activities for researchers, staff, and students.

The development of more streamlined administrative processes is a key objective of this renewed HRS4R phase.

Since obtaining the accreditation, the institution has undergone a transitional period marked by several major changes, particularly within the Human Resources Department. When the new Director of Human Resources—coming from outside the higher education and research sector—joined the institution just over eighteen months ago, following a year-long vacancy in the position, the Executive Management gave her a clear mandate: to modernise and professionalise HR policy.

The aim is to build a solid and coherent strategy that meets both the European expectations of HRS4R and the internal needs of the institution. This strategy is reflected in a new Human Resources Master Plan, which will be implemented in 2025.

For this purpose, the following link provides a general document (Response Note to the Consensus Report) addressing the recommendations formulated in the consensus report after the on-site visit:

<https://nuage.insa-rouen.fr/index.php/s/qQdct98wwtWfxBK> (<https://nuage.insa-rouen.fr/index.php/s/qQdct98wwtWfxBK>)

Password: INSA2025*

As part of the development of INSA's HR policies, an information session is scheduled for early 2026 to inform researchers about the evolution and professionalisation of recruitment practices. In this context, the HRS4R label will be presented and linked to the recruitment objectives set out in the Human Resources Master Plan.

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 Normandy service that had been set up is no longer available due to the end of funding from our Normandy Regional Council.

A new French Law For Research is being implemented and aims to improve the attractiveness of Research in France. Actions include salary increase, a seed budget for new permanent researchers ...

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

Our participation in ECIU University has enabled us to establish new partnership initiatives that are integrated into our strategic development agenda in Europe and internationally.

INSA Rouen Normandie has received the French Label "Bienvenue en France" in 2019 for its excellence in welcoming foreign students. A link between certain actions under the latter Label and our HRS4R action plan should be established.

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 ratings.

Proposed ACTIONS

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 Code has been added to the Staff Welcome Guide. The guide is provided in French and English to new employees upon their arrival and is accessible to all employees via the intranet and to all on the website: https://www.insa-rouen.fr/en/research/hrs4r-human-resources-strategy-researchers Action 1 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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	Several actions have been implemented to raise awareness of the proper management of research funds. Communication / Information / Support was provided to researchers and administrative staff in laboratories. For instance: - Presentations have been made during the plenary sessions of the INSA Scientific Council and during the meetings of each laboratory council. - Doctoral researchers have been trained in research funding as part of their doctoral training. - All the new staff (researchers and non-researchers) are now introduced to the subject during their dedicated welcome meeting. - Lobbying actions have been undertaken with funders to keep processes as lean as possible. - Laboratory managers are made aware of the proper management of research funds twice a year during the Budget Dialogue meetings. Action 2 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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**

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Emails were sent to researchers and laboratory directors to find out their needs in terms of laboratory notebooks. Laboratory notebooks are used to record researchers' work and experiments. They are essential tools for monitoring and promoting research (possible intellectual property protection: patent filing or other measures, for example) Laboratory notebooks are ordered from the French national association for technology transfer (Réseau Curie). The number of distributed notebooks to researchers by the Research Department is as follows: - 2019 : 175 - 2020 : 302 - 2021 : 10 - 2022 : 80 - 2023 : 20 The figures vary from one year to another because laboratories may still have lab notebooks from the current or previous years. In addition, some researchers use electronic lab notebooks, which are not included in these counts. The decrease between 2020 and 2023 of the number could be explained by the increase of electronic lab notebooks. Action 3 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The recruitment procedure for 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 sent by email and is available on our intranet. Publication on the EURAXESS website has been systematized by the HR department (INSA EURAXESS account) for all recruitment. The Human Resources Department has fully integrated the principles of the HRS4R label into its strategic vision, particularly in terms of recruitment. Beyond meeting European expectations, HRS4R is a powerful lever for INSA to develop and professionalize HR practices, particularly those related to research staff: transparency in recruitment, quality of integration, skills development, continuous improvement of working conditions, etc. Action 4 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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	A €500 increase in the budget allocated to selection committees for the recruitment of permanent researchers (R3 and R4) has been introduced when a committee member is invited from abroad. The use of videoconferencing for selection committees has increased as a result of the COVID-19 pandemic. Action 5 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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). The Ministry was contacted by INSA's Human Ressources department to suggest that the reports are made directly accessible on the (French National) Odyssee platform, or that at least a reminder sentence about the availability of the reports is written. Action 6 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araR03mBCYmrEz Password: INSA2025*		

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 through an online platform (Odyssee) provided by the French Ministry of Higher Education and Research. An automatic reminder will be sent to applicants so that they can receive feedback regarding their application to the selection committee. Action 7 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The following initiatives on international mobility opportunities have been implemented: * An international Day has been organised every year in mid-October since 2019. * Information about international mobility is made available on Moodle (internal website) and on the INSA website. * Presentation during the Scientific Council in January 2019 * Integration of these opportunities 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 researcher and laboratory directors. In addition to teaching and research staff, administrative staff have also participated in Erasmus+ mobility programs (job shadowing) in recent years to observe other practices and to improve their English skills. Non-exhaustive list since 2023: - 7/8 people from the Research Department - 1 person from the HSE unit - 1 person from the Centre for Pedagogical Innovation - 1 library manager - ... Action 8 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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		

Proposed ACTIONS

Current Status	Remarks
EXTENDED	<p>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 * English translation of laboratory descriptions * Intercultural trainings * Systematic translation of e-mails inviting doctoral researchers to follow the registration procedure (as well as the procedure itself). English translations of relevant documents are included in the supporting documents for the following actions: 10 - 12 - 13 - 20 - 35. Action 9 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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		
IN PROGRESS	<p>New researchers who do not speak French are assisted by their colleagues in their laboratory or department. Presentation materials for new employee welcome meetings are available in French and English. Action 10 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p> <p>Launch of a census of English-speaking staff in order to identify them as internal resources for hosting international researchers will be done.</p>		

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 were produced, validated and distributed to all employees in response to this action: - a Charter on the right to disconnect - a Quality of life at work plan Action 11 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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 welcome meetings. Following the recommendations made during the on-site visit, this document is now available on the institution's website: https://www.insa-rouen.fr/recherche/hrs4r-human-resources-strategy-researchers Action 12 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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 Research Department of our institution. Presentation materials for newcomer welcome meetings are available in French and English. OMIST, a live translation tool with English subtitles was successfully tested during the PhD students welcome meeting in the Fall of 2025. Discussions are underway regarding the extension of these live tools to the new staff welcome meeting. Action 13 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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 confirmed, has been carried forward into 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		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Each year, the Research Department organizes a half-day meeting with new faculty members and those who have been in their positions for approximately 5-7 years, in order to encourage exchanges between the newcomers and those already in their positions. 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 at least 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. The next meeting will be held in June 2026 at INSA Toulouse. Notice also that early-stage permanent R3 researchers undergo mandatory trainings within INSA Group. Link to Action 15 file with some supporting documents : https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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. Action 16 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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. In September 2025, 9 out of 19 women had their HDR (HDR = Accreditation to Supervise Research) Action 17 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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. The new version of the welcome and integration charter voted by the CSA (Social Administration Committee) on February 9, 2023, is available at the following link in the Action 18 folder: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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. Teaching relief allows faculty members to reduce their teaching load in order to free up time for their research activities, administrative responsibilities, or specific projects. The beneficiary presents after one year the results of her/his research activities led thanks to the discharge. Example of a presentation related to the discharge by a early-stage researcher to the Scientific Council is in the Action 19 file via the link : https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>This action is linked to the action n°10 on the identification of staff with low proficiency in French. For doctoral researchers, several processes are managed at the regional level and shared by Normandy University and the Doctoral School Council. Documents are increasingly being translated into English: Documents included in the doctoral researcher's registration file: - the doctoral charter - the doctoral training agreement Documents included in the doctoral researcher's thesis defense file: - the thesis submission and dissemination charter - the thesis online publication agreement Document to be provided during the doctoral programme in the event of a temporary interruption of the thesis: - the request for a sabbatical In addition, to date, we also have: - The registration platform is also available in English for doctoral students: https://inscription.insa-rouen.fr/ - Several webinar materials are also available in English. The back-to-school meeting for first-year doctoral students at INSA is conducted in French, but the materials are available in English and French. In 2025, we use successfully the OMIST tool (developed by the University of Nantes, which we are testing) to provide English subtitles for the oral presentation. It is expected that in a few years, the doctoral student tracking platform (SYGAL) will be fully accessible in French and English. All documents mentioned above are in English and are available in the Action 20 folder via this link.: https://</p>

Proposed ACTIONS

		Current Status	Remarks	
			nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*	
Action 21			Timing (at least by year's quarter/ semester)	Responsible Unit
<p>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.</p>		GAP Principle(s)		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's newsletter and direct emailing about training opportunities have been sent to the researchers. Action 21 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*	

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 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		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The following two themes have been identified as priorities in the staff training plan:</p> <ul style="list-style-type: none">• Languages: English (Beginner, Intermediate, Advanced), with additional languages introduced in 2021 (Spanish, Chinese)• Management The doctoral school offers shared cross-disciplinary and research-oriented training courses to doctoral students. Two courses are compulsory: - Scientific integrity - Combating all forms of violence and discrimination <p>The other courses are optional but according to each doctoral school requirements a minimum number of hours of doctoral training must be completed before thesis defense Courses can be followed in another French or foreign institutions and in the doctoral researcher's language or any of his/her choice, which gives equivalent recognition. The 2026 Training Plan of INSA, available in the folder of action 22, provides the organisation of English courses for professionals, with two levels, in order to improve their skills in interacting with international researchers. In addition, the Erasmus programs for support service staff will also be promoted in partnership with the International Relations Department at INSA. In this regard, in 2025, two staff members traveled to Ireland to improve their English skills. INSA training plans since 2020 and the doctoral training catalog are available in the Action 22 folder with some supporting documents accessible at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password:</p>

Proposed ACTIONS

Current Status	Remarks
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INSA2025*

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		
IN PROGRESS	This action was cancelled due to the specific nature of each laboratory and research area, which made it inappropriate at that time. Following the implementation of the Human Resources Master Plan in 2025, the training manager within the HR Department is expected to have oversight of all training undertaken by INSA staff. To achieve this, collaborative work will be carried out with all laboratories to ensure that all training activities for researchers are included in the institution's training plan and associated reports. This HR development is scheduled for completion in December 2026.		

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 researcher positions has been elaborated and published on the INSA HRS4R page: https://www.insa-rouen.fr/recherche/hrs4r-human-resources-strategy-researchers Action 25 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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 will consider organising events or training sessions for researchers on this topic. For instance, we will consider our Flash 15 min communication on the topic. Also, communication regarding the internal recruitment policy, which forms part of the Human Resources Master Plan, as well as the updated recruitment procedure towards researchers and laboratories will help raise their awareness on the topic.

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
IN PROGRESS	The opportunity study has been carried out. At that time, it was concluded that this was not relevant for us given the complexity to manage such a specific platform and the reduced expected benefit. Nevertheless, the recruitment process was dematerialized thanks to action 28. Notice that, the idea of relying on a recruitment platform was proposed again in 2024 in order to digitize the recruitment process (see action 42). This action, which has been approved by management, has already been costed (see estimate in the supporting document for action 42).

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 digitalisation of this part of the recruitment process has been implemented. In addition to improving efficiency, it should be noted that this enabled us to continue operating remotely during the COVID-19 pandemic. Since then, the tool has been further developed and is available in the Action 53 folder. A simulator is now integrat-ed into the recruitment request process. Action 42 is also examining the establishment of a workflow to manage recruitment. A quotation has already been re-quested and received. Action 28 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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. Since then, this tool has evolved and is available in the Action 53 folder. A simulator is now integrated into the recruitment application. Action 29 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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	A field has been added to the recruitment form to give the information on how the job offer has been advertised. Since then, a recruitment needs form has been created to better identify all requirements. The Human Resources Department, which has a 0.5 FTE dedicated to recruitment, is then responsible for advertising the vacancy. This person ensures that job vacancies are advertised at least on Euraxess, the INSA Rouen website, and the public employment website. In addition, the recruitment form has been updated (action 53) to better reflect changes in regulations and the monitoring of research projects, while promoting an agile process. Action 30 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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 organization of this training has been postponed due to the vacancy of the HR Director position for 2023 and 2024, as well as the Deputy HR Director position. The two professionals recruited for these positions have no expertise in the field of higher education, which has required a period of adjustment. The new HR Director is currently reviewing the situation, particularly in terms of gender equality. In addition, plans are being developed to support researchers R3 and R4 in completing their individual bonus allocation files. For doctoral researchers (R1), individual support is provided by a committee throughout their doctoral studies. Changes are currently being implemented in relation to ca-reer support practices for postdoctoral researchers (R2).

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 initiatives have been carried out. Unfortunately, this Euraxess service, which was operational at INSA from 2019 to 2021, ceased to exist when its funding ended at the end of 2021. The Euraxess service was funded by our Regional Council and by pooled resources provided by other regional higher education and research institutions. Options for setting up reception services for foreign researchers are being explored, including the mobilization of the social worker made available to INSA Rouen-Normandie. This specific support is in line with the duties of a social worker. It will be implemented in the first quarter of 2026. Action 32 folder with some supporting documents, illustrating in particular the announcement of this new service to the research community, can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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	<p>INSA has had a gender equality plan in place since 2021, which complies with the expectations of the European Commission. This is the Professional Equality Plan. It is a national initiative, which also meets the expectations of the European Commission. It was updated under Action 54.</p> <p>Initially, the document was published only in French on our website. Following the recommendations made during the on-site visit, an English translation of the latest version has now been made available. Link to supporting documents for the 2021 GEP, action 33: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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 Department	Employment contract translated
(-/+) 24. Working conditions			

Current Status	Remarks
COMPLETED	Employment contract has been translated into English and made available. The French version remains the official one. The English version is a courtesy version that helps non-French-speaking staff understand the document more easily. Action 34 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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 was shared with INSA staff in 2022. Its creation was very well received by the staff concerned, who expressed their satisfaction with this tool in relation to their needs. More recently, it has been translated into English. It is available on the intranet and on the INSA HRS4R webpage: https://www.insa-rouen.fr/recherche/hrs4r-human-resources-strategy-researchers Action 35 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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		
COMPLETED	The relevance and possibility of setting up tools and incentive mechanisms for participation in European projects (teaching discharge, bonuses, training, etc.) were examined. In February 2025, the institution's board approved the implementation of teaching relief for researchers who are scientific leaders of Horizon Europe ERC projects (relief of 50% of teaching duty), Horizon Europe coordinators (40% of teaching duty), and Horizon Europe work package leaders (12,5% of teaching duty). Action 36 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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 during Scientific Council meetings, etc. These actions are part of an overall approach to promote open science by higher education establishments in Normandy. Training sessions are regularly offered to all researchers especially the R1 researchers. Action 37 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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
(+/-) 14. Selection (Code)			recruitment
(+/-) 15. Transparency (Code)	dec-26	Research department	processes for Contract Researchers and Interns
(++) 21. Postdoctoral appointments (Code)			

Current Status	Remarks
NEW	The arrival of a recruitment officer will gradually enable the various recruitment procedures within the institution to be mapped out and communicated. An initial recruitment procedure for researchers was carried out in November 2025 with the aim of identifying the links between internal departments. Action 38 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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-26	Human Resources Department	Modified Recruitment Guide
(++) 21. Postdoctoral appointments (Code)			

Current Status	Remarks
IN PROGRESS	

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-26	Human Resources Department	
(+/-) 15. Transparency (Code)			
(++) 16. Judging merit (Code)			
Current Status	Remarks		
NEW	The HR department conducted specific training on recruiting foreign employees in November 2025 in order to better understand and advise recruited professionals and departments on administrative procedures (visas, residence permits, work permits, etc.). Action 41 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*		

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			
(+/-) 13. Recruitment (Code)	dec-26	Research Department	Study or Implementation of a Workflow for the Recruitment Process
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>As part of the professionalization of recruitment at INSA, the HR department has begun prospecting with two ATS (Application Tracking System) companies that work with public higher education institutions: Between and Teamtailor. In addition, a benchmark study was conducted with several institutions to gather their feedback. Quotes were also requested from the companies in order to include this expense in the 2026 budget. However, the implementation of an ATS at INSA requires the following preliminary steps: - Clear recruitment processes - Professionalization of recruitment - Skills development for professionals involved in recruitment in this area - Human and financial resources to deploy this tool under the appropriate conditions. A certain level of maturity must therefore be achieved in terms of recruitment before it can be implemented. However, R3 and R4 teacher-researchers, will be excluded from this system as their recruitment process is already done regarding the French regulations and handled by the national platform Odyssee. Document: Quote for recruitment process software (ATS) Action 42 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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-26	Research Department	Study or Implementation of Welcome Products for Researchers
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	<p>To improve the quality of reception and support offered to incoming researchers, INSA is strengthening its social and administrative assistance services: - Social and Family Economics Advisor – for doctoral researchers (R1): This advisor is already employed by INSA and previously supported only students. Extending his remit to include international doctoral researchers is currently under consideration, in order to provide guidance on housing, banking procedures, daily-life logistics, and other practical matters. - Social Worker – for postdoctoral researchers and academic staff (R2–R4): Provided by a partner organisation, this professional already supports INSA employees but has not yet been specifically mobilised for international researchers. Dedicated support for foreign researchers will be implemented from the first quarter of 2026, particularly for administrative matters such as accommodation, health insurance, and integration procedures.</p>

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			
(+/-) 23. Research environment	dec-26	Research Department	Number of Mobilities and Projects with European University Partners
(+/-) 28. Career development			
(++) 32. Co-authorship			

Current Status Remarks

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Without being exhaustive, we can list the following research-based events or activities organized with our partners from the European University ECIU: - 2 challenge-based learning (CBL) - Organization of the first research labs at INSA Rouen: approximately 40 participating researchers from partner universities - Hosting of counterparts from the Research Departments of our partners - Outgoing mobility of 7 out of 8 people from the INSA Research Department for job shadowing with Erasmus+ at ECIU partners - Specific funding to host ECIU visiting-researchers (duration of the visit: one month) - 2 projects accepted under the ECIU call for « Seed projects », several submitted. Action 44 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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			List of planned communication actions for the Research Departement
(++) 9. Public engagement	mar-26	Research Department	
(++) 22. Recognition of the profession			
Current Status	Remarks		
NEW	The communication department will join the HRS4R steering committee starting from December 2025.		

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			
(+/-) 8. Dissemination, exploitation of results	june-27	Research Department	Study or Deployment of Research Totems in Buildings
(++) 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			
(++) 5. Contractual and legal obligations	mar-25	Research Department	Creation of a Data Management Plan Model
(+/-) 8. Dissemination, exploitation of results			
(++) 31. Intellectual Property Rights			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	A commented document template provides effective support to scientific managers in drafting data management plans for their research projects. This document, which describes the life cycle of data in a research project, is required by funders for the implementation of projects. The recommendations provided save time and increase efficiency in its preparation. The template is available in both French and English to meet the needs of national and international projects. Document : INSA Rouen Data Management Plan Template Action 49 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>More than 400 projects have been tagged as relating to the Sustainable Development Goals, Responsible Commitments, and Normandy's Smart Specialization Strategy (S3). These tagged projects cover 13 of the 17 Sustainable Development Goals, with a strong focus on health (SDG 3), clean and affordable energy (SDG 7), sustainable industry and innovation (SDG 9), and climate action (SDG 13). These data enable us to respond to various surveys and communicate about our societal implications in terms of research activities. A Sustainable Development Project Manager was recruited in September 2025 by INSA with the goal to obtaining a national SDG certification. In addition, the IT Services Department is currently working to obtain sustainable digital certification. Document: Screenshot Number of projects in the OSCAR database Action 50 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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
COMPLETED	The OSCAR tool has been implemented for monitoring and reporting research activities (grants, contracts, etc.). Staff using the tool have been trained and receive regular support. Currently deployed at the Research Department level, it may subsequently be extended to other support services, laboratories, and faculty members. KPI: More than 1,000 projects in the database by November 20, 2025 Document: - Screenshot Number of projects in the OSCAR database - OSCAR user guide (=OSCAR Management Guide) Action 51 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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			
(+/-) 8. Dissemination, exploitation of results	june-26	Research Department	Number of 15-minute Presentations
(+/-) 23. Research environment			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>Several short presentations on topics of interest have already been made and are available on demand on the INSA Rouen intranet. There is also an internal link to the replay: - HRS4R in 15 minutes: presentation of the label and the challenges for researchers - Opportunities for doctoral researchers: description of the working environment (doctoral school, laboratory, and institution) and the various activities and events for each year of doctoral study - Dissemination of CSTI: Scientific, Technical, and Industrial Culture - Setting up a collaboration: the basics - ECIU (European University Alliance) Action 52 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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
COMPLETED	The Human Resources Department, in collaboration with the Research Department and representatives from research laboratories, has developed a recruitment form that includes a tool for calculating distribution and costs. The document is an Excel file, parts of which are secure, with data made available to give users autonomy. Document: Recruitment form and simulator Action 53 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>We have updated the Gender Equality Plan 2024-2026. The document is available on our website, on the dedicated HRS4R page. The document was previously only available in French. Following comments from the evaluators after their on-site visit, we have translated and added the document in English. Document: Gender Equality Plan 2024-2026 Link: https://www.insa-rouen.fr/recherche/hrs4r-human-resources-strategy-researchers/Action 54 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*</p>

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
COMPLETED	We have developed a guide/document template that allows the MSCA Green Charter to be incorporated into applications for MSCA calls for projects, thereby integrating environmental considerations into project implementation. Document: MSCA Green Charter INSA guideline Action 55 folder with some supporting documents can be found at the following link: https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz Password: INSA2025*

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, multiple links must be comma separated *:

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.

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	<p>Publish our OTMR policy online (in French and in English).</p> <p>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.</p>	Human Resources Department	Web link
25	<p>Write an internal guide clearly outlining OTMR procedures and practices for all kind of researcher positions.</p> <p>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.</p>	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
24	<p>Publish our OTMR policy online (in French and in English).</p> <p>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.</p> <p>Write an internal guide clearly outlining OTMR procedures and practices for all kind of researcher positions.</p>	Human Resources Department	Web link	COMPLETED
25	<p>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.</p>	Human Resources Department	Date of the last update; make sure it has been sent to all researchers	COMPLETED

	Perform OTM-R training.			
26	<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. Study the use of a platform for the recruitment of postdoctorates.</p> <p>This platform would allow postdoctorates to candidate online.</p>	Human Resources Department	Number of people trained	EXTENDED
27	<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. Dematerialize the existing recruitment forms system.</p> <p>The administrative process to hire a candidate should be dematerialized.</p>	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates	COMPLETED
28	<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. Integrate on the intranet a salary converter (gross / net / loaded).</p>	Human Resources Department	Dematerialization of the procedure	COMPLETED
29	<p>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).</p>	Human Resources Department	Publication of the converter tool	COMPLETED

	Add to the recruitment form how the job offer has been advertised.			
30	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 did not encounter any particular difficulties (Recruitment Guide for Contract Staff, digitalisation of the recruitment form, salary calculator tool, etc.). We have extended the action relating to OTM-R training into the next phase.

We identified that, for some researchers, HRS4R is perceived solely as the recruitment procedure for contract staff. We therefore need to address this limited perception of the HRS4R strategy. Communication initiatives have been added to the renewed action plan to highlight the full scope of the strategy.

Following the on-site visit, particular attention has been paid to publishing information on our website—both in English and French—relating to R1, R2, R3 and R4 researchers.

In addition, to enhance the scientific profile of our researchers when posting recruitment announcements, the process of identifying recruitment needs has been revised so that publications on EURAXESS are more detailed.

A webpage presenting the updated HR strategy, including the OTM-R policy and associated actions, is available on our website:

<https://www.insa-rouen.fr/en/research/hrs4r-human-resources-strategy-researchers> (<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 process

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

To ensure the effective implementation of the process, a Steering Committee (COPIL) and an Implementation Group monitor the actions undertaken and their outcomes in relation to the defined objectives. This forms part of a continuous improvement approach.

The scientific community and all relevant stakeholders are actively involved in carrying out this process.

This approach remains closely aligned with the institution's overall strategy, which is ensured in particular through the strong involvement of the institution's management.

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 e-mail survey was sent to the entire research community (from R1 to R4, both permanent and contractual staff). The survey invited researchers to assess their perceived gaps across 35 items, covering the 40 principles of the Charter and Code.

The survey was identical to the one used during the initial HRS4R process two years before. It enabled us to identify critical gaps requiring attention, to define priority actions, and to measure progress after two years of HRS4R implementation.

We achieved an increased participation rate (2023: 50.20% compared to 2021: 46.5% and 2017: 38.4%).

Nonetheless, we identified the need to design a new survey that incorporates researchers' feedback, particularly regarding its length and the inclusion of a "Not concerned" response option.

2) Interviews:

One-to-one interviews were conducted with researchers and key support staff. During these meetings, researchers expressed their needs, challenges and difficulties, enabling us to identify gaps between INSA Rouen Normandie's practices and the principles of the Charter and Code.

To address these gaps, implementation actions were discussed, identified and selected.

The one-to-one interviews proved highly effective, as they allowed issues to be raised that might not necessarily have been mentioned in a group setting.

3) Steering committee (COFIL)

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 throughout 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 thematic 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 innovative 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 interview has 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 and by 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 key governance bodies concerned by the HRS4R, including elected researcher representatives, were consulted for the validation of the renewed strategy. These bodies are:

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

Please find by this link the lists of members of the different councils (documents n°34). The elected researchers are highlighted in yellow.

<https://nuage.insa-rouen.fr/index.php/s/ifbwekte955m7Bw> (<https://nuage.insa-rouen.fr/index.php/s/ifbwekte955m7Bw>)

Password : INSA2025*

5) Implementation of actions

Researchers have been consulted by the action leaders and the Implementation Group 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 (COFIL):

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.

The HRS4R steering committee (COFIL) at INSA Rouen Normandie brings together administrative staff, institutional managers, and researchers who are fully committed to the HRS4R approach. Thanks to this diverse composition, the steering committee ensures that the actions respond concretely to the expectations and realities of research work. The committee meets twice a year to review the progress of the action plan, analyse the progress made, and propose adjustments where necessary. This collaborative dynamic makes it possible to build an HR strategy for researchers that is ambitious, structured, and rooted in the institution's daily practices.

Following the on-site visit, the new composition of the COFIL is as follows:

- Gilles GASSO – Director of Research – R4
- Frédéric GRISCH – University Professor – R4
- Maxime GUERIAU – Senior Lecturer – R3
- Asma DHAOUDI – Postdoctoral Researcher – R2
- Gabriela CIRIACO – Postdoctoral researcher – R2
- Aissa KERROUM – Doctoral researcher – R1
- Laetitia BRUGOT – Director of Human Resources
- Eugénie GOURICHON – Director of Research, Partnerships, and Development
- Vincent ARNOUX – Deputy Director of Research, Partnerships, and Development

- Estelle DEILHOU – European Project Manager
- Sophie BINARD – Director of International Relations
- Pascal MESLIER – Quality Manager
- Emma HALLOUIN – External communications and public relations manager

- An **implementation group**:

It is composed of two European project managers responsible for implementing HRS4R and, following the on-site visit, the Human Resources Director. The group may be complemented by relevant resource persons when necessary, particularly from within the research community or other support departments.

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

Following the on-site visit, the Implementation Group—composed of the individuals listed below—now meets every three months and ensures the proper implementation of the actions:

- Laetitia BRUGOT – Director of Human Resources
- Vincent ARNOUX – Deputy Director of Research, Partnerships, and Development
- Estelle DEILHOU – European Project Manager

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)

HRS4R is recognised as an integral part of the institution's research strategy. It has been validated by the representative and decision-making bodies responsible for this area: the Scientific Council, the Social Administration Committee, and the School Strategic Board.

The implementation of HRS4R and the achievement of the "HR Excellence in Research" label have been identified as key objectives in the institution's Site Contract (the contract of objectives between our organisation and our supervisory ministry, the French Ministry of Higher Education, Research and Innovation).

Our engagement in the HRS4R process was also highlighted during our evaluation by the French High Council for the Evaluation of Research and Higher Education.

Furthermore, HRS4R is closely aligned with our institutional policies on internationalisation and on strengthening participation in European research projects.

Furthermore, when the new Director of Human Resources took up her position, senior management gave her a clear mandate: to modernise and professionalise HR policy. The objective is therefore to build a solid and coherent strategy that meets both the European expectations of HRS4R and the internal needs of the institution.

In this context, the Human Resources Department has fully integrated the principles of the HRS4R label into its strategic vision.

Beyond ensuring compliance with European requirements, HRS4R serves as a powerful lever for the institution to enhance and professionalise HR practices, particularly those relating to research staff.

By relying on this internationally recognised framework, the Human Resources Department is able to support internal change by giving clear meaning to the necessary developments: transparency in recruitment, quality induction processes, skills development, and the continuous improvement of working conditions.

The HRS4R label therefore strengthens the legitimacy of the HR Department and the HR strategy it is implementing, particularly among faculty members and researchers. It provides a shared language between European expectations and the operational needs of the institution.

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



Detailed description and duly justification (max. 500 words)

Regular implementation reviews ensured close monitoring of the launch and progress of the actions set out in the action plan. The Implementation Group is responsible for following up on actions, tracking deadlines, and maintaining records, which are then reported to the Steering Committee.

A survey is sent by e-mail to the entire research community (from R1 to R4, both contractual and permanent staff) every two years in order to monitor gaps between INSA Rouen Normandie's practices and the principles of the Charter and Code. It also enables us to assess whether the actions undertaken are helping to reduce these gaps.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Monitoring and recording the progress achieved following the implementation of actions are carried out through regular measurement and analysis of the results identified by the indicators and objectives set out in the action plan. The Implementation Group is responsible for tracking actions, monitoring deadlines, and maintaining records, which are 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)

Progress is measured using the indicators associated with each planned action. This assessment is carried out by the Implementation Group in collaboration with the action leaders and the Steering Committee.

The Implementation Group is also responsible for collecting evidence of the actions' completion.

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



Detailed description and duly justification (max. 500 words)

The organisation of the external evaluations of the process will be undertaken by the Implementation Group in collaboration with the action leaders and the Steering Committee.

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

1. Survey
2. Interviews
3. Steering Committee meetings
4. Working group meetings
5. Implementation Group meetings
6. Governance bodies
7. Benchmarking

The organisation of the evaluators' visit, as well as the preparation and availability of evidence demonstrating completion of the actions, will also be coordinated by the Implementation Group.

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

We were the first higher education and research institution in our region (Normandy) to be awarded the HR Excellence in Research label and to implement an HRS4R. We were also among the first institutions of our size in France to receive this distinction.

As a result, INSA Rouen Normandie has continued to be approached by numerous organisations seeking information about the process. We are always pleased to share our experience by responding to these requests and supporting other institutions in their engagement with the HRS4R process.

A selection of relevant documents from the HRS4R process is now shared with researchers and is available on the HRS4R webpage: <https://www.insa-rouen.fr/en/research/hrs4r-human-resources-strategy-researchers>

The on-site visit for label renewal and the subsequent evaluators' report enabled us to take into account the valuable recommendations provided. These recommendations and suggestions for improvement have been integrated into our approach.

A note responding directly to the various recommendations in the report has been prepared (Response Note to the Consensus Report). It is available in the following folder:

<https://nuage.insa-rouen.fr/index.php/s/qQdct98wwtWfxBK>

Password: INSA2025*

To share supporting documents with the evaluators, a link to a shared folder has been made available. The documents are organised into subfolders corresponding to each action, as well as an additional folder containing complementary materials.

Here are the links: the password remains **INSA2025***.

Folder with supporting documents by action:

<https://nuage.insa-rouen.fr/index.php/s/3araRo3mBCYmrEz>

Folder with responses to recommendations:

<https://nuage.insa-rouen.fr/index.php/s/ifbwekte955m7Bw>

Folder with miscellaneous documents:

<https://nuage.insa-rouen.fr/index.php/s/D8LLargnEr4DBJR>