

INSA TOULOUSE'S HUMAN RESOURCES STRATEGY FOR RESEARCH

Both drawn up in 2005 by the European Commission, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers sets a frame to attract the best researchers in the European higher education and research environment by providing them support all along their career and mobility. INSA Toulouse is involved in research and willing to become even more internationalized; this is why the establishment wants to be part of this European ambition. By acting with scientific excellence, developing inclusive policies and giving priority to the staff's well-being, the establishment acts for a controlled, sustainable and environmental development. It seems important to justify the HRS4R application project taking into account the progress that has been made within the frame of the ISO 9001 standard. The HRS4R award will complete this standard. It 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.

The Human Resources department dedicates its activities to support the core values of INSA and respects individuals and human values (solidarity, support to diversity in order to fight inequalities based on cultural differences, health conditions, disability and gender).

A specific work has been carried out in order to:

- prevent risks, make procedures safer for both the institution and individuals regarding administrative, legal and financial matters by promoting continuous improvements,
- support the individuals' career and make them gain competences, support their diversity and possible difficulties. The establishment has converted strategic workforce planning (*GPEC* in French) and quality of work life into two strategic areas based on core values (respect, equity and listening).

These enhancements and progress are developed within the scope of strengthened labour relations, as part of the establishment's strategy. Their impacts were measured and the following results were obtained:

- the feelings of belonging to a group and being useful have strengthened within the personnel
- individuals have better motivation and are willing to progress or innovate

In the French legal system, the public service is ruled by special regulations gathered under the administrative law. The main texts are incorporated into the Code of Education and the Code of Research. Both specify the rights and rules regarding recruitment, career management and pay. They also include a codification of labour hours and the rights and duties of public agents. These key points are part of the HR strategy and must be pursued by developing the measures and actions planned and by enhancing and improving them. INSA has decided to give priority to its weaknesses and make improvements in this regard:

- A BETTER BALANCE BETWEEN ENVIRONMENT AND RESEARCH

Progress is made regarding communication and information relaying and targets more especially researchers and teachers/researchers on topics such as important European orientations, national and regional strategy for research and innovation and the research topics that are given priority in the establishment.

- STRONGER INTERNATIONALIZATION

Outgoing and incoming mobility of researchers and teachers/researchers for international projects are still to be developed. Nonetheless, the Scientific Council has made some propositions in order to increase the mobility flows. Regarding the integration of research on a local scale with joint research units (*UMR* and *UPM* in French), INSA has also seized the opportunity to strengthen exchange flows between researchers with diverse backgrounds and interdisciplinary activities.

- WELCOME INCOMING STAFF IN ENGLISH AND PROVIDE THEM WITH ENGLISH DOCUMENTS

Not enough documents are written in English! General documents written in English will be provided to incoming staff when they arrive at INSA. The translation of a large number of documents is under preparation. An special emphasis will be put on supporting technical departments by offering training in foreign languages.

- MAKE KNOWN LEGAL TEXTS THAT DEFINE THE FRAME OF HR RECRUITMENT PROCEDURES AND TEACHERS/RESEARCHERS MANAGING

The real status of the French public service is not well-known even though it offers an extremely rich and protective frame for rights in the fields of high-level recruitment, career management, deontology and ethics that apply to civil servants under fixed-term contract or not. The working scheme of civil servants without a fixed-term contract uses the same basis, with some distinctions still. Guidelines and charters must allow to make it better known among researchers and teachers/researchers, especially among incoming and foreign colleagues.