

INSA TOULOUSE'S HUMAN RESOURCES STRATEGY FOR RESEARCH

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, drawn up in 2005 by the European Commission, provide a framework to facilitate the attractiveness, career support and mobility of researchers in the European higher education and research area.

INSA Toulouse's research practices and internationalization policy are fully in line with this European ambition. Combining scientific excellence, an inclusive policy and attention to well-being in the workplace, the establishment advocates the controlled and sustainable development of its environment.

The HRS4R label project should be seen in the context of the ISO 9001 certification process. The HRS4R label complements the certification already obtained. It will enable the company to align its practices with international standards, boosting its European and international visibility and attractiveness.

The human resources function is at the service of the values upheld by INSA and for the benefit of the establishment's staff, while respecting individuals and human values (development of career paths and talents, solidarity, support for diversity, the fight against cultural or social inequalities, inequalities linked to health or disability, and respect for equality between men and women).

Specific work is carried out:

- to prevent risks and secure procedures for the benefit of both the establishment and its employees, in administrative, legal and financial terms, by promoting a dynamic of continuous improvement,

To support people in their careers, in their diversity, but also in their difficulties, the company has made forward-looking skills management and quality of working life strategic areas in their own right, based on strong values (respect, fairness, listening).

These advances and progress are being made within the framework of a strengthened social dialogue, in close association with the establishment's strategy. The impact of this approach has been assessed and has produced the following results for staff:

- strengthening staff's sense of belonging and usefulness,
- motivation and willingness to evolve or innovate.

The French civil service system is governed by a special body of law known as administrative law. The main texts are set out in the Education Code and the Research Code, which specify the rules governing recruitment, career management and

remuneration. The codification also covers working hours, as well as the rights and obligations applying to civil servants. These are strong points in our HR policy, which we aim to consolidate by continuing to improve measures and systems, and by extending or amplifying them.

The INSA wished to take better account of certain points:

➤ **Better sharing of the research environment**

Progress has been made in the area of more targeted communication and transmission of information to researchers and teacher-researchers, in particular on major European orientations and the national and regional research and innovation strategy, or on research priorities within the establishment, geared towards societal issues.

➤ **Increasing internationalization**

Outgoing and incoming mobility of researchers and teacher-researchers on international projects still needs to be increased, and the Scientific Advisory Board has made proposals to improve flows.

INSA has also taken advantage of the leverage provided by the integration of research at site level, most often in UMRs and UPRs, to strengthen exchanges between researchers from different backgrounds and interdisciplinary actions, now encouraged by the TIRIS program developed by the University of Toulouse (UT).

➤ **The development of reception and support for English-language courses**

Although most essential documents are currently drafted in English, summary English documents will be made available to newcomers as and when required. Numerous document translations are available and regularly updated (A permanent translator was recruited in 2020. Foreign-language support services are thus reinforced.

➤ **an initiative to raise awareness of the regulatory texts that provide a framework for recruitment and management procedures for research professors.**

The civil service statute is little-known, yet it constitutes an extremely rich management framework that protects rights in a wide range of areas, such as recruitment at the highest level, career management, ethics and professional conduct for both permanent and non-permanent civil servants. The working conditions of non-tenured BIATSS staff are modelled on this model. Guides or charters should help to raise awareness of this model among researchers and teacher-researchers, particularly new recruits and foreign colleagues.

➤ **Living and working conditions (CVT): a comprehensive, participatory approach**

The aim of this approach is to implement actions to improve the working environment of INSA staff, and to bring about changes in organization, practices and work tools. It

involves all willing staff, whatever their status and function, and relies on the active contribution of a steering committee.

On the basis of a general survey (June 2022), points for improvement have been prioritized and are now being addressed in participative workshops.

New ways of organizing the working hours of BIATSS staff have been developed, in conjunction with the establishment's Social Administration Committee. Progress is also being made in terms of management practices, notably with the establishment of a management charter.

➤ **The French Research Programming Law (LPR): a successful deployment at INSA Toulouse.**

Promulgated in December 2020, the LPR, to be implemented over the years 2021/2030, pursues three main ambitions: to better evaluate and finance Public Research, to place Science in an open relationship with society as a whole, and to improve the attractiveness of Research professions, all at the cost of a substantial budgetary effort.

At plant level, the choice was made to actively deploy its main provisions, in particular by using :

-CDI de Missions" contracts, to provide the best possible support for the duration of research projects.

-Junior Professorships (JPCs): two positions have been filled and two more are in progress.

all measures designed to improve working conditions and remuneration (promotion of doctorates and post-doctoral contracts, targeted support measures for contract staff, etc.).

-research residence agreements for foreigners.

These measures are designed to enhance the company's visibility and international appeal.

➤ **Continuing education: an abundant, relevant and high-quality offering**

One of INSA Toulouse's top priorities is to provide collective and individual support for its employees, with a rich and diversified continuing education program. Employees are regularly informed of this offer.

This program includes

foreign language training for French-speaking agents.

French language courses ("français : langue étrangère") for non-French-speaking foreigners.

These programs complement those offered by the University of Toulouse.