

HRS4R

Human Resources Strategy for Researchers

# ACTION PLAN

Case number: ..... 2018FR314833

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Name of the institution :

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



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## 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	241.5
Of whom are international (i.e. foreign nationality)	68.4
Of whom are externally funded (i.e. for whom the organisation is host organisation)	118
Of whom are women	59.8
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	99
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	19
Of whom are stage R1 = in most organisations corresponding with doctoral level	117
Total number of students (if relevant)	1654
Total number of staff (including management, administrative, teaching and research staff)	385.7
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	11 671 057 €
Annual organisational direct government funding (designated for research)	7 523 389 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3 088 398 €
Annual funding from private, non-government sources, designated for research	1 059 270 €
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>INSA Rouen Normandie (INSAR) is a leading international research university (school of engineers) specialized in engineering sciences and technologies, with broad collaboration with industry. INSAR belongs to INSA Group (10% of French engineers graduated at INSA, and INSA group represents over 80 000 INSA engineers in France and worldwide). Its missions are : teaching (10 engineering courses including 3 by apprenticeship), research (8 laboratories) and the dissemination of scientific culture revolved around the following areas of expertise: information, big data, mathematics, chemistry and processes, risk management and the conversion of industrial sites, energy, propulsion, mechanics, industrial performance, civil engineering and urbanism.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>STRENGTHS</b></p> <p>The feeling of freedom of research is expressed by the researchers of the establishment, interviewed during the working groups and during other consultation processes.</p> <p><b>WEAKNESSES</b></p> <p>The scientific and ethical integrity commitments of the institution's researchers are still in process to be formalized.</p> <p>The implementation of a charter and the appointment of a referent Integrity Scientific and Ethics for the establishment are planned.</p>
Recruitment and selection	<p><b>STRENGTHS</b></p> <p>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.</p> <p><b>WEAKNESSES</b></p> <p>Procedures concerning the recruitment of contract workers are not formalized. The establishment 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.</p>
Working conditions	<p><b>STRENGTHS</b></p> <p>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 establishment.</p>

	<p>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.</p> <p><b>WEAKNESSES</b></p> <p>Difficulties related to language for foreign workers who do not speak French have been noted. Actions to resolve these issues will need to be put in place by the establishment.</p> <p>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.</p>
<p>Training and development</p>	<p><b>STRENGTHS</b></p> <p>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.</p> <p><b>WEAKNESSES</b></p> <p>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.</p>

### 3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

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

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>I Ethical and Professional Aspects</b>						
<b>Action</b>	1	<p>Include a reference to the HRS4R strategy, the Charter and the Code in the Staff Welcome Guide.</p> <p>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 &amp; Code.</p>	3. Professional responsibility	mar-19	Communication Department	Modified Welcome Guide

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
Action	2	<p>Raise awareness of good management of research fundings.</p> <p>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 ...)</p>	6. Accountability	Continuous	Research Department	Awareness-raising actions on the management of research fundings
Action	3	<p>Increase the general use of laboratory notebooks for researchers.</p> <p>Communication actions will promote the use of laboratory notebooks for researchers and explain the impact on potential technology transfer and innovation development.</p> <p>Distribution of the notebooks will be made on demand directly by the Research Department.</p>	8. Dissemination, exploitation of results	Continuous	Research Department	Number of lab notebooks distributed

## II Recruitment and Selection

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
Action	4	<p>For contract workers, set up a procedure for publishing job offers.</p> <p>A recruiting procedure involving the stakeholders and taking into account various constraints will be defined by the Human Resources Department.</p> <p>It will allow to more formalize the recruitment of contractual researchers and to increase the use of Euraxess Job service.</p>	13. Recruitment (Code)	jun-19	Human Resources Department	Writing the procedure for recruiting contract researchers
Action	5	<p>Encourage foreigners to take part to selection committees.</p> <p>In order to attract foreign high level researchers to participate to selection committees, incentive actions will be implemented.</p> <p>For instance:</p> <ul style="list-style-type: none"> <li>- Study an increase of the budget for the selection committees if there is a member from abroad.</li> <li>- Promote the use of video conference to allow the participation of foreign researchers.</li> </ul>	14. Selection (Code)	jun-19	Human Resources Department	10% foreign committee members at permanent researchers selection committees

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>Action</b>	6	<p>Study the possibility to publish the selection reports on the application management platform.</p> <p>This report results from the written selection part of the permanent employees.</p> <p>Access would be restricted to the applicant.</p>	15. Transparency (Code)	jun-19	Human Resources Department	Decision to publish records or not
<b>Action</b>	7	<p>Remind the applicants that they can ask for feedbacks about their application to the selection committee.</p> <p>The audition is the second stage of the selection process for the permanent employees.</p> <p>Following the auditions feedbacks are available for candidates but at the moment few candidates ask for it.</p>	15. Transparency (Code)	jun-19	Human Resources Department	Reminder to candidates
<b>Action</b>	8	<p>Communicate about international mobility opportunities.</p> <p>A communication plan will be made to encourage the mobility of researchers.</p> <p>This would increase of</p>	18. Recognition of mobility experience (Code)	Continuous	International Relations Department	Communications about international mobility opportunities



Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
		the use of mobility tools available and to identify (e.g. Erasmus +, Campus France mobility action ...).				
<b>III Working Conditions and Social Security</b>						
<b>Action</b>	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.	23. Research environment	Continuous	Research Department	Actions facilitating communication
<b>Action</b>	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	23. Research environment	jun-19	Research Department	List of people speaking a foreign language

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
		<p>will be produced and made available.</p> <p>This list will be a ressource to the people needing help to communicate in their foreign language.</p>				
<b>Action</b>	11	<p>Write a charter on the quality of life, including the following points: meeting schedules, right to disconnect.</p> <p>A charter regarding quality of life aspects at work would be produced, diffused and promoted.</p> <p>This charter should promote balance with professional and personal life and therefore promote wellbeing in the workplace.</p>	24. Working conditions	oct-19	Human Resources Department	Charter written and disseminated
<b>Action</b>	12	<p>Write an English version of the welcome guide.</p> <p>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.</p> <p>This document will be made available during integration meetings and online through the</p>	24. Working conditions	sep-19	Communication Department	Welcome guide in English

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
		internal website.				
<b>Action</b>	13	<p>Write an English version of the welcome guide.</p> <p>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.</p> <p>This document will be made available during integration meetings and online through the internal website.</p>	24. Working conditions	Continuous	Research Department	Participation of the Research Department at integration meetings
<b>Action</b>	14	<p>Propose laboratories visits to the new staff.</p> <p>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.</p>	24. Working conditions	Continuous	Research Department	Number of organized visits

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>Action</b>	15	<p>Set up interviews with the Research department with the young professors recruited.</p> <p>Particular attention should be paid to the new young professors and the beginning of their career in our institution.</p> <p>Individual interviews with the head of the research department and young professor recruited will be established.</p>	24. Working conditions	Continuous	Research Department	Conducted interviews
<b>Action</b>	16	<p>Remind in the recruitment guide for contract workers to promote gender diversity.</p> <p>In order to promote gender diversity in the frame of recruitment, a particular mention will be added in the guide.</p> <p>This indication should lead to better integration of this particular challenge.</p>	27. Gender balance	mar-19	Human Resources Department	Modification of the guide

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>Action</b>	17	<p>Encourage full professor women to take their habilitation earlier and apply for "PEDR" (bonus for supervising and research).</p> <p>It was found that women candidate later than men in their career for the habilitation and the "PEDR" (bonus for supervising and research).</p> <p>Particular communications actions to encourage them to candidate early will be made.</p>	27. Gender balance	Continuous	Research Department	Communications actions
<b>Action</b>	18	<p>Extend the mentoring system to new teacher researchers.</p> <p>Mentoring system is currently only available for non researchers staff in our institution.</p> <p>A such offer will be available to new teacher researchers. It will contribute to their integration and help them to develop their network.</p>	28. Career development	mar-19	Human Resources Department	Implementation of the expanded mentor system

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
Action	19	<p>Maintain the teaching discharge service early in the career.</p> <p>This offer helps the young teacher researchers to better develop the beginning of their career facing the new responsibilities between teaching and research activities.</p> <p>Appreciated by the beneficiaries this should be maintained for the new staff.</p>	33. Teaching	Continuous	Research Department	Number of teacher-researchers having this discharge
Action	20	<p>Provide PhD students with a list of foreign language resource persons to whom they may refer in case of problems.</p> <p>In order to avoid isolation from this particular category of staff, this tool will be used to assure that resources persons are identified.</p>	34. Complains/ appeals	sep-19	Research Department	Sending the list
<b>IV Training and Development</b>						

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>Action</b>	21	<p>Inform about training opportunities close to INSA Rouen Normandy's topics in the Research department newsletter.</p> <p>Training opportunities should be promoted to the researchers.</p> <p>Due to their limited availability and high workload, eLearning solutions (webinars, MOOC, ...) should be integrated in this offers.</p>	38. Continuing Professional Development	Continuous	Research Department	Number of Research Department newsletters informing about trainings
<b>Action</b>	22	<p>Offer transversal trainings: English, writing articles, management.</p> <p>Key competencies for researchers to develop their high level potential should be developed by offering training in this 3 topics : English, writing articles, management.</p> <p>These topics will be added to the staff taining plan.</p>	38. Continuing Professional Development	Continuous	Human Resources Department	Writing of these themes in the staff training plan
<b>Action</b>	23	<p>List the trainings offered by the laboratories.</p> <p>Laboratories sometime offer trainings to the researchers and the institution has no information about it.</p>	39. Access to research training and continuous development	jun-19	Human Resources Department	Writing of a procedure concerning the training carried out within the laboratories

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
		A procedure to share this information in order to optimize the staff training should be organized.				
<b>OTM-R System</b>						
<b>Action</b>	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>		dec-19	Human Resources Department	Web link
<b>Action</b>	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>		oct-19	Human Resources Department	Date of the last update; make sure it has been sent to all researchers



Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>Action</b>	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>		mar-20	Human Resources Department	Number of people trained
<b>Action</b>	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>		dec-19	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
<b>Action</b>	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>		dec-19	Human Resources Department	Dematerialization of the procedure
<b>Action</b>	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>		feb-19	Human Resources Department	Publication of the converter tool

Nature	Action N°	Titre de l'action (EN)	Point de la Charte (EN)	Timing (EN)	Unité responsable (EN)	Indicateur(s) / Cible(s) (EN)
Action	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>		mar-19	Human Resources Department	Modified recruitment sheet

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

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	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>		dec-19	Human Resources Department	Web link

<b>Action</b>	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>		oct-19	Human Resources Department	Date of the last update; make sure it has been sent to all researchers
<b>Action</b>	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>		mar-20	Human Resources Department	Number of people trained
<b>Action</b>	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>		dec-19	Human Resources Department	Study of the setting up of a platform for the recruitment of post-doctorates

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If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

## 4. IMPLEMENTATION

General overview of the expected implementation process:

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

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

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>In order to guarantee the process of implementation of the actions, two groups will be set up:</p> <ul style="list-style-type: none"> <li>- A steering committee: with the same composition than the steering committee created for the definition of the HRS4R. It includes researchers from R1 to R4.</li> <li>- An implementation group: composed of European project managers in charge of the implementation of the HRS4R. This group can be completed with the relevant resource persons if needed, especially among the research community.</li> </ul>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The research community will be involved in the implementation process through the steering committee where they are represented. They could also be invited to the reviews of the implementation group. The persons in charge of the actions could also ask for them before, during and after actions concerning them.</p>

<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The HRS4R is recognized as part of the establishment's research strategy. Indeed this one is validated by the representative and decisional bodies of the establishment concerning this question: the Scientific Council, the Technical Committee and the Board of Administration of the establishment.</p> <p>The implementation of the HRS4R and the obtaining of the "HR Excellence in Research" label are objectives of the establishment in its site contract. (Contract of objectives between the establishment and its supervising ministry.)</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The regular implementation reviews (every 3 months) will ensure a close follow-up of the beginning and of the implementation of the actions planned under the action plan.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The monitoring and recording of progress made following the implementation of actions will be carried out by a regular measure and analysis of the results identified by the indicators and objectives described in the action plan.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The organization of internal and external evaluations of the process will be carried out by the implementation group in relation with the persons in charge of the different actions and with the steering committee.</p>

Additional remarks/comments about the proposed implementation process:

<p>Beneficial effects of the registration of INSA Rouen Normandy in the HRS4R approach have already started to appear. The exchanges needed for the process and the preparation phase are leading to the implementation of some improvement actions by the support departments (optimization of procedures, English courses for staff ...).</p>
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