

## TEMPLATE 2: HR STRATEGY - ACTION PLAN (plan d'action)

Name Organisation under review: Institut National des Sciences Appliquées de Toulouse (INSA Toulouse)

Organisation's contact details: 135 avenue de Rangueil, 31077 Toulouse Cedex 4

Web link to published version of organisation's HR Strategy and Action Plan:

<http://www.insa-toulouse.fr/en/institution/label-hr-excellence-in-research.html>

**SUBMISSION DATE:** 30 OCTOBER 2017 / Submission of application published on 27 October 2017, on <http://www.insa-toulouse.fr/en/institution/label-hr-excellence-in-research.html>

### 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 (on 01 01 2017)</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*267
Of whom are international (i.e. foreign nationality)	*30
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*111
Of whom are women	*90
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*163
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*54
Of whom are stage R1 = in most organisations corresponding with doctoral level	*34
Total number of students (if relevant)	2874
Total number of staff (including management, administrative, teaching and research staff)	*394
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€ 2016</b>
Total annual organisational budget	25 M€
Annual organisational direct government funding (designated for research)	16 M€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3,5 M€
Annual funding from private, non-government sources, designated for research	1,5 M€
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	

The Institut National des Sciences Appliquées - the *National Institute of Applied Sciences* - also known as INSA Toulouse, welcomed its very first students in 1963 and 14.000 engineers have graduated so far. The Board of Directors through its votes and the Director through his decisions are the main bodies that take care of the establishment's administration and development. Nowadays INSA Toulouse counts 2874 students, 480 of them are annually awarded the engineering diploma in 8 Engineering specialisations. INSA supervises or is affiliated with 8 laboratories, 3 Joint Research Centres and 3 Centres for Technological Research. Duties are carried out by 636 individuals of which 260 are teachers and/or researchers. INSA mainly prepares its students to get the following diplomas: Engineering degree, international master's degree, advanced master's degrees and PhD degrees.

## 2. NARRATIVE (MAX. 2 PAGES)

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

INTERNAL	STRENGTHS	WEAKNESSES
Capacity	<p><b>ISO 9001 standard and national legislation offer a stable recruitment framework that has allowed INSA Toulouse to enhance its own approach</b></p> <p><u>RESEARCH ENVIRONMENT</u></p> <p>1- research represents more than 40% of the establishment's expenses</p> <p>2- the establishment has won several investment prizes for innovative or European programmes</p> <p>3- Various national organizations take part in important scientific and integrated research activities</p> <p>4- The High Council for Evaluation of Research and Higher Education (<i>HCERES</i>) and the <i>Commission des Titres d'Ingénieurs (CTI)</i> audits showed the stature of research and its complementation to training</p> <p><u>RECRUITMENT</u></p> <p>5- The recruitment policy is based on national legislation, strong process and comprehensive legal corpus (procedure, selection committee, deontology...) and no contentious has been observed so far</p> <p>6- the French charter of non-tenured civil servants is the framework for recruitment, career path and remuneration terms and conditions</p> <p>7- The SAIC, a service in charge of industrial and commercial activities, has the possibility</p>	<p><b>Improvements must be considered, especially when it comes to communicate information</b></p> <p><u>RESEARCH ENVIRONMENT</u></p> <p>21- Regional and national strategies regarding research and innovation are not enough shared with the main orientations that have been chosen</p> <p>22- efficient ways to spread national legislation must be figured out</p> <p>23- information about the nature and management of research activities done at the establishment must be transmitted to researchers</p> <p><u>INTERNATIONALIZATION</u></p> <p>24- Very few documents are written in English</p> <p>25- The outgoing and incoming mobility of teachers/researchers are still low for international projects</p> <p>26- A general support still needs to be put in place when incoming researchers arrive</p> <p><u>WELCOMING AND CAREER</u></p> <p>27- Communication must be improved about supporting teachers/researchers in their career at the IUF (<i>Institut Universitaire de France</i>), the European Research Council and at the delegations of the CNRS (<i>Centre National de la Recherche</i></p>

	<p>to conclude 3-year contracts</p> <p><u>WELCOMING AND CAREER</u></p> <p>8-HR department's ability to welcome new comers (English, knowledge about foreigners' rights and registration)</p> <p>9- The <i>Toulbox</i> is a service dedicated to teachers/researchers and PhD degree holders, which help them make their installation and integration in their new environment easier</p> <p>10- An emphasis is put on labour relations (during the committees of direction of laboratories for instance), in joint commissions specially dedicated to non-tenured civil servants' situation as well</p> <p><u>WORKING CONDITIONS</u></p> <p>11- A gender equality referent was appointed, which allowed the establishment to make progress in this field</p> <p>12- The charter for representatives protects the good conduct of their mission</p> <p>13- Laboratories such as LPCNO, LISBP and ICA were renovated and modernized. It has resulted in better working conditions</p> <p>14- The campus policy strengthens the quality of high-level scientific equipments</p> <p>15- An economical intelligence referent was appointed</p> <p>16- The institutional rules (art.25) assign each teacher/researcher or research personnel to a research unit</p> <p>17- The association of PhD students is financially supported</p> <p><u>TRAINING</u></p> <p>18- The training policy regarding incoming</p>	<p><i>Scientifique)</i></p> <p>28- When considering their career, teachers-researchers do not rely enough on career plans offered by the establishment</p> <p>29- The valorisation of doctoral studies must be strengthened</p> <p><u>ETHICAL AND PROFESSIONAL ASPECTS</u></p> <p>30- The non-plagiarism charter has not been enlarged to research activities</p> <p>31- Not every incoming staff member is trained to health and safety rules</p> <p>32- The internal rules of laboratories under joint conventions do not include the same topics</p> <p>33- The local, national and European research environment is not systematically explained to newcomers</p> <p>34- The diffusion of knowledge to a larger audience is still weak</p>
--	--	--

	<p>tenured personnel gives them the possibility to benefit from a discharge of 96h spread over two years (monitoring system for incoming personnel)</p> <p>19- The training plan is designed to fit the teachers/researchers' expectations (language, management, etc.)</p> <p>20- The role of doctoral schools when it comes to train PhD degree holders should be stressed out</p>	
<b>EXTERNAL</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Environme nt	<p><b>Thanks to its scientific and socio-economic environment and its quality of life, Toulouse is an attractive student city</b></p> <p><u>RESEARCH ENVIRONMENT</u></p> <p>35-the industrial environment of research favours the professional integration of doctorate and post-doctorate degree holders into companies</p> <p>36- Research support from the Occitanie region and Europe</p> <p>37- The first actions taken regarding good practices and behaviour at work have made people aware of themes such as gender equality and sexism</p> <p>38- The university of Toulouse monitors doctoral studies</p> <p>39- Various laboratories obtained the ISO 9001 standard</p> <p>40-New tools for development, transfer and entrepreneurship support are available on campus (Toulouse Tech Transfer for instance is a company specialized in technological transfer acceleration)</p> <p>41- In 2015, the CPU, or the <i>Conference of University Presidents</i>, enacted legal and</p>	<p><b>INSA wants to avoid withdrawing into a shell</b></p> <p><u>RESEARCH ENVIRONMENT</u></p> <p>47- The national policy for call for tenders may reinforce the fact that research is more often individually led instead of being a collective work. This situation may tend to restrict the access of international call for tenders.</p> <p>48- Neglect international openness could limit the establishment in its research and training activities</p> <p><u>WORKING CONDITIONS</u></p> <p>49- Attracting junior researchers is a highly competitive stake</p> <p>50- By neglecting the development of means, dynamics may be weakened</p>

regulatory texts that apply to the self-assessment guide

INTERNATIONALIZATION

42- Research is often carried out in on-site laboratories and joint services or research units. This reinforces multidisciplinary activities and exchanges between researchers from different backgrounds

43- The establishment made its strategy more internationalized as advised by the CTI, HCERES and European programmes

44- Toulouse was chosen to be the European city of Science during the EuroScience Open Forum (ESOF) in 2018

45- Intense international and national joint activities between laboratories and their researchers

46- The establishment signed the Erasmus charter

### 3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

#### 3-1 Ethical and professional aspects

Title action	Timing	Responsible Unit	Indicator(s)/Target(s)
Display the Charter and Code at the entrance of each laboratory so teachers/researchers and researchers can have a direct access to them	2018	DR* LD*	Display / Undertaken, ongoing process, not carried out yet
Make a reference to the Ethical Committee (also known as CERNI, dedicated to non-interventional research activities) in the laboratories' rules and regulations. The CERNI is a body of the University of Toulouse that guarantees the deontology of research protocols implying human beings	2019	DGS*	Memorandum to laboratories to integrate this reference into their rules and regulations
Broaden the non-plagiarism charter to teachers/researchers and researchers (and modify the article 3 of the INSA's rules). In addition, communicate efficiently about it	1st semester of 2017	DR and DGS	Modification / Undertaken, ongoing process, not carried out yet
Offer to teachers-researchers a training in economical intelligence	1st semester of 2019	SDCV*	Proportion of incoming teachers/researchers who got trained
Give precise information to teachers-researchers by communicating the MESRI* research policy, as well as regional and others policies	1st semester of 2018	DR	Undertaken, ongoing process, not carried out yet
Inform incoming teachers/researchers about intellectual property: industrial property, copyrights	2nd semester of 2018	DR	Memorandum transmitted; Undertaken, ongoing process, not carried out yet
Increase the general use of lab notebooks for researchers specialized in experimental sciences	2018	DR and LD	Undertaken, ongoing process, not carried out yet
Evaluate on regular basis the relevance of restricted-access areas in protected laboratories	See with MESRI	Director, LD and SDCV	Undertaken, ongoing process, not carried out yet
Make mandatory the reference to unique signature, as defined in the commitments taken in the COMUE	2019	DR and LD	Undertaken, ongoing process, not carried out yet
Encourage scientists to share, show their activities to a general and larger audience during special events (newsletter, ESOF 2018, thematic night-events such as Nuit des	2nd semester of 2018	DR and LD	Memorandum

chercheurs or Quais des savoirs)			
Propose an English version for documents and working contracts dedicated to newcomers	2nd semester of 2018	HRD*	Undertaken, ongoing process, not carried out yet
Disclose better the HCERES reports about laboratories by publishing a summary in the Research Newsletter	2020	DR and LD	Undertaken, ongoing process, not carried out yet

### 3-2 Recruitment

Title action	Timing	Responsible Unit	Indicator(s)/Target(s)
In addition to the publications posted on the institutional website already existing, publish recruitment ads on Euraxess	When the award is granted	HRD	Undertaken, ongoing process, not carried out yet
See II 12	When the award is granted	HRD	Undertaken, ongoing process, not carried out yet
Organize an annual meeting with all of the presidents of the selection committees in order to define clearly recruitment modalities	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Give answer regarding recruitment to candidates who ask for it	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Remind the presidents of selection committees the recruitment elements defined in the Charter and Code	2nd semester of 2018	HRD	Memorandum /Undertaken, ongoing process, not carried out yet
See II-14	2018	HRD	Undertaken, ongoing process, not carried out yet
See II-14	2018	HRD	Undertaken, ongoing process, not carried out yet
See II-14	2018	HRD	Undertaken, ongoing process, not carried out yet
See II-14	2018	HRD	Undertaken, ongoing process, not carried out yet
Propose entrepreneurship and job-seeking training sessions to postdoctoral degree holders	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet

### 3-3 Working conditions and social security



Title action	Timing	Responsible Unit	Indicator(s)/Target(s)
Support the association of doctoral students, on financial and administrative matters	1st semester of 2018	DR	Undertaken, ongoing process, not carried out yet
Make sure PhD degree holders are represented in the Scientific Council	2017	DGS	Number of representatives at the Scientific Council
Support important and heavy scientific equipment programmes developed on site	2018	DR and director	Undertaken, ongoing process, not carried out yet
Respect and integrate the recommendations made by the committee for health, safety and working conditions for laboratories into an action plan	1st semester of 2018	HRD and Prevention adviser	Number of actions annually carried out
Offer the most stable fixed-term contracts possible by giving priority to employability according to financial and legal aspects	2017	HRD	Proportion of 3-year-term contracts compared to all fixed-term contracts
Make available the salary-scale to postdoctoral junior researchers at GEDIT**	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Make the gender equality advisor known and invite him/her to the laboratory direction committees on regular basis	1st semester of 2018	Director	Undertaken, ongoing process, not carried out yet
Raise awareness among teachers/researchers about training offers especially dedicated to them (management, MOOC, skills management...)	2nd semester of 2018	HRD	Spread the training plan to laboratories / Undertaken, ongoing process, not carried out yet
Amongst the chosen criteria, promote mobility	2nd semester of 2019	HRD and Select Committee President	Undertaken, ongoing process, not carried out yet
Make the promotion of the Toulbox by integrating it into the incoming mobility documents	2018	DR	Undertaken, ongoing process, not carried out yet
Ask the president of the selection committee to give a feedback on promotional matters	2nd semester of 2018	Select Committee President	Number of teachers/researchers who participate in training sessions
See I-5	2018	DR	Undertaken, ongoing process, not carried out yet
See I-5	2018	DR	Undertaken, ongoing process, not carried

			out yet
Give teachers/researchers discharge periods for administrative tasks, reduce their teaching hours and forbid administrative tasks during the first two years on the job	2nd semester of 2019	HRD	Undertaken, ongoing process, not carried out yet
In case of conflict, existing bodies will send a memorandum as a reminder: consultative commission for PhDs under contract, mediation by the DR, HRD, trade unions... and the administrative tribunal	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Systematically mention all the ways to appeal in case of negative response	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Researchers and teachers/researchers will take part in laboratory committees and meetings (establishment status)	2017	DGS	Undertaken, ongoing process, not carried out yet

\*\* GEDIT = online management platform dedicated to documents for INSA Toulouse

### 3-4 Training

Title action	Timing	Responsible Unit	Indicator(s)/Target(s)
Doctoral Schools and COMUE's doctoral school should insure the following up of PhD degrees holders (through a committee)	2018	DR	Undertaken, ongoing process, not carried out yet
Thesis supervision according to regulations (decree of 25 May 2016)	2018	DR	Undertaken, ongoing process, not carried out yet
Offer training to new scientific executives (laboratory chiefs, team managers...)	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Offer training in management and English	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet
Promote CRCT (specific research leave), CNRS(National Centre for Scientific Research) mobility and delegations by giving information about the relevant processes	2nd semester of 2018	DR	Follow-up of the number of CRCT and mobility
Offer entrepreneurship and job seeking training to doctoral and postdoctoral degree holders and individuals under contract	2nd semester of 2019	DR and DDS*	Undertaken, ongoing process, not carried out yet
Strengthen the information about regulatory framework that may be useful to teachers-researchers (commission on deontology,	2nd semester of 2018	HRD	Undertaken, ongoing process, not carried out yet

provisional assignment, auto-entrepreneurship...)			
Regulatory work and support from the Director of Research and from the Scientific Council. The research administration will follow up incoming staff members for two years	2018	DR et VPCS*	None

\* MESRI = Ministère de l'Enseignement supérieur, de la recherche et de l'innovation (*Ministry of Higher Education, Research and Innovation*) / DR = Director of Research / LD = Laboratory Director / DGS = Director of General Services / SDCV = Security and Defence Civil Servant, in charge of economical intelligence / HRD = Human Resource Director / DDS = Director of the Doctoral School / VPSC = Vice President of the Scientific Council

As 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 your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Nowadays, the public service general legislation explains the principles of public service and constitutes one of the pillar of administrative deontology and ethics. In the French legal system, public service is ruled by special rules gathered under the administrative law, which specify the rights and rules regarding recruitment, career management and pay. Administrative law also includes a codification of labour hours and the rights and duties of public agents. Lots of GAP-analysis criteria are ruled by one of the regulatory texts that apply to every French public establishment. The French legal system is based on core values explicitly supported by the law. Amongst the French public service's core values, equality of treatment for users and students' and staff's freedom of opinion are at the top. Other strong values supported by INSA should be highlighted: respect of individuals and human values (solidarity, support to diversity in order to fight inequalities based on cultural differences, health conditions, disability and gender).

#### 4. IMPLEMENTATION (MAX. 1 PAGE)

- How do you involve the research community, your main stakeholders, in the implementation process?

In France, the university community's participation in governance is one of the pillar of public higher education institutions. Teachers/researchers, administrative and technical staff and students are all represented (the choice is submitted to an election) in the main bodies of governance: Board of Directors (16 out of 36 seats for INSA staff and 8 for students), Scientific Committee, Council of Studies, etc. The heads of specialization departments are teachers/researchers and conveyors of the upward and backward information, which is spread all around the school.

- How will your organisation ensure that the proposed actions will also be implemented?

The Human Resources Department obtained the ISO 9001 standard and its procedures are annually controlled during internal audits and an extra external certification audit. Besides, internal measures of control allow to spot potential dysfunctions thanks to dashboards and ensure the monitoring of indicators of realisation. The persons responsible for the actions are in charge of implementing these actions, which are gathered under the institution's general action plan. Moreover, trade unions play a key role in this process.

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

Both drawn up in 2005 by the European Commission, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers have the objective to attract the best researchers in the European higher education environment by providing them a better understanding of recruitment and career development processes. The INSA HR policy is aligned with the goals of the Charter and Code.

Implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers aims to strengthen and develop the establishment's research policy and support one of the six missions of higher education institutions, namely the "participation to the construction of the European higher education and research environment". It also aims to support the INSA internationalisation strategy.

The HRS4R award will allow INSA Toulouse to make its practices coincide with international standards, which will therefore strengthen its visibility and appeal on a European and international scale. It will also allow the establishment to deploy a clear and dynamic strategy.

By integrating the principles and values of the Charter and the Code, INSA has the ambition to take part in strengthening the scientific community within Europe and *de facto*, within an higher academic framework strongly based on high-level research and teaching. Moreover, this HRS4R award is important to increase student and teachers/researchers mobility, which should therefore increase their personal feeling of belonging to the European community.

At the moment, the HRS4R process is being built this is why it may be too soon to say that it has been totally integrated into the research strategy. It will be the case later on since the Director of Research, the Director of General Services and the Human Resources Director will all together be responsible for following up most of the action plan. The way the action plan has been developed allows to say that it is a structuring plan, easily readable and synthetic. Regarding the examples of the HRS4R actions, the integration of the anti-plagiarism charter (during the Board of Directors, on 5 November 2017) into INSA's regulation can be highlighted.

- How will you monitor progress?

HRS4R actions will be integrated into ISO 9001 framework. It will guarantee an annual follow up and update. Besides, the action plan will be reappraised every year, like it is already the case for the establishment's general action plan.

- How do you expect to prepare the internal and external review?

The method used during important audits (*Commission des Titres d'Ingénieurs*, HCERES, ISO 9001 standard) will be used:

- a written GAP-analysis report
- control of procedures by external auditors

The variance analysis is a method that, through a precise diagnostic, evaluates the difference between a current and an expected situation. The planned situation should be measured with the best prediction possible and must follow a project schedule. Identifying the variance allows to target the duties that should be carried out in order to reach the objective by eliminating variance trends. Indeed, studying the explicative factors of the initial situation may be useful to better plan the transition and the action plan's relevant actions.