

HR Strategy for Research

| April 2026



INSA Toulouse is a public institution of higher education and research renowned for the excellence of its engineering programs and the quality of its scientific research.

By combining fundamental questions with practical applications, the institution conducts multidisciplinary research that upholds ethical and professional standards. With the support of world-renowned laboratories, this research is conducted in collaboration with public partners—including research organizations and higher education institutions—as well as private partners, particularly from the socio-economic sector. As of January 2026, INSA Toulouse employs nearly 400 research staff and hosts more than 200 PhD students working on a wide range of national and international projects.



Research at INSA Toulouse addresses major societal challenges, focusing in particular on five key areas:

- [Digital Society and Information](#)
- [Environment: the Natural, Industrial and Urban Worlds](#)
- [Global Health and Bioengineering](#)
- [Transport: Structures, Infrastructures and Mobility](#)
- [Energy for a Sustainable Development](#)

These research areas reflect the school's determination to tackle the scientific, technological, and environmental challenges of the 21st century by working side-by-side with academic, industrial, and local stakeholders. Our Human Resources Strategy for Research is an integral part of this approach as it aims to build a dynamic ecosystem where every talented individual may be given ideal conditions to innovate, collaborate, and thrive.

As a recipient of the HR Excellence in Research label, INSA Toulouse pledges to uphold the principles of the European Charter for Researchers by promoting equal treatment, inclusion, and transparency in the professional milieu. Our institution prepares research professionals to take on the challenges of tomorrow by fostering a work environment conducive to scientific excellence and by galvanizing our community to address ecological and societal transitions.

THE EUROPEAN FRAMEWORK

In January 2000, the European Commission (EC) launched the European Research Area (ERA) to structure and consolidate European research policy.

As part of this effort, the EC adopted the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in 2005, which were specifically designed to:

- increase the attractiveness of scientific careers
- prevent potential labor shortages in key disciplines
- improve career prospects
- foster professional equality
- ensure open, transparent, and merit-based recruitment practices

These policies were implemented through the “Human Resources Strategy for Researchers” (HRS4R) label, introduced in 2008.

In 2023, the Council of the European Union updated the framework by merging the Code and the Charter, with the specific intent of attracting and retaining scientific talent in Europe. The HRS4R label is now referred to as **HR Excellence in Research**.

The purpose of the label is to contribute to the development of an attractive, open, and sustainable European labor market for researchers, in which the framework conditions allow for the recruitment and retention of high-level researchers.

The four pillars of the European Charter for Researchers

Ethics, Integrity, Gender, and Open Science

Covers the common fundamental principles designed to steer all stakeholders toward a coherent and renewed European Research Area, including ethics, open science, gender parity, and research sustainability.

Scientific Careers and Talent Development

Fosters the development and recognition of the diversity of talents and skills among researchers, particularly through continuing education, so as to enhance research quality and broaden career prospects across all sectors.

Evaluation/Appraisal, Recruitment, and Career Development

Strives to ensure that the evaluation, recruitment, and selection processes for researchers are fair, transparent, and merit-based, thereby fostering an open labor market and guaranteeing equal recognition of career paths across all sectors.

Working Conditions and Methods

Focuses on improving working conditions and ensuring career stability for researchers by promoting a research culture conducive to scientific excellence.

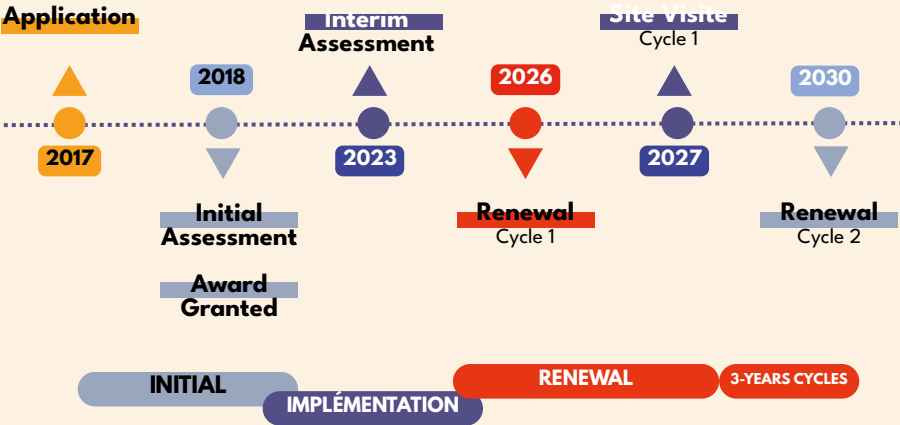



INSTITUTIONAL COMMITMENTS OF INSA TOULOUSE

INSA Toulouse has fully embraced this European initiative, combining scientific excellence, inclusive policies and a focus on quality of working life while ensuring controlled and sustainable development.

The institution was awarded the label in October 2018. The positive assessment issued by the European Commission following the 2023 Interim Assessment attests to the institution’s dedication to a structured and sustainable approach. The HR Excellence in Research label complements the institution’s ISO 9001 certification, acting as a natural extension of the certification and bringing the institution’s practices in line with European and international standards while boosting its visibility and appeal.

INSA Toulouse actively implements this approach through a new steering committee appointed on October 22, 2025.





An HR Department dedicated to institutional values and career paths

The Human Resources Department works to uphold the values championed by INSA Toulouse, conducting its activities with respect for all individuals and the principles of fairness, empathy, and solidarity.

In particular, it focuses on:

- fostering career development and talent
- supporting diversity
- combating social, cultural, health-related, and disability-related inequalities
- promoting equal opportunity and gender parity
- continuously improving working conditions for researchers

The institution relies on strategic human resource planning, a structured policy on quality of working life (QoWL), and increased social dialogue firmly integrated into the overall strategy.

The Human Resources Master Plan adopted by the Board of Directors in June 2025 outlines the institution's HR strategy over the next five years. Structured around four key areas, it emphasizes its commitment to the **HR Excellence in Research** label by integrating social and environmental considerations into its practices (Area 4) and upholding the commitments adopted under the label (Action 45).



Management Approach

The implementation of the HR Excellence in Research label at INSA Toulouse is based on:

- A structured HR Strategy for Research
- An OTM-R (Open, Transparent, and Merit-based Recruitment) policy
- A structured action plan (47 actions)
- A 23-item OTM-R checklist
- A system of 10 indicators monitored annually
- A biennial update
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Governance is structured around:

- **A project manager** (Omar Choa) who oversees research management
- **An assistant project manager** (Alice Trannois) who oversees HR operations
- **A Steering Committee (COFIL)** comprising 14 administrative and scientific staff members
- **A group of stakeholders** representing 12 departments, services, and support structures


This structure ensures consistency, cross-functional coordination, and strategic continuity.

COFIL convenes at least once a year to monitor the strategic implementation of the action plan, analyzing key indicators to evaluate progress and adjusting the action plan as needed.

The cross-functional organization guarantees that a coordinated and consistent approach is taken across the institution.

Providing information to staff

The success of the initiative also relies on the support of all staff members. Specific communication measures are put in place to improve understanding and involvement of staff regarding the challenges of implementing an HR policy that values researchers.



The main areas that have shaped the approach so far

INSA Toulouse sought to better address specific issues upon obtaining the label, focusing its efforts on:

Improved access to the research ecosystem

Significant progress has been made in communicating the institution's research and innovation support strategies to the scientific community. These strategies are closely aligned with the priorities set by regional, national, and European authorities.

Greater focus on internationalization

Enhancing support for incoming and outgoing mobility of research staff has provided a strategic lever for the institution in establishing its international partnerships, coupled with increased visibility of its job opportunities through EURAXESS.

Full integration into local policies

INSA Toulouse closely collaborates with local institutions to aid in the development of the University of Toulouse, leveraging major regional initiatives such as TIRIS (Toulouse Initiative for Research's Impact on Society), ANITI (Artificial and Natural Intelligence Toulouse Institute), the EURs (University Research Schools) and Carnot Institutes, and the UT Innovation PUI (University Innovation Hub).

Improved support for English-language programs

Key documentation has been translated into English and is regularly updated (a full-time translator was hired in 2020).

Synoptic handouts in English have been prepared for new arrivals. Foreign language support has been bolstered to ensure a smooth transition for international individuals.

Comprehensive approach to QoWL

Following an internal survey (conducted in June 2022), a collaborative initiative was launched to implement new methods for organizing the working hours of BIATSS staff, as well as to develop a Supervisor Charter and an onboarding kit.

This initiative was incorporated into the HR Master Plan as of September 2025.



Implementation of the Research Programming Act (RPA)

INSA Toulouse has been actively implementing the Research Programming Act (2021–2030), notably through:

- The creation of Junior Professorships (filled and currently open positions)
- The introduction of measures to improve remuneration (recognition of PhDs and postdoctoral positions)
- Specific support schemes for contract staff

These initiatives contribute to enhancing the national and international appeal of the institution.

Continuing Education and Career Support

INSA Toulouse has prioritized the implementation of collective and individual support measures for its staff, including a comprehensive and diverse continuing education program. Staff members are regularly informed of these opportunities.

Notable features of this program include:

- Foreign language training for native French speakers
- French language courses (“French as a Foreign Language”) for non-French speakers

This program is designed to complement the training offered by the University of Toulouse.



Encouraging progress at the midpoint

The initial action plan has been largely implemented as we reach the midpoint of the project schedule. All 47 actions have been initiated—and in some cases completed—and integrated into ongoing operations. All key stakeholders have been actively involved and the analysis of the results has helped identify the main areas where we should focus our efforts.

Operational Priorities for 2026–2027

Significant areas for improvement on which the institution wishes to focus include increased support for newly recruited research staff, specific assistance for technical staff, and enhanced internal communication regarding the label.

The orientation day for new staff members shall feature an onboarding kit and a dedicated space to provide easier access to support services. The institution provides specific financial support to new teacher-researchers over their first two years of employment, as well as support and guidance in their career progression toward obtaining HDR status (accreditation to supervise research) by means of schemes that prioritize first co-supervision of a PhD thesis.

A mapping of administrative and support (BIATSS) competencies—along with increased support for technical staff assisting PhD students—will further consolidate the backing provided to teacher-researchers.

Last but not least, we work to raise awareness of the label among the various communities in our institution through presentations and special events, during orientation activities for new recruits, and through specific HR communication campaigns.

OTM-R POLICY

In keeping with the current HR Strategy for Research, INSA Toulouse has implemented a recruitment policy that complies with OTM-R (Open, Transparent, and Merit-based Recruitment) principles. As its name implies, the policy guarantees open, transparent, and merit-based procedures that reflect the commitments made under the HR Excellence in Research label.

These commitments demonstrate the institution's determination to provide an attractive and fair working environment that is conducive to the professional development of researchers.

While open, transparent, and merit-based recruitment is not a novel concept at INSA Toulouse, specific efforts have been undertaken to formalize, centralize and communicate existing initiatives in order to increase clarity and consistency. Despite the progress made, the institution has identified areas for improvement, particularly in terms of international appeal. Increasing opportunities for international applicants and continuing efforts to create a high-quality research environment are strategic priorities. The label thus acts as a catalyst for boosting our institution's international reach and profile.

Job openings—and their corresponding job descriptions—are published on the EURAXESS platform in both French and English.

The various stages of the recruitment process outlined in this document draw on a corpus of national regulations and the internal regulations of our institution.

Scope

This policy applies to the recruitment of all teacher-researchers, Temporary Lecturers and Research Assistants (ATERs) and research associates, irrespective of the type of contract (fixed-term or permanent).



Recruitment of Non-Tenured Staff (Fixed-Term & Permanent Contracts)

INSA Toulouse has set up a charter for contract staff. Job profiles are defined by the Director of the laboratory and their team before being posted for recruitment.

At the institutional level, the schemes provided for in the Research Programming Act (RPA) are implemented in recruitment related to the activities of the Industrial and Commercial Activities Department.

A hiring committee—comprising an HR manager and teacher-researchers or researchers—ensures regulatory compliance of recruitment procedures, analyzes employability and hiring conditions, and assesses financial sustainability.

Recruitment for permanent positions is examined by the Social Administration Committee (CSA)—which deals with HR policy and skills development—and subsequently by the Joint Advisory Committee for Non-Tenured Staff (CCP-ANT), with the latter being consulted on individual cases.

Recruitment of Tenured Staff

Job profiles are defined by laboratories and departments and validated by the relevant governing bodies (Board of Functional Divisions, Management Committee, Scientific Council, and Board of Directors).

The recruitment process for tenured teacher-researchers consists of five phases:

1. Definition of the job profile
2. Publication and diffusion
3. Selection and recruitment
4. Appointment
5. Evaluation/appraisal and continuous improvement

The various stages act as checkpoints to ensure compliance with OTM-R principles.



1. Definition of the job profile

The profiles are jointly defined by the relevant stakeholders and experts.

The assessment of specific needs is primarily based on:

- A standard template for job postings
- A profile matrix and HR metrics
- The uniqueness of the profile with regard to the scientific challenges faced by the Toulouse area
- The strategic position of the job at the local, national, and international levels
- Its relevance to engineering and doctoral training

The Board of Functional Divisions and the Management Committee are responsible for all rulings. The profiles are approved by the CAR and CSR, which convene jointly. Special attention is paid to the English version of the job posting, particularly for the job title and keywords

2. Publication and diffusion

Only regulatory documents are required to apply, so as to reduce the administrative burden on applicants.

Postings are published on the ODYSSE ministerial platform and on the website of the institution. Job profiles include keywords compatible with EURAXESS. Applications are submitted electronically through ODYSSE.

Applicants are notified of:

- The admissibility of their application
- The selection process timeline
- The status of their application by means of automatic notifications



3. Selection and recruitment

The Selection Committee (COS) comprises independent experts and complies with the following regulatory requirements:

- Gender parity
- Full/Associate Professor parity for the recruitment of Associate Professors
- A majority of external members
- A majority of discipline specialists

A Restricted Board of Directors comprising only teacher-researchers (CAR) convenes in a closed session to deliberate on the composition of the COS, subject to final approval by the Director of INSA Toulouse. The composition is made public on the institution's website and on ODYSSEE prior to the COS undertaking its activities.

COS chairpersons attend an information meeting that includes a review of OTM-R principles, impartiality guidelines and reference documents (ministerial regulations, schedule, meeting minutes templates, etc.).

The role of a COS member is clearly defined

Each COS member acts as a selection panel member as defined by Decree 84-431 of June 6, 1984, which stipulates the statutory provisions regarding teacher-researchers. The role is further explained in the COS Operating Guide.

4. Appointment

Upon completion of the CAR session, the file is forwarded to the relevant ministry.

The Minister of Higher Education, Research and Space is responsible for pronouncing the appointment of Associate Professors. The appointment of Full Professors is subject to a decree by the President of the French Republic and a publication in the Official Journal.

Newly recruited teacher-researchers are notified of their right to apply for reclassification (taking into account service completed prior to their appointment to the profession or corps) within one year of their appointment.



5. Evaluation/appraisal and continuous improvement

Applicants may request access to reports on their applications drafted by the COS and/or CAR examiners, provided that they are ranked applicants.

Recruitment follow-up is an integral part of a quality assurance process that incorporates indicators (appeals, tenure refusals, etc.).

The entire recruitment process is explained in the Recruitment Guide, which acts as the operational roadmap for recruitment. The guide is aimed at laboratory and department directors, selection committees (and their chairpersons in particular), and the Scientific Council and Restricted Board of Directors. It comprises existing documents that have been harmonized to ensure consistency: statutes applicable to teacher-researchers; decrees on recruitment procedures specifying application requirements and supporting documents; the COS Operating Guide; the instruction sheet regarding the recruitment process; the memo on compliance with the principle of impartiality; and the Internal Regulations of the COS.

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