HRS4R
Inria's HR strategy

2024 internal review

11/2024

CONTENTS

Inria is the French National Institute for Research in Digital Science and Technology. Since 2024, it has been responsible for the "Digital, Algorithms, Software and Uses" Program Agency, which aims to strengthen the collective dynamics of higher education and research.

World-class research, technological innovation and entrepreneurial risk are its DNA. Within 220 project teams, most of which are shared with major research universities, more than 3,800 scientists are exploring newpaths , often working across disciplines and in collaboration with industrial partners to meet ambitious challenges.
As a technology institute, Inria supports a wide range of innovation paths: from open-source software publishing to the creation of technology start-ups (Deeptech).

As part of its mission to support public policies, a pillar of the 2019-2023 Contract of Objectives and Performance (COP), Inria has set up thematic programs and missions to serve national acceleration strategies, to best mobilise the communities of academic and industrial players within which the Institute is positioned.

The 2024-2028 Contract of Objectives, Resources and Performance (COMP) will be presented at the end of 2024 and will continue the transformation already underway.

Its organisation, based on an ecosystem approach, amplifies the impact of Inria's activities at both national and regional levels.The nine "Inria University Centres" benefit from a panoramic view of the programmes, and all the programmes can symmetrically draw on the roots and in-depth knowledge of the ecosystems of each of the "Inria University Centres".

- Inria Centre at the University of Bordeaux
- Inria Côte d'Azur University Centre
- Inria Centre at the University of Grenoble Alpes
- Inria Centre at the University of Lille
- Inria Centre at the University of Lorraine
- Inria Lyon Centre
- Inria Paris Centre
- Inria Centre at the University of Rennes
- Inria Saclay Centre

The headquarters complements the 10 Inria sites in France.

A. General information

Since 2005, as part of the European Research Area, the European Union has been promoting a European human resources strategy for researchers, also known as HRS4R. This strategy aims to improve the practices of European institutions in order to create an attractive, supportive and stimulating environment for research in Europe.

In this context, the European Commission has adopted the the <u>European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers</u>.. These documents set out 40 principles based on the following 4 main themes:
- ethical and professional aspects ;
- recruitment, career development and mobility;
- working conditions and working environment ;
- training and support for researchers.

As part of this commitment to excellence, Inria has presented an action plan, which has been validated by the European Commission in 2019.
Since then, Inria has organised a far-reaching transformation of its operations, based on its strategic ambition to accelerate in the construction of scientific, technological and industrial leadership for France, in and through digital technology, as part of a European dynamic. This ambition is based on the coherence and synergies between its national policy and its territorial policy, by fully committing Inria to the development of world-class research universities at the heart of entrepreneurial and industrial ecosystems driven by digital technology.

A number of internal and external changes have required adjustments to our organisation and had an impact on the preparation of the self-assessment.

While the global Covid crisis has led to a number of actions being prioritised and new ones being managed *a posteriori* , the Institute's organisation has changed the way the project is steered and governed, and has adjusted the initial action plan.

Indeed, since 2018, Inria has been engaged in a significant organizational transformation project, presented in the <u>COP 2019-2023</u>.
This transformation has resulted in a change in Inria's positioning as a public institution, to a world-class research institute committed to proactive actions to promote impact and innovation, aligning its global action with the challenges of digital sovereignty and strengthening its support for public policies in the digital field.
On a regional level, as a continuation of the site policies implemented in recent years within the higher education and research sector (ESR), Inria has placed its dynamism at the service of the development of major research universities, at the heart of industrial and entrepreneurial ecosystems.

Initially supported by the Communications Department (DCOM), it was natural that the HRS4R action plan should now be steered by the Human Resources Department (DRH), which is responsible for recruitment processes, competitive examinations, training, working conditions and support for the Institute's staff. The appointment of a new Human Resources Director in 2020 has made it possible to refocus the implementation, monitoring and evaluation of the action plan within the HR departments concerned.

The departure in 2021 of the HRS4R project manager has slowed down the monitoring process and the work of the internal committees. Internal changes have also had an impact on the Monitoring Committee and the Steering Committee, which have not been able to be run as smoothly as expected.

However, Inria's commitment and priorities have not changed in the pursuit of the Institute's HRS4R strategy. The institution has chosen to integrate the HRS4R action plan into the more ambitious and more collective HR roadmap action plan; this choice was also made taking into account changes in the organisational and structural context (COP 2019-2023 and 2024-2028 to come; new internal organisation).

Since 2023, the HR roadmap, a strategic document presented to the competent committees, has been the flagship document of Inria's HRS4R approach. This HR roadmap incorporates HRS4R actions and aims to extend the principles of training, recruitment, quality of life at work, support and ethics to all the Institute's staff.
Built around 4 priorities, the HR roadmap is monitored as part of a continuous improvement process; actions are carried out in a collaborative manner and annual reviews are presented to the Institute's committees.

1. HR Roadmap 2023-2026[1]

Since 2018, Inria has been engaged in a significant organisational transformation project, presented in the COP 2019-2023.
This transformation has resulted in a change in Inria's positioning as a public institution,to a world-class research institute committed to proactive measures to promote impact through innovation, aligning its global action with the challenges of digital sovereignty and strengthening its support for public policies in the digital field.

On a regional level, as a continuation ofthe site policies implemented in recent years in the higher education and research sector, Inria has placed its momentum at the service of the development of major research universities, at the heart of industrial and entrepreneurial ecosystems.

As part of its COP for 2019-2023, Inria has reaffirmed its commitment to develop a human resources policy based on the support of professions, the development of a shared managerial culture and job and career management.

Since then, various measures and actions have been deployed to support the professions as they evolve, in line with Inria's transformation project.

Dedicated work has also been carried out to support and strengthen the managerial function, leading to greater recognition and valuation of these tasks.
At the same time, Inria has undertaken major work to improve working conditions and strengthen its social policy, promoting parity, taking into account the diversity of individual situations such as disability, and taking part in the fight against discrimination and sexual and/or gender-based violence.
The Human Resources (HR) function is therefore logically at the heart of this transformation and continues to support the Institute's development. The challenges faced by the HR line are major; they concern both scientific and support staff, engineers and technicians, and their managers.

Building on this foundation, the HR roadmap *[Annex 3]* sets out Inria's main HR priorities for the 2023-2026 period, in line with developments relating to the Law on the Transformation of the Civil Service (LTFP), and more recently, those arising from the Law on Research Programming (LPR).

The action plan focuses on 4 areas:
- A "full-fledged", cross-functional position for the HR line;
- A redefined recruitment policy ;
- Harmonious support of career paths;
- Enhancing Inria's attractiveness: revised working conditions and social policy.

Having been awarded the European *Human Resources Excellence in Research* label, Inria is aligning its human resources policy with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which form the European human resources strategy for research. Inria has chosen to include all staff, including support staff, engineers, doctoral students and visiting staff.

Framework documents

For the sake of consistency, and as written in its presentation, the HR Roadmap 2023-2026 action plan serves as the basis for the deployment of the HRS4R strategy by Inria and for its evaluation by the European Commission.

Cross-functional in nature, the HR roadmap is based on the Institute's scoping documents, particularly:
For the area of occupational risk prevention, **the annual national prevention programme** (PAP) ;
For the area of Disability, **the Disability Plan** and its application to the partnership agreement with the Fund for the Integration of Disabled Persons in the Civil Service (FIPHFP[2] *);*
For the area of Gender parity, **The Gender Equality Action Plan** .

The HR roadmap also supports the Ministry of Higher Education and Research's (MESR) new master plan for the ecological transition towards sustainable development, particularly in the areas of "Education and training" and "Social policy and quality of working life".

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[1] See Annex 3
[2] Created by Law no. 2005-102 of 11 February 2005, the Fund for the Integration of Disabled People in the Civil Service (FIPHFP) is a key player in disability policy in the civil service. It helps public-sector employers to meet their commitments to disabled people and to reach the legal employment rate of 6%.

Breakdown of the HR roadmap by areas and objectives

Axis 1 Reaffirmation of the HR line	Axis 2 A redefined recruitment policy	Axis 3 Harmonious support for career paths	Axis 4 Enhanced attractiveness
1a- An HR line for all paid and welcomed staff	2a- Assertive management of jobs and payroll	3a- Linking staff career paths with Inria's skills requirements	4a- Work organisation and work-life balance
1b- A clear, cross-functional HR service offering for Inria's various parties	2b- Identifying and anticipating needs	3b- Consolidating the management line	4b- Remuneration policy overhaul: towards the development of compensation guidelines (RIPEC, RIFSEEP, Contract staff)
1c- A uniform and coherent HR policy throughout Inria	2c- Mapping the diversity of recruitment methods at Inria	3c- Assessment and training	4c- A renewed social policy
1d- The HR line, a key player in industrial relations at Inria	2d- Attract talent by adopting more aggressive recruitment techniques and strengthening our communication on professions and career paths	3d- Ensuring equal career development and promoting diversity	4d- A reinforced prevention policy
	2- Welcoming and integrating newly recruited staff		

Methodology

Under the supervision of the HR Department, the actions are monitored by the HR line departments or functional departments, depending on the themes and issues at stake.

Some actions may lead to the creation of a work group bringing together members of the HR line and experts from other Inria entities.

A single thread runs through all our actions: to secure / simplify / harmonise procedures and practices within departments, for the benefit of employees and the impact of the Institute's actions.

The HR roadmap is the culmination of work initiated in 2021 with HR line managers - HRDs and SRHs in the centers. Two specific seminars have been organised for November 2021 and November 2022, with the following objectives:
→ Discuss the HR challenges facing the Institute in the years ahead;
→ Responding to the need for HR policy to be embodied within the HR line;
→ Pursue an HR quality assessment approach.

This work has made it possible to structure a roadmap around 4 priority areas that are consistent with the HRS4R label, and to outline the actions to be taken over the period 2023-2026.

- The national guideline document was presented for a vote at the Administration Social Committee (ASC) on 15 February 2023 and then to the Board of Directors (BD) in March 2023, for information.
- A seminar was organised in June 2023, bringing together all the HR players from the centers and the HR Department, i.e. almost 120 people.
  Over the course of the event, 250 suggestions from the field helped to enrich the actions planned, in progress and to come.
  An initial progress report was presented to all those involved in HR on 28/11/2023.

Every year,
- An annual report is presented to the Board and CSA.

The first review was presented to the CSA in December 2023, then to the Board of Directors in March 2024.[3]

■ In each Inria centre and at head office, an annual visit is made to the centre's management, the scientific delegate and the Human Resources department to present or review the action plan and the annual report, and to discuss the centre's HR priorities, prospects and expectations.

HR indicators

For the sake of consistency and simplicity, the proposed HR indicators are based in part on those in the annual Single Social Report (RSU). They may be enriched where appropriate to monitor the action plan and measure the impact of the actions undertaken.

Analysis of the indicators will enable the action plan to be assessed on an ongoing basis and the approach to be adjusted as the HR work continues for the period 2026-2028.

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[3] See Annex 4

2. Evaluation of the High Council for Evaluation of Research and Higher Education (Hcéres⁴) 2024

The Hcéres evaluation phase of Inria began in 2022. The evaluation covered the 2018-2022 period.
In order to prepare the self-evaluation report, an internal collaborative effort focused critical reflection on its positioning, its management of the strategy underway, its activities and results, and on the successes and limitations of the actions designed to implement its institutional strategy.

This exercise involved all the divisions, all the head office departments and all the centres.
The period evaluated (2018-2022) coincides with the award of the HRS4R label, as well as major changes at Inria, as part of a major strategic reorientation included in its COP with the State for the 2019-2023 period.

The Evaluation Committee therefore paid particular attention to assessing the implementation of the 2019-2023 Cop.

During this period, Inria has taken a number of initiatives in terms of scientific policy and boosting its research activities. In terms of technology transfer and partnership research, it has pursued a proactive policy aimed at the French industrial network and the creation of start-ups. It has also deployed its public policy support activities in a number of strategic areas. It has supported the creation of major research universities by implementing a new territorial strategy, characterised by the increased integration of Inria centres into the universities on their various sites.
In addition, the Institute has taken on the tasks entrusted to it by the State in the national coordination of research and innovation in the field of digital technology and artificial intelligence. In order to carry out these transformations, Inria has undertaken major organisational changes, reinvesting in its capacity to steer its activities and in its research support skills.

In its report, published on 7 March 2024, the members of the evaluation committee highlighted certain points concerning the Institute's human resources policy.
In particular, *major organisational changes* have been made *to provide the organisation with steering capacities that it did not have and to redefine the position of the centres within the organisation. Inria has reinvested in its research support skills, with an increase in permanent recruitment.*
The committee praises the *Institute*'s *impressive results..., particularly in the difficult context of the pandemic;* it calls on the Institute to pursue the actions it has undertaken, particularly with regard to its disability policy.

The main recommendations of the Hcéres evaluation are:

Recommendation 1
In the next objectives and performance contract, pursue the strategy that has been initiated, making the necessary adjustments to ensure that it is implemented. Amend Inria's founding decree to update its missions.
Recommendation 2
To assert the importance of scientific excellence, an essential condition for the fulfilment of Inria's missions, and to continue efforts to strengthen the evaluation of research in relation to the best in the world.
Recommendation 3
To speed up the integration of human and social sciences into Inria's scientific strategy.
Recommendation 4
Strengthen public policy support activities, give them a clear financial framework and extend this support to public policy design.
Recommendation 5
Strengthen the policy of cooperation with other research bodies and develop the regional strategy of centres integrated with universities.
Recommendation 6
Deploying a strategy of influence at European level that is equal to the challenges, by forging appropriate alliances; mobilising researchers and reinforce support for project teams.
Recommendation 7
Stabilise and clarify governance and the links between the general management, centres and partner universities ; involve all the competent committees more closely in monitoring the implementation of the strategy, using a shared dashboard.
Recommendation 8

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⁴ The HCERES is an independent public authority responsible for evaluating all French higher education and research structures, such as universities, national research bodies and their research units. It periodically evaluates these structures every 4 years and publishes the evaluation reports on its website. Report published on 7 March 2024

Define an ambitious roadmap for gender equity without delay and include its implementation in the next objectives and performance contract, with concrete objectives and processes.
Recommendation 9
Define a multi-annual programming of resources as part of an overall development strategy, to ensure financial sustainability by avoiding any decoupling between ambitions and resources.
Recommendation 10
To give the Information Systems Department the capacity to succeed in Inria's digital transformation, and to make this success a major priority.

These recommendations will be given particular attention in the construction of the COMP to come. They reinforce the priorities adopted in recent years and confirm Inria's commitment to scientific excellence and the Institute's HR policy.

3. COMP 2024-2028

The development of the next COMP 2024-2028 is based on the Hcéres recommendations, which complement the high standards and continuous improvement approach of the Institute's HRS4R strategy.

Publication of the 2024-2028 COMP is scheduled for the 4th quarter of 2024.

As part of the creation of the "Digital, Algorithms, Software and Uses" Programme Agency, the HR roadmap remains the structuring framework for the coming years and will accompany the Institute's transformation.

B. *Euraxess* self-assessment report

This self-assessment report is presented according to the template to be entered on the *Euraxess* website.

This report has enabled us to examine our strengths and weaknesses and prioritise the actions to be taken in the coming years.

The work was coordinated internally by the HRD and presented to a steering committee made up of representatives of the Top Executive Management (the Deputy Director General for Administration DGD-A and the Deputy Director General for Science DGD-S), representatives of the scientific community (one researcher), the Chairman of the Evaluation Commission[5] , the Director of Human Resources and the HR Officer.

The results of the actions carried out and the resulting revised action plan for the period 2024-2026 are shared with the Institute's Management Committee.

1. Workforce

STAFF & STUDENTS	2019	2024[6]
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2829,2	3420,8
Of whom are international (i.e. foreign nationality) *	983,4	521,3 (Inria paid staff)
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	1582,7	1906,7
Of whom are women *	567,1	757,3
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1376,7	762,5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	192,2	174,4
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1260,3	576,9
Total number of students (if relevant) *	0	0
Total number of staff (including management, administrative, teaching and research staff) *	4070,2	4837,9
RESEARCH FUNDING (figures for most recent fiscal year)		
Total annual organisational budget	234.562.000	307 100 000
Annual organisational direct government funding (designated for research)	170 615 000	191 600 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations - including EU funding)	44 115 000	61 800 000
Annual funding from private, non-government sources, designated for research	19 832 000	14 900 000

[5] The Evaluation Commission (EC) is an Inria body responsible for assessing the level of excellence of the research conducted at the institute and guaranteeing the level of its recruitment and internal promotions. It is made up of elected and appointed scientists from Inria and experts from outside the institute. In liaison with the Directorate General for Science, the Evaluation Commission (provided for in article R. 326-12 of the Research Code) coordinates the external evaluation of the work of Inria project teams by research field. It forms the eligibility juries for competitive examinations, which also include external figures appointed by the General Management, as well as the committees proposing internal promotions. Finally, it is involved in evaluating the creation of projects and Inria's collective scientific actions. It also conducts strategic discussions on the development of Inria's scientific fields and the associated development of the research profession. As part of its remit, the Evaluation Committee sets up working groups on evaluation-related subjects (e.g. gender parity, software evaluation, technology transfer, scientific dissemination, etc.).

[6] Data taken from the 2023 annual report..

2. Strengths and weaknesses of current practice

2.1 Ethical and professional aspects

Strengths and weaknesses (Interim Assessment)

The **Inria Project Team** (PT) is the basic unit for organising research at Inria. It brings together a team of scientists who share a common research programme and a collective scientific life; it is led by a **Project Team Leader** (PTL). It benefits from a broad scientific and financial autonomy, with a budget made up of resources allocated by the centre and other external resources (regional, national and European calls for tender, contracts with companies, etc.).

A PT may be made up entirely of Inria staff. More frequently, PTs are associated with partner institutions (universities, schools, research organisations). Since February 2020, a PT can have an industrial partner institution in addition to the traditional academic partner institutions. An PT with a company implies that all the partners pool resources and personnel and share a research and innovation roadmap.

The model for an Inria PT is as follows:

- Typically, 10 to 30 people, led by a leading scientist;
- A specific research theme;
- An international assessment every 4 years;
- An average lifespan of 8 years and a maximum of 12 years;
- Well-defined objectives and a shared work programme;
- Working with scientific and industrial partners in France and around the world;
- Financial and scientific autonomy;
- A strong expectation of impact, particularly in terms of transferring research results.

Since 2002, Inria has been funding associate teams to strengthen collaboration between project teams and top-level research teams around the world.
As part of this programme, there is an annual call for the creation of new associated teams. The call's regional and thematic priorities reflect the Institute's international strategy, which aims to anchor its presence outside Europe and develop strong partnerships with certain countries.
The programme is based around a joint research project and supports the mobility of senior researchers, engineers, post-docs, PhD students and trainees involved in the team in France and in the partner country. Workshops and working groups on joint research are also organised. Associated teams typically last 3 years.

The Comité opérationnel d'évaluation des risques légaux et éthiques (Coerle) is one of Inria's internal committee whose mission is to raise awareness and provide support to Inria researchers with regard to the ethical issues at stake in their work. For over ten years now, Coerle has been responsible for implementing Inria's policy on legal, ethical and scientific integrity issues. It acts as an advisor to project teams, helping them to anticipate and manage potential ethical and legal risks. He also advises Inria's CEO on whether or not to authorise research or experiments that raise ethical or legal issues that could implicate the institute or staff involved in its missions, including under criminal law. Coerle is also called upon to give its opinion on the dissemination of software, knowledge or data and on the ethical issues involved in research projects, whether collaborative or individual.
The directors of Inria research centres, members of Inria's general management and scientific delegates may refer issues to Coerle; it may also take up issues of which it is aware or which are brought to its attention on its own initiative. The project teams or teams concerned by a referral to Coerle are kept informed throughout the procedure.

At the same time, a **Scientific Integrity Coordinator (RIS)** is appointed by Inria's Chairman and CEO. The RIS implements the scientific integrity policy. In this capacity, he or she has a preventive role, promoting the values of scientific integrity, and puts in place systems to detect breaches of scientific integrity requirements. He or she works in complete independence, impartiality and objectivity to provide advice and recommendations in terms of scientific integrity, as well as to Inria employees. In order to carry out its duties, the RIS relies internally on contacts such as Inria management and other Inria advisors (ethics and secularity advisor, whistleblowers, etc.) and, where appropriate, the Inria ombudsman, Coerle and the Evaluation Commission, and externally on the RESINT network (Scientific Integrity Network), in order to exchange best practices. The RIS carries out its duties taking into account the recommendations of the French Office for Scientific Integrity. With regard to compliance with ethical

obligations[7] , any Inria employee or employee performing duties at Inria (permanent employee, trainee employee, contract employee, staff on secondment to another organisation, staff on work placements, etc.) may consult the secular ethics officer (RDL). When facts likely to be qualified as a conflict of interest have been brought to his attention, he will, if necessary, provide the persons concerned with any advice likely to put an end to the conflict.

In 2014, Inria launched its first **MOOC** on the FUN platform. By 2022, nearly half a million people had registered for the Institute's courses, with 48,000 certificates issued.
26 online courses have been created covering a wide range of subjects in computing and digital sciences, aimed at a wide variety of profiles. The introductory and introductory MOOCs are aimed at the general public, while the MOOCs on specific research topics are aimed at engineers and specialists.
The Mooc *Reproducible research: methodological principles for transparent science* offers methodological principles for open and transparent science. It takes a practical look at note-taking, the computational document and the replicability of analyses.

The Hal-Inria platform brings together research publications with an international reach. The collaborative community brings together a wide range of skills to support the opening up of publications, and the public, sustainable and responsible infrastructure is a guarantee of scientific integrity and the long-term preservation and promotion of research work. In September 2024, the platform contained 1,396,617 full-text documents.

The priority areas for improvement are as follows:

- **Continue training on reproducible research through the Inria MOOC.**

To reinforce this point, the Department of Culture and Scientific Information (DCIS) was created in 2022. It plays a key role in the management and dissemination of Inria's scientific activities and productions.
At the service of science, working closely with scientists, the DCIS circulates knowledge. By defining and producing indicators, it plays an essential role in steering the Institute's scientific policy. The DCIS assists scientists with the dissemination and use of their scientific work, offers training in the scientific themes supported by Inria, and promotes understanding of the digital environment and the scientific approach among non-specialists.

The Learning Lab department - which specialises in producing and distributing online training courses on digital subjects - works with Inria experts and partners to develop innovative learning tools and media that encourage interaction. The courses and teaching resources produced are open educational resources such as massive online courses (MOOCs), mobile training and serious games. The aim is twofold: to make digital technology accessible and understandable to everyone, and to provide training in Inria's areas of expertise.

In a national and European context that strongly supports open science, the Scientific Publishing Information Service (IES) supports scientists from bibliography to publication by making available resources that are essential to their research. Among other things, it assists with filing in the HAL open archive and managing research data. It provides support for creating scientific journals, putting conferences online and promoting scientific outreach activities. Finally, it develops text and data mining methods to produce indicators and dashboards of the Institute's scientific output.
Scientific Mediation is organised around a national unit co-ordinated by a national scientist in charge of scientific mediation and pairs of researchers and support staff in the communication and mediation departments of the Inria centres. Making scientific knowledge accessible to the general public is a challenge for popularisation and education in general. Scientific outreach creates a two-way relationship between society and scientific research. The general public can try things out on their own, contribute their own thoughts and ideas, and improve their scientific knowledge. Scientific research can also make progress by cultivating this two-way relationship by listening to the general public. This has a twofold benefit, for research and for society as a whole, as it enables informed decisions to be made, decisions that are personal to the individual and socially responsible to society as a whole.

- **Continue to raise awareness among development engineers of reproducible research tools in order to improve advice to research teams.**
Following on from the training initiatives already underway and the 2024 framework note from the Directorate General for Innovation (DGD-I), a forthcoming 2025 framework and objectives note will set out the specific training plan for the period 2025-2027.

- **Develop a network of scientific integrity correspondents in each Inria research centre.**

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[7] Internal guidance note of 16 October 2024 on the referral of ethical and secular issues to the ethics officer by employees

2.2   Recruitment and selection

Strengths and weaknesses (Interim Assessment)

An analysis of the implementation of Inria's Open, Transparent and Merit-based Recruitment (OTM-R) approach is provided in section 3.2.

As a public scientific and technological establishment, Inria mainly recruits civil servants through competitions or incoming mobility.
Compliance with the statutory rules set out in internal guidance notes satisfies the requirement for transparent, fair and merit-based recruitment procedures.
The HRS4R approach also applies to the recruitment of Inria's contract staff, scientists, engineers and technicians and aims to widely promote the Institute's employment opportunities, harmonise selection methods and strengthen the traceability of the recruitment process.

To this end, part of the HR roadmap focuses on recruitment and attractiveness.

A number of priority actions are currently being developed or deployed:
- Develop a service offering to support recruiters (PT and departments) in defining and anticipating their skills needs
- Mapping the different scientific and IT recruitment procedures to better understand their specific features
- Revising the charter for contract staff (fixed-term and permanent contracts) to identify possible career paths within Inria
- Develop the employment framework for contract staff to incorporate the new recruitment procedures, in line with the principles applicable to the compensation system (RIFSEEP and RIPEC).
- Adopting a more offensive stance in the search for talent
- Reinforce communication about recruitment opportunities in the various media by promoting our professions
- Redesigning our job offers to better highlight Inria's strengths (career development, working conditions, social policy, etc.)
- To initiate a job and career management process (GEPP) for all of Inria's professions (scientific and support functions).
- Mapping skills for each profession
- Supporting staff leaving at the end of their contract, in order to enhance the attractiveness of the company and its employer brand, and to encourage people to return.

Others are deployed and pursued as part of a continuous improvement approach:
- Deploy an annual pool of positions (across all categories) dedicated to the recruitment of disabled workers
- Roll out an annual apprentice recruitment campaign in the PTs and departments
- Developing the RIFSEEP to make jobs at Inria more attractive
- Managing the trial period
- Promoting mobility to meet skills needs and encourage the development of attractive career paths
- Continuing and structuring HR dialogues with departments
- Clarify the arbitration process with the functional and centre departments
- Specify the management rules applicable to the arbitration of HR resources

Strengths:

Inria attracts a wide range of international profiles that contribute to the richness of the Institute.
In response to this appeal, Inria offers a variety of recruitment methods to suit all profiles.

Every year, Inria recruits research officers and research directors **through a competitive process. Secondments** and **delegations** enable us to take on civil servant researchers on temporary assignments.
Since 2022, **junior professorships (CPJ)** have also been available in various centres within the Institute. This recruitment scheme is part of the Law on Research Programming (LPR) and provides a new conditional pre-tenure track equivalent to a tenure track, in addition to existing recruitment channels. CPJs are intended for researchers

in the first part of their career, with strong potential for managing and leading research teams, as well as the ability to participate in national, European or international projects.

This new form of recruitment allows young scientists to be recruited on a public law contract with a financial environment that allows them to be appointed to a research director's post after a maximum period of 6 years. The duration of the contract may not be less than three years and may not exceed six years. Recruited scientists may join an existing or propose the creation of a new project team. The introduction of this new recruitment system is part of Inria's scientific strategy and meets a number of objectives: closer interaction with the site's integrated university and research organisations in order to promote multidisciplinary and interdisciplinary research, and greater international appeal for early-career researchers.

Other schemes offer the possibility of joining Inria **on a contract basis**.

By their very nature, **doctorates** and **post-doctorates** are temporary jobs, associated with training through research and the pursuit of an initial research topic. **Doctoral contracts** are subject to a specific regulatory framework.

The **Inria Starting Faculty Position (ISFP)** recruitment campaign was launched in 2020 to diversify the recruitment of researchers at the start of their careers, in addition to external competitive examinations. The ISFP programme consists of recruiting high-potential young researchers in collaboration with higher education establishments (universities and engineering schools) that are partners of Inria research centres. The aim is to implement Inria's site policy in support of the development of major university research centres and to strengthen the Institute's attractiveness policy by offering a new recruitment route at the start of a career, in addition to the competitive examination for normal grade research fellows (CRCN). This scheme will increase the opportunities for researchers to be recruited into Inria project teams, whether joint or not, and will provide young researchers with a favourable research environment with a moderate teaching load. ISFP positions are offered on permanent civil service contracts and are associated with a teaching service in an Inria partner higher education institution. The introduction of this new recruitment system meets a twofold objective: closer interaction with major research universities and greater attractiveness of early-career research careers.

Each type of recruitment is the subject of a detailed framework note on the rules of transparency, fairness and merit. These guidelines are shared on the *Numin* intranet tool and on Inria's *Gedei* tool for compiling administrative documents.

The management of staff numbers and the wage bill is based on a procedure that has been clarified and is shared by all: annual management dialogues with each functional or centre department enable needs to be identified and recruitment campaigns to be prepared as effectively as possible. Final decisions on identified and prioritised needs are set out in a memo which details the type of recruitment approved for each job request.

Each permanent job opportunity is initially open to mobility; a specific page on *Numin* presents the vacancies to be filled.

All offers and campaigns are accessible to **candidates with disabilities**.

A reserve position and a specific contractual employment framework are open to candidates with disabilities. Individual and multidisciplinary support is provided to ensure the best possible working conditions.

Every year, Inria opens up positions on a contractual basis to people recognised as disabled workers. This exceptional procedure enables disabled people to enter the civil service without having to take part in a competitive examination. After one year on a fixed-term contract, which may be renewable once, the employee may be given permanent status following the opinion of a professional jury. This method of recruitment is only open to newcomers to the civil service. Throughout the year, Inria also offers fixed-term contracts in research support, research assistance and research with doctoral and post-doctoral residency opportunities. For PhD students recognised as having a disability, the PhD contract can be extended by one year (48 months).

Apprenticeship recruitment is one way of boosting the Institute's attractiveness. Inria takes on apprentices in its research teams (development engineer, M1 or M2 in computer science) and also in research support services (communication, financial management, human resources, building maintenance, quality, etc.) at levels ranging from level 3 (below baccalauréat) to level 7 (bac+5). An annual campaign targets identified positions.

The "**Welcome package**" scheme is included in the 2019-2023 COP. This scheme is a specific programme to ensure that all new Inria researchers, particularly young researchers, can benefit from a "Welcome package" to help them realise their scientific ambitions as soon as they join Inria. A dedicated budget is deployed in each centre; allocation rules are set to ensure fair treatment and consistency with the actions carried out by the project team into which the researcher will be integrated.

The priority areas for improvement are as follows:

- **Update and share the employment framework for contract staff** at Inria in French and English on the institutional website and the recruitment platform. The document is currently being drafted.

- **Publication of the charter for open, transparent** and career- and skills-based **recruitment** (OTM-R), based on all existing policies and framework documents, such as the management guidelines for promotion and mobility, is planned.

- **As far as possible, translate internal guidelines and guides into English and share them**. On this point, *Numin* is accessible in English; HR forms are systematically translated and shared in English. Extending the English translation to internal guidelines and guides could facilitate access to information for all staff.

- **Strengthening the publication of international positions:** despite the interface between the *JobIn* and *Euraxess* platforms, a number of technical difficulties prevented the publication of job opportunities for a few weeks. The bridges have now been re-established and the interface is operational. However, regular monitoring of the number of job offers published will enable us to anticipate any difficulties. An internal communication to remind and encourage the publication on *Euraxess* will be proposed.

2.3   Working conditions

Strengths and weaknesses (Interim Assessment)

The HR roadmap supports the Institute's ambitions in terms of working conditions.

In the area of **occupational risk prevention**, the Institute has adjusted its organisation for 2021, with the creation of a dedicated department headed by the national prevention advisor. The latter is supported by a project manager and a team of prevention officers deployed full-time in each of the centres. The annual prevention programme sets out the priorities and is the common thread running through all the actions taken. One of these priorities is the prevention of psycho-social risks (RPS). To meet the challenges of health and safety in the workplace and the requirement for each establishment to have a national risk assessment document, the prevention department has acquires a software package in 2023 enabling its creation. In addition to the day-to-day activities, an annual prevention week is organised in each centre around a specific theme. In September 2024, the right to disconnect was on the agenda with the publication of a charter of commitment as well as awareness-raising and themed events.

A Disability Plan has been in place since 2020, with the stated aim of achieving a target of 6% of people with disabilities benefiting from the Employment Obligation (BOE). The work and the approach taken are steered by a national representative supported by a network of disability advisors at each site.
Like Prevention Week, European Week for the Employment of People with Disabilities provides an opportunity for local and national events (conferences, fun awareness-raising activities, etc.). Every year, Inria takes part in the Duoday operation and welcomes jobseekers, scientists, engineers and technicians who want to find out more about the Institute's jobs. This Disability Plan is backed by a commitment agreement between the FIPHFP and Inria, which sets out an action plan covering the following areas: recruitment, maintaining employment and adapting workstations, awareness-raising and communication, digital accessibility and governance. In terms of recruitment, an annual reserve of posts is programmed; support for disabled staff is individual and multidisciplinary (HR services, social worker, prevention doctor, prevention officer). The employment rate for people with disabilities will be 4.11% in 2023, compared with 1.89% in 2019.
Taking into account the results already achieved and the 6% target, a new version of the Disability Plan has been updated to cover the period 2025-2028.
Since 2022, one of the priorities of the disability plan has been to make the Institute's information system (IS) applications and websites digitally accessible. Many staff have been and are being trained to produce accessible content, because it's not enough for a site to be accessible, its content must be too, and that must be everyone's concern.

The W/M Professional Equality Plan
The professional equality committee was set up on 19 January 2015. This committee ensures that parity and equality issues are taken into account in all of Inria's activities. It makes proposals on all aspects of the Institute's policy on these issues, in compliance with the law of 22 July 2013[8] and the memorandum of understanding on professional equality between men and women in the civil service.[9]

As part of its 2019-2023 COP, Inria has undertaken to carry out actions in favour of parity based on the work carried out by this committee. Based on the results of the 2021-2023 action plan and taking into account the priorities set for the 2024-2028 COMP, a new action plan will be rolled out for the period 2024-2028, under the responsibility of the HR Department.
The prevention and treatment of gender-based and sexual violence are included. In response to this priority, the first action concerns a detailed note on the handling of reports of sexual and gender-based violence (SGBV) and moral and/or sexual harassment, as well as the handling of proven situations. This communication will broaden awareness of the players involved and internal procedures.

The organisation of work at Inria provides for the possibility of teleworking up to 3 days a week and modular working hours over 4 to 5 days, in compliance with statutory rules. This organisation is part of the measures taken to reconcile professional and personal life.

Social action is included in axis 4 of the HR roadmap. Framework notes on statutory schemes and others specific

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[8] Law no. 2013-660 of 22 July 2013 on higher education and research (known as the Fioraso Law) also strengthened professional equality between women and men in the civil service and in higher education and research by adopting various measures to ensure, in particular, balanced representation of women and men on higher education and research bodies.

[9] Agreement on professional equality between women and men in the civil service of 30 November 2018 on the following five areas: strengthening the governance of equality policies; creating the conditions for equal access to jobs and professional responsibilities; eliminating pay and career progression gaps; providing better support for pregnancy, parenthood and the work-life balance; strengthening the prevention of and fight against sexual violence, harassment and sexist behaviour.

to Inria are regularly updated and shared on *Numin*. Since 2024, social action information events have been organised at the initiative of the centres.
To meet the regulatory obligation to roll out a grouped complementary social protection scheme, the Institute responded to the MESR's global call for tenders. Deployment of this scheme remains dependent on the MESR timetable.

Coordination of the network of occupational physicians at the centres and head office is an identified area for improvement and is included in the HR roadmap. Since 2023, under the coordination of the HRD and the SPRP, the recruitment of a prevention coordinating doctor has been launched to coordinate the centres' occupational medicine system (each centre is supported by an occupational physician and a social worker who provide support to staff and advise centre management). The prevention coordinator doctor will be responsible for advising general management at national level, taking part in national committees and developing and coordinating the network of prevention doctors in the centres and at head office. Given the shortage of occupational health physicians in France[10] , and despite a number of recruitment initiatives, no serious applications have been received to date. The search for candidates is continuing.

The areas for improvement identified and included in the HR roadmap are as follows:

- **Draw up a national plan for quality of life and working conditions (QWLC) for 2025-2028**. Currently under development, this QLWC plan will initially be based on national and local best practices that have already been implemented, with a view to replicating them in each centre.
- **Local intervention committees[11]** will be set up to detect and provide multidisciplinary support and advice to centre directors. These committees are in line with the MESR's 2023 ministerial strategic guidelines for the prevention of RPS. Deployment is expected by 2025.
- Continuing the momentum generated by the **integration and employment of people with disabilities,** with a stated target of 6% of employees with disabilities, as part of a Disability Plan 2.
- Continue to **prevent gender-based and/or sexual violence** by raising awareness and distributing an internal framework note setting out the measures, players and procedures, and the resources committed.
- **To draw up a general guide presenting all of the** Institute**'s social policy measures**.

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[10] Answer dated 23/04/2024 to the written question to the National Assembly on the difficulties encountered by employers in obtaining an occupational medicine appointment for their employees: Occupational health is indeed facing a structural decline in the number of occupational physicians, linked in particular to an ageing population and a lack of attractiveness of the profession. The number of doctors has fallen by 15% in 10 years, from 5,108 in 2012 to 4,265 in 2023. Projections by the Directorate for Research, Studies, Evaluation and Statistics predict a deterioration in the situation over the medium term, with a low point expected in 2030 (3,565 doctors in post at that date according to the projections).

[11] Annex 1 of the Ministerial Strategic Guidelines for Occupational Risk Prevention Policy in Higher Education and Research Establishments - Year 2024: *In the field of psychosocial risk prevention (RPS), the purpose of the local intervention committee within the establishment is to encourage the expression of difficulties encountered at work, to help and support the administration in resolving a difficult professional situation, and to provide advice tailored to the situation by directing the employee to specialists for personalised support.*

2.4   Training and development

Strengths and weaknesses (Interim Assessment)

In 2023, the budget committed to staff training will amount to €1,043,086, with a growth rate of 54% compared with 2022 (€676,972) and 33% compared with 2021 (€701,306). The Institute has set up a **national training plan** to meet the needs of management and project teams, **supplemented by a local training plan** to meet the individual needs of each centre. The analysis and prioritisation of training requests are essential steps in the development of training plans. Each training programme is evaluated with a goal of continuous improvement. The training catalogue covers a wide range of areas (health and safety at work, risk prevention, foreign languages, management, tools, business skills, quality of life at work, combating gender-based and sexual violence). Support for managerial functions remains a priority on the HR roadmap. Specific training is offered on **supervising a doctoral student** and on **the role of supervisor.**

The **Inria MasterClass** welcomed its first class in 2023 and continued in 2024. Scientific colleagues and support functions meet over eight themed and practical face-to-face days. The aim of these meetings is to deepen the knowledge of the organisation of higher education, research and innovation (ESRI), to understand the positioning of Inria and its action in its environment, to find out how the various public institutions and partners work and to share the challenges of ESRI in general and digital technology in particular. The mix of scientific and engineering backgrounds in each year's intake is an undeniable asset for this programme.

In addition to the training initiatives already underway, a **dedicated training programme for managers** is currently being rolled out. All levels of management are targeted, from general management to operational department managers and project team leaders. The training programme is designed to meet the needs of the group as a whole; nearly 400 identified employees could benefit from this programme over the next few years; priority will be given to new recruits.

The Mentoring scheme is also being rolled out.
Inria considers it very important to being able to offer its employees an attractive career path, in line with their professional skills and personal expectations, based on individual support tailored to their job, activities and missions. Mentoring is a complementary approach that integrates and complements the HR measures already in place at Inria and offered by the HR department. Based on the positive feedback received from this approach in 3 centres, the aim is to provide better support for staff in their career paths and to encourage the transmission of experience (knowledge) between generations. One of the main aims of setting up this mentoring approach is to strengthen gender equality in the workplace, in particular by encouraging talented women to take on responsibility and supporting them throughout their careers. This approach strengthens the HR dynamic in the ecosystem and links with partners, as part of Inria's site policy with its partner universities. The scheme is open to all Inria staff, whether scientists, engineers or technicians.

Support for careers and professional development is also part of the HR roadmap. While there are a number of statutory mechanisms for career development and opportunities for advancement (promotion, professional selection, internal competitions, mobility), **the annual review meeting** is an ideal opportunity to provide career support, provide information on possible mechanisms, assess training needs and set objectives for career progression. The human resources department provides support for this special time, and webinars are organised each year for staff members and assessors. At the end of the discussion, and depending on the needs and requests of the employee, **individual support measures** may be requested (**preparation for an internal competition, coaching, skills assessment**).

The HR roadmap also includes work on **career-long support for researchers** and **support for young scientists,** both of which are currently being developed. The aim is to build targeted HR support pathways based on scientific profiles, whether experienced or junior, and in support of team leaders or scientific supervisors.

The areas for improvement identified and included in the HR roadmap are as follows:

For the Training section,
- **To continue the renovation of** Inria's **training plan** by supporting both the professionalisation of activity lines and individual development projects, and to promote the *Numin* training offer, particularly among researchers.
- As part of the site policy, **initiate cooperation with university partners** to share certain training initiatives.

For career support,
- **Continuing to provide support for** researchers throughout their careers;

- **Continuing to support young scientists**;
- **Monitor the roll-out of the Mentoring scheme** and the managerial career support plan.

2.5   Have any short- and medium-term priorities changed?

The transformation of the institute, highlighted in the Hcéres report, has set or strengthened the initial orientations and priorities. The internal organisation has evolved and adapted to the challenges and objectives of the COP. As a result, the General Management is now structured around 5 delegated directorates dedicated respectively to administration, science, innovation, support for public policies and site policies.
Since 2023, the creation of the 9th Inria centre in Lyon has contributed to the Institute's development.

The HRS4R approach is having an impact on activities at various levels, particularly in the fields of HR and research. The creation of the Directorate General for Site Policies is encouraging closer links between the various partner institutions, making it possible to identify joint actions that can be implemented within the scope of the centres.
A number of new orientations, reaffirmed in the HR roadmap, are part of this evolution, such as :
-     encouraging mobility of research staff ;
-     supporting staff skills development, particularly for supervisory staff;
-     Fight against all forms of discrimination and promoting equality and diversity ;
-     Supporting young researchers and strengthening partnerships to help them settle in and integrate under optimum conditions.

2.6   Have the context and environment in which your company operates changed, with a consequent impact on your HR strategy?

The law of 6 August 2019 on the transformation of the civil service amended a number of provisions that have a direct impact on the Institute's HR strategy and policy: overhaul of social dialogue committees, more flexible recruitment procedures, particularly for contract staff, the obligation to implement a professional equality plan, and new provisions on mobility and career transition.
The adoption of the French Research Programming Act (LPR) in 2020 defined a strategy for research in France between now and 2030, focusing on a number of issues that resonate with and influence the institution's HRS4R strategy, in particular making scientific careers more attractive.
The attractiveness of scientific careers depends in particular on raising the salaries of researchers and making their careers more attractive. A number of measures stemming from the LPR in this direction have already been implemented (RIPEC), and others are in the pipeline (revision of the employment framework for contract staff).

The 2019-2023 period was marked by the Institute's **Contract of Objectives and Performance (COP)** and a renewal of the management team, including the arrival of the new Director of Human Resources in January 2020. The 2023-2026 HR roadmap is a continuation of the initial HRS4R action plan, with the aim of integrating Inria's scientific, engineering and technical staff. The next COMP 2024-2028 will be presented at the end of the year.

The Institute's site policy involves the creation of Inria centres at the relevant universities, where the Institute proposes to operate its research and innovation facilities on behalf of its partners as part of a shared strategy and joint implementation. HR collaborations on the sites and with our partners are being considered.

2.7   Are there any current strategic decisions that could influence the action plan?

The 2024-2028 COMP will be presented at the end of 2024; by its very nature, the HR roadmap will be dynamic, adapting to the new institutional priorities, in particular the creation of the "Digital, Algorithms, Software and Uses" programme agency, as announced by the President of the French Republic in his address on 7 December 2023.
The HR roadmap remains the structuring framework for the coming years and will support the Institute's transformation. The HRS4R approach, part of the HR roadmap, is integrated as a tool for improvement and excellence.

3. HRS4R action plan

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers set out 40 principles based on the following 4 main themes:
→ Ethical and professional aspects,
→ Recruitment and selection,
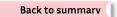→ Working conditions,
→ Training and development.

	Ethical and professional aspects
1	Freedom of research
2	Ethical principles
3	Professional responsibilities
4	Professional attitude
5	Contractual and legal obligations
6	Liability
7	Best practice in the research sector
8	Dissemination and exploitation of results
9	Commitment to the company
10	Non-discrimination
11	Assessment systems
	Recruitment and selection
12	Recruitment
13	Recruitment (Code)
14	Selection (Code)
15	Transparency (Code)
16	Judgement of merit (Code)
17	Variations in the chronology of CVs (Code)
18	Recognition of mobility experience (Code)
19	Recognition of qualifications (Code)
20	Seniority (Code)
21	Post-doctorate appointments (Code)
	Working conditions
22	Recognition of the profession
23	Research environment
24	Working conditions
25	Job stability and continuity
26	Financing and salaries
27	Gender balance
28	Career development
29	Enhancing mobility
30	Access to career guidance services
31	Intellectual property rights
32	Co-author
33	Teaching
34	Complaints and appeals
35	Participation in decision-making bodies
	Training and development
36	Relations with thesis/internship supervisors
37	Supervision and management tasks
38	Continuing professional development
39	Access to training and continuous development
40	Supervision

In response, the initial action plan proposed 38 actions divided into the European Commission's 4 main areas:

Ethical and professional aspects (9 actions)
Recruitment and selection (11 actions)
Working conditions (10 actions)
Training and development (8 actions)

A detailed analysis of the 38 actions is presented in Annex 2.

The strengths and weaknesses of the 4 areas show the progress made since the initial assessment. However, some areas remain unfinished and require further work.

3.1. Revised action plan for the period 2024-2026

On the basis of the areas for improvement identified in part 2 - Strengths and weaknesses of current practice and in line with Inria's HR strategy set out in its HR roadmap 2023-2026, the HRS4R 2024-2026 action plan has been revised.

It now includes 29 priority actions, divided into the 4 main areas of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Only the actions in the HR roadmap that fall within the scope of the assessment for the label are included in this plan.
- 5 initial actions have been renewed, in line with the previous plan;
- 13 actions in the HR roadmap include some of the initial actions (indicators - leader - objectives);
- 11 new actions from the HR roadmap have been integrated and complete the action plan.

The action timetable and indicators are subject to change as a result of regulatory or exceptional events, as well as the priorities set out in the next COP 2024-2028.

Ethical and professional aspects (3 actions)
1. Continue training in reproducible research through the Inria MOOC on this subject
2. Continue to raise awareness among development engineers of reproducible research tools in order to improve advice to research teams
3. Develop the network of scientific integrity correspondents in each Inria research centre

Recruitment and selection (11 actions)
4. Redesign the HR section of the Intranet site to facilitate access to information and strengthen internal and external HR communication
5. Produce and publish (in-house) a recruitment brochure for researchers
6. Ensure the systematic publication of scientific job opportunities
7. Map the various recruitment procedures for scientists, engineers and technicians
8. Reinforce communication about recruitment opportunities in the various media
9. Promote mobility and encouraging the development of attractive career paths
10. Develop the employment framework for contract staff to incorporate the new recruitment procedures
11. Revise the contract staff charter to identify possible career paths within Inria
12. Organise a national welcome scheme for new arrivals, paid or unpaid
13. Organise half-days in the centres for new arrivals
14. Support staff leaving at the end of their contract, in order to enhance the attractiveness of the company and its employer brand, and to encourage people to return to work.

Working conditions (8 actions)
15. Continuing to roll out the disability policy
16. Continuing and strengthening the deployment of Inria's gender equality plan
17. Improving working conditions as part of a QWL action plan
18. Combating any sexual or sexist behaviour within Inria
19. Continuing to implement the national annual occupational risk prevention programme
20. Reviewing Inria's teleworking arrangements
21. Deploying supplementary social protection
22. Renovating social policy to better meet the new needs of Inria's employees

Training and management (7 actions)
23. Support young scientists
24. Support researchers throughout their careers
25. Continue the renovation of Inria's training plan by supporting both the professionalisation of business lines and individual development projects
26. Implement the evaluation of researchers, in accordance with the provisions of the modified Decree of 30 December 1983
27. Propose a global support plan for managers at Inria throughout their managerial responsibilities
28. Develop mentoring
29. Develop HR cooperation with university partners

N°	Action	Principles	2024-2026 timetable	Pilot service	Indicators	Action status
ETHICAL AND PROFESSIONAL ASPECTS						
1	Continue training in reproducible research through the Inria MOOC on this subject	9	With the flow	DCIS	• Number of MOOC registrations / year • Number of courses completed and validated • Analysis of training evaluations	Action continued Completed and to be continued
2	Continue to raise awareness among development engineers of reproducible research tools in order to improve advice to research teams	5-6-7	With the flow	COERLE	• Number of publications (Intranet articles) on the list of identified and recommended tools	Action continued Completed and to be continued
3	Develop the network of scientific integrity correspondents in each Inria research centre	2-3-4	2025	DGD-S	Target = 1 scientific integrity correspondent in each centre	New share In progress

N°	Action	Principles	2024-2026 timetable	Pilot service	Indicators	Action status
RECRUITMENT AND SELECTION						
4	Redesigning the HR section of the Intranet site to facilitate access to information and strengthen internal and external HR communication	1 à 40	2024	HUMAN RESOURCES	• % of HR documents updated and accessible on *Numin* • Publication of a welcome and integration booklet in digital format with integrated *Numin* links • Publication of the OTM-R commitment *Particular attention will be paid to the translation of documents into English.* • Number of visits to HR pages on *Numin* • Results of the open consultation on the deployment of the *Numin* tool	New action taken from the HR Roadmap Completed and to be continued Includes actions : • Produce and publish an induction booklet for researchers • Share the checklist for open, transparent and merit-based recruitment (PTM-R) with the researchers involved in recruitment, via the intranet. • Ensuring the availability and accessibility of complete and up-to-date information on training, career paths and career opportunities
5	Produce and publish (in-house) a recruitment brochure for researchers	12, 13, 14, 15, 16, 17, 18, 19, 20	2025	HUMAN RESOURCES	Target = Production of a guide • Publication and distribution of a recruitment guide	Action continued In progress
6	Ensure the systematic publication of scientific job opportunities	12, 13	2024	HUMAN RESOURCES	Target = 100% of scientific jobs published on *Euraxess* • Monthly monitoring of the number of scientific jobs published on *Euraxess* compared to *JobIn*	Action continued In progress
7	Map the various recruitment procedures for scientists, engineers and technicians	12, 13, 15	2025	HUMAN RESOURCES	Target = Production of a framework note • Publication and distribution of a global framework note	New action taken from the HR Roadmap In progress Includes action : • Clarify the recruitment processes currently used by researchers
8	Reinforce communication about recruitment opportunities in the various media	12, 13, 14, 15	2024	HUMAN RESOURCES	• HR communication plan • Typical job offers by profession • Trade shows and events calendar	New action taken from the HR Roadmap In progress Includes actions : • Increase Inria's visibility on ad hoc networks and launch a specific recruitment communications initiative

						• Provide searchable job advert templates to make it easier to write job adverts
9	Promoting mobility and encouraging the development of attractive career paths	18, 23, 24, 28, 29	2025	HUMAN RESOURCES	• Incoming and outgoing mobility rates by field and population (Source RSU)	New action taken from the HR Roadmap Achieved and to be consolidated Includes action : • Facilitating the integration of researchers on geographical mobility, in particular by working with existing players such as the Fondation nationale Alfred Kastler (FNAK) and the *Euraxess* networks.
10	Develop the employment framework for contract staff to incorporate the new recruitment procedures	12, 13, 15	2025	HUMAN RESOURCES	Target = Production of a framework note • Drafting and distribution of the employment framework for contract staff (in English and French on *Numin* and the Inria.fr website)	New action taken from the HR Roadmap In progress
11	Revising the contract staff charter to identify possible career paths within Inria	10, 12, 13, 14, 15, 16, 17, 18, 19, 20, 24, 25, 28, 29, 30	2025	HUMAN RESOURCES	Target = Production of a charter • Drafting and distribution of the employment framework for contract staff (in English and French on *Numin* and the Inria.fr website)	New action taken from the HR Roadmap In progress
12	Organise a national welcome scheme for new arrivals, whether paid or unpaid	24	2024	HUMAN RESOURCES	Target = 1 annual event • Organisation of an annual national Collectiv'Day event for new arrivals	New action taken from the HR Roadmap Completed and to be continued
13	Organise half-days in the centres for new arrivals	24	2025	HUMAN RESOURCES	Target = A welcome format for new arrivals that is harmonised between centres • Drafting and distributing a common welcome booklet with specific sections for each centre and tailored to each population group • Drafting and sharing a welcome guide for new arrivals within the SRHs	New action taken from the HR Roadmap In progress
14	Supporting staff leaving at the end of their contract, in order to boost the attractiveness of the company and its employer brand, and to encourage people to return to work.	25, 28, 29, 30	2025	HUMAN RESOURCES	Target = 100% of employees at the end of their contract who have an HR interview • Drafting and sharing within the SRHs of a best practice guide to support contract terminations and departures (partner employment platform, review of internal	New action taken from the HR Roadmap To launch

					opportunities, guidance, feedback, etc.). • Deployment of systematic HR interviews at the end of contracts	

N°	Action	Principles	2024-2026 timetable	Pilot service	Indicators	Action status
WORKING CONDITIONS						
15	Continuing to roll out the disability policy	10, 13, 24, 28	2024	HUMAN RESOURCES	<u>Target</u> = 6% of employees covered by the employment obligation •Signing of the renewal of the FIPHFP/Inria agreement •Publication, sharing and implementation of the Inria Disability 2025-2028 national plan •Annual reserve of posts for people covered by the employment obligation	New action taken from the HR Roadmap Completed and to be continued Integrates action • Implementing the Disability Action Plan, in particular by improving accessibility and support for people with disabilities.
16	Continuing to roll out Inria's gender equality plan	10, 13, 24, 27, 28	2024	HUMAN RESOURCES	•Publication, sharing and implementation of Inria's national Gender Equality Plan 2024-2028	New action taken from the HR Roadmap Completed and to be continued Integrates action • To publicise and develop the activities of Inria's Gender Equality and Equal Opportunities Commission
17	Improving working conditions as part of a national QWL plan	4, 24, 28	2025	HR/SPRP	•Publication, sharing and implementation of the Inria QVCT 2024-2026 national plan	New action taken from the HR Roadmap In progress Integrates action • Maintain and strengthen mechanisms for monitoring and promoting well-being at work
18	Combating any sexual or sexist behaviour within Inria	10, 24, 27, 28	2024	HUMAN RESOURCES		New action taken from the HR Roadmap To be continued Integrates action • Preventing the risk of harassment and ensuring proper management of the event of a report
19	Continuing to implement the national annual occupational risk prevention programme	10, 24	2024	HR / SPRP	•Publication, sharing and implementation of the Inria National Working Conditions Plan 2024-2026	New action taken from the HR Roadmap Completed and to be continued Includes actions :

					•Risk assessment specific to the institute •Assessment of RPS within the institute •Setting up interdisciplinary committees with directors to monitor complex individual or collective situations	• Raising awareness of psychosocial risks within the Inria research community • Prevent psychosocial risks specific to conflict situations by providing for an external mediation procedure • Implement a support and monitoring procedure to prevent psychosocial risks following the occurrence of an incident with team potential • Prevent the risk of harassment and ensure proper management of the event of a report
20	Reviewing Inria's teleworking arrangements	24	2024	HUMAN RESOURCES	• Publication, distribution and implementation of a framework note on teleworking arrangements	New action taken from the HR Roadmap Realized
21	Deploying supplementary social protection	24, 26	2026	HUMAN RESOURCES	• Response to the MESR call for tenders for a grouped contract for supplementary social protection (health and provident) • Roll-out to all eligible staff	New action taken from the HR Roadmap In progress
22	Overhaul the social policy, in particular by updating the old systems to better meet the new needs of Inria's employees.	24, 26	2024	HUMAN RESOURCES	•Updating and sharing social action plans: •Background notes (CESU, AIP, etc.) and updating of the Intranet page •Organisation of "Social Action" days in the centres •Drafting of a general guide to the Institute's social policy (childcare, housing, catering, holidays and leisure, social support, health and provident services) for permanent and contract staff.	New action taken from the HR Roadmap Completed and to be continued

N°	Action	Principles	2024-2026 timetable	Pilot service	Indicators	Action status
TRAINING AND DEVELOPMENT						
23	Supporting young scientists	4, 11, 18, 20, 22, 28, 29, 30	2025	HUMAN RESOURCES	• Harmonising and strengthening support programmes for doctoral students • Strengthen HR monitoring in conjunction with the doctoral schools involved	New action from the HR Roadmap In progress Includes actions : • Harmonising and strengthening support programmes for doctoral students • Ensure the quality and relevance of the training offered to doctoral students
24	Supporting researchers throughout their careers	4, 11, 18, 20, 22, 28, 29, 30, 36, 37	2025	HUMAN RESOURCES	• Offering HR career interviews for Inria researchers • Develop a career guidance programme for researchers, harmonised and coordinated at national level	New action from the HR Roadmap In progress Includes actions : • Develop a career guidance programme for researchers, harmonised and coordinated at national level • Initiating HR interviews for Inria researchers
25	Continuing the renovation of Inria's training plan by supporting both the professionalisation of business lines and individual development projects	22, 24, 28, 29, 37, 38, 39	2025	HUMAN RESOURCES	• Drafting of a general guide to the Institute's social policy (childcare, accommodation, catering, holidays and leisure, social support, health and provident services)	New action from the HR Roadmap In progress Integrate the action: • Continuing the "Raising awareness and training staff contributing to Inria's missions in terms of ethics and scientific integrity" training course
26	Implement the evaluation of researchers, in accordance with the provisions of the modified Decree of 30 December 1983	11, 34, 38, 39, 40	2026	HUMAN RESOURCES	• Drawing up and deploying a statutory system for assessing researchers	New action from the HR Roadmap To launch
27	Propose a global support plan for managers at Inria throughout their managerial responsibilities	37, 38, 39, 40	2025	HUMAN RESOURCES	• Roll-out of the training programme for managers • Continuation of the MasterClass@Inria • Creation and sharing of a managers' toolbox accessible on a dedicated space on Numin	New action from the HR Roadmap In progress Includes actions : • Develop the skills of supervisors and future supervisors to provide better support for doctoral students • Improving information for researchers (the research community as a whole on the one hand, and the researchers involved in the programme on the other) about the Inria School of Management

						• Harmonise the professional development offer for researchers in relation to management functions
28	Developing mentoring	38, 39, 40	2025	HUMAN RESOURCES	<u>Target</u> = An annual national campaign • Deployment of the Mentoring scheme in all centres, with a call for applications and training for mentors, and a call for applications from mentees. • Feedback from mentor and mentee pairs • Annual qualitative and quantitative review	New action from the HR Roadmap In progress
29	Develop cooperation with university partners in HR matters	12, 13, 14, 15, 18, 19, 23, 24, 28, 29, 30	2026	HUMAN RESOURCES	• Develop cooperation with university partners to pool certain training initiatives	New action from the HR Roadmap In progress

2024 → 2025 → 2026 → 2027

2024

- 1. Continue training in reproducible research through the Inria MOOC on this subject
- 2. Continuing to make development engineers aware of reproducible research tools
- 4. Revamp the HR section of the Intranet site and strengthen internal and external HR communication
- 6. Ensure the systematic publication of scientific vacancies
- 8. Strengthen communication about recruitment opportunities in the various media, by promoting our
- 12. Organise a national welcome scheme for new arrivals, whether paid or unpaid
- 15. Continue to roll out the disability policy
- 16. Continue and strengthen the deployment of Inria's gender equality plan
- 18. Fight against any sexual and/or sexist behaviour within Inria
- 19. Continue to implement the national annual occupational risk prevention programme
- 20. Review teleworking arrangements
- 22. Renewing social policy
- 25. Continuing to revamp Inria's training programme

2025

- 3. Developing the network of "scientific integrity" advisors within each centre
- 5. Produce and publish (in-house) a recruitment brochure for researchers
- 7. Mapping the different recruitment procedures to better understand their specific features
- 9. Promoting mobility to meet skills needs and encourage attractive career paths
- 10. Develop the employment framework for contract staff in line with the applicable compensation principles
- 11. Overhaul the charter for contract staff to identify possible career paths
- 13. Organise half-days in centres for new arrivals
- 14. Supporting departures at the end of contracts
- 17. Improving working conditions as part of a QWL plan
- 23. Supporting young scientists
- 24. Supporting researchers throughout their careers
- 27. Propose a comprehensive support plan for managers
- 28. Developing mentoring

2026

- 21. Building supplementary social protection
- 26. Implement the evaluation of researchers, in accordance with the provisions of the amended Decree of
- 29. Develop HR cooperation with university partners

2027

- Continuation of current initiatives
- Assessment and evaluation of the action plan
- Construction of the 2028-2030 action plan

Directed ✓
Ongoing action »»
Committed ⧗

3.2. Implementation of the recruitment policy in accordance with OTM-R principles

The HR Roadmap 2023-2026, a strategic HR document for the Institute, is built around 4 priorities and 75 actions:
- The reaffirmation of the HR line, for easy, clear and reliable access to HR systems by all staff, whether paid or unpaid.
- A revamped recruitment policy, with a particular focus on recruitment and attractiveness.
- Harmonious support for career development, incorporating the Institute's Gender Equality Plan and Disability Plan.
- Enhanced attractiveness, highlighting remuneration, the risk prevention plan and the national plan for quality of life and working conditions.

Each area incorporates actions taken to promote open, transparent and merit-based recruitment procedures.

These actions concern all Inria staff, regardless of their status or field, i.e. researchers, but also engineers and technicians in general.

The HR roadmap is based on internal and shared framework documents, in particular the management guidelines (LDG), which set the general guidelines for transfers and mobility, as well as for promotion and career development. The disability plan, the gender equality plan and the annual occupational risk prevention programme also contribute to the HR roadmap.

In line with the actions already undertaken, the Institute's OTM-R policy can be consulted in the form of a decision note, available on the intranet and in the internal tool for collecting framework documents, *Gedei*.

With regard to recruitment, the decision notes provide information on recruitment procedures and detail the regulatory or statutory references as well as the practical modalities : conditions for setting up and choosing members of selection committees and competition panels, criteria for analysing applications, selection of candidates for interview then final assessment of merit through the interview (criteria shared by the selection committee or panel), conditions for conducting interviews to ensure fair treatment of candidates, dissemination and publication of job offers and arrangements for collecting applications (on inria.fr).

Recruitment needs are reported on an annual basis; departments and divisions provide precise details of their requirements (expression and description of the need); the decision on which posts to fill takes account of the definition of needs and is based on the most appropriate recruitment method (competitive examination, recruitment through internal and/or external mobility, contractual recruitment, permanent or temporary recruitment, etc.).

The *JobIn* recruitment tool and the recruitment pages of the Inria.fr website are bilingual English/French. Job vacancies are posted on the *JobIn* recruitment platform with an online recruitment form template.
Job vacancies are published and can be consulted on several other sites, including *Indeed* and *Choisir le service public.*[12]
The *JobIn* online recruitment tool is regularly updated to meet OTM-R requirements. Interfaces are set up to enable automatic publication on the *Euraxess and Choisir le service public* platforms.
The tool facilitates the candidate experience and also allows search filters by type of position, location or status.
Communication on social networks (*Twitter*, *LinkedIn*) increases the visibility of recruitment offers by contract or by competition.

The organisation of competitive entrance examinations in the civil service is governed by regulations.
All information about the competition process is available on the Inria.fr website as soon as a recruitment campaign is launched.
A guide for candidates explains the conditions for applying and the assessment procedures. For each open position there is a profile sheet describing the job, the professional environment and the skills required. The composition of the selection boards, the dates of their meetings and the results are systematically posted on the website. In order to meet the requirements of fairness and non-discrimination, a guide for selection boards sets out these principles.

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[12] "Choisir le Service Public" is a regulated service: A legal framework sets out the obligations of public employers with regard to the publication of job vacancies, in accordance with order no. 2017-543 of 13 April 2017 on various measures relating to mobility in the civil service (a provision now included in article L311-2 of the Civil Service Code), decree no. 2018-1351 of 28 December 2018 on the obligation to advertise job vacancies on a common digital space for the three civil services and the circular of 27 December 2022 on the obligation to advertise job vacancies on a common digital space for the three civil services. The creation or vacancy of any permanent job within the administrations must be published on "Choisir le Service Public". For non-permanent posts, only those filled by contract for a period of one year or more are subject to the publication requirement.

Contract staff are recruited by recruiters who are professionals in their field, often with the support of the local human resources department. Candidates' skills are assessed by analysing their CVs and covering letters, followed by one or two selection interviews.

Finally, at the end of the final stage of the competition or recruitment process, candidates are informed of their results and may, if they wish, contact the chair of the selection board to obtain information about their assessment.

The results of the Institute's national disability plan are commended and recognised, particularly in the Hcéres evaluation in 2023. As an exception to the competition, positions are reserved each year for people with disabilities, who are recruited on a contractual basis in accordance with French regulations.

The Gender Equality Plan is being pursued and adapted to new challenges; one of the most recent initiatives is the LGBT+ Charter[13], signed and published in 2024, which commits the Institute to an inclusive environment for LGBT employees, equal rights and treatment for all, and support for victims of discriminatory comments or acts.

Working conditions are an important asset for staff. A number of measures have been taken in this direction: since 2021, every member of staff has been able to telework, up to 3 days a week within the regulatory framework; the organisation of working time can be adapted to personal constraints, taking into account service requirements (5, 4.5 or 4-day week); a charter on the right to disconnect has been published; the social policy is updated on an ongoing basis and access to common and specific Inria schemes has been simplified.

Quality control of compliance with the OTM-R takes account of existing procedures, which have been communicated to all.
These procedures describe the recruitment process and identify the various players involved. Updated as and when necessary, these procedures are incremental to the improvement and harmonisation of internal practices.

To pursue these commitments, work is underway to improve practices:
- The *Select* online tool for managing applications to recruit researchers through competitions is being reviewed to make it easier for applicants to enter data. Its update or redesign is currently being discussed.
- At the same time, a working group aims to evaluate and improve the content of each publication (working environment, scope of practice, selection process, etc.). This same working group identifies areas for improvement and good practices in the centres, in order to capitalise on participation in employment fairs and other events, and thus contribute to the visibility of job opportunities.
- In order to clarify the various recruitment processes, each is the subject of a specific annual memorandum. A memorandum on the Institute's recruitment policy for contract staff is currently being drafted and is the subject of an extended working group (administration and staff representatives).
- The national training plan foresees the launch of a managerial pathway in 2025. This course will be offered to new and existing managers and will include HR awareness modules.
- Training in this area is also offered as part of the local training plan. Newly recruited staff have access to training to make it easier for them to take up their duties and/or acquire new skills.
- The mentoring scheme, open to all, will complete the support system in 2025.
- The improvement of internal and external communication has been identified. The Institute's commitment to the OTM-R approach is now published on *Numin* and Inria.fr.

Non-exhaustive extract from the 2023/2024 decision notes

Competitive recruitment
2024-02-12	*Principles of impartiality and uniqueness of competition panels*
2024-02-12	*Note relating to videoconference audition procedures for candidates in external competitions, internal competitions and professional selection examinations organised by Inria*
2024-04-30	*2024 internal competition campaign for engineers and technicians*
2024-01-16	*Campaign for external competitions for researchers 2024*

Recruitment and mobility
2024-04-23	*Recruitment campaign for researchers with disabilities (CRCN-TH) 2024*
2024-04-03	*Management guidelines for mobility*
2024-03-05	*IT 2024 mobility campaign*
2024-02-19	*Campaign to recruit researchers on secondment 2024*
2024-01-29	*Recruitment campaign for disabled doctoral candidates and post-doctoral candidates 2024*
2024-01-16	*Inria Starting Faculty Position (ISFP) 2024 recruitment campaign*

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[13] https://inria.fr/sites/default/files/2024-07/Inria%20Charte%20LGBTI%2B%20vdef.pdf

2023-12-21   *Induction of teacher-researchers on delegations*
2023-09-13   *Junior Professorship Campaign 2024*

Promotion and Career
2024-07-03   *Advancement campaign for research fellows and directors of research for the year 2025*
2024-06-26   *Professional selection examination campaign for 2025*
2024-05-31   *2024 ISFP assessment campaign*
2024-05-07   *Promotion campaign for engineers and technicians in 2025*
2024-05-07   *Professional selection examination campaign for 2025*

Remuneration
2024-07-03   *Campaign to award the individual bonus for 2025*

Working conditions
2024-06-11   *Scoping note on the organisation and deployment of teleworking*

Social assistance
2024-06-03   *Universal Employment Service Cheque (CESU) for childcare during business trips to Inria*
2023-12-18   *Scoping note relating to the Chèque Emploi Service Universel (CESU) social action benefit for the exceptional medical situation at Inria*

4. Implementation

4.1. How have you prepared the internal review?

Since Inria was awarded the HRS4R label in 2019, several internal transformations have had an impact on the preparation of the self-assessment and have required adjustments to the organisation.

Initially supported by the Communications Department, it was only natural that the HRS4R action plan should now be steered by the Human Resources Department, which is responsible for recruitment processes, competitive examinations, training, working conditions and support for the Institute's staff. The appointment of a new Human Resources Director in 2020 has enabled the monitoring and evaluation of the action plan to be refocused within the HR departments concerned.

Since 2023, the HR roadmap, a strategic document presented to the governing bodies, has been the flagship document of Inria's HRS4R approach; this HR roadmap incorporates HRS4R actions and aims to extend the principles of training, recruitment, quality of working life, support and ethics to all Inria staff. Built around 4 priorities, the HR roadmap is monitored as part of a continuous improvement process; actions are carried out in a collaborative manner and annual reviews are presented to the Institute's governing bodies.

The institute chose to integrate the HRS4R action plan with the more ambitious and more collective HR roadmap action plan; this choice was also made taking into account changes in the organisational and structural context.

The preparation of the interim evaluation has been integrated into the development of the HR Roadmap 2023-2026 and initiated in November 2021 :
- 2021-2022: Construction of the 2023-2026 HR roadmap, carried out in consultation with HR managers (HRDs and HR departments at each of the research centres) on the basis of the HRS4R action plan, the 2019-2023 COP, regulatory and statutory obligations.
- 2022 : Refinement of priority actions through a census of proposals gathered during meetings with internal stakeholders (HR management dialogues with each functional department and centre management, visits to centres); this work has enabled the initial action plan to be integrated into the HR roadmap action plan.
- 2023: Presentation of the finalised HR roadmap to the members of the Institute's Management Committee (January 2023), to staff representatives (March 2023) and finally to the Board of Directors (March 2023).
- 2024: Adjustment and ongoing monitoring of actions and an annual presentation of the results of the roadmap to the relevant bodies and to the management of the centres, including the scientific delegates. The President of COERLE, the RIS and the Director of the DCIS were met.
  At the same time, the steering committee and the monitoring committee, internal committees dedicated to monitoring the process, were reactivated. All the information to be submitted for the interim self-assessment was validated by the steering committee and shared with the Institute's management committee.

4.2. How have you involved the research community, your main stakeholders, in the implementation process?

For each action in the action plan, and depending on the theme or the expected deliverable, calls for applications are launched to take part in the construction and modelling work. Once the work has been completed, a presentation is made to the appropriate body before deployment. Annual reviews are used to correct or adjust the deployment if necessary.
Ad hoc working groups or committees are used to work with all the institution's staff on the actions in the HR roadmap, in order to share and respond to the needs of all, researchers, engineers and technicians. For example, research staff take part in a number of thematic working groups that are fully integrated into the HRS4R approach:
- Gender Equality Plan
- Quality of Life at Work Plan
- Disability Plan
- Managerial career

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During visits to the 10 sites (head office and 9 research centres) in 2023 and 2024, the HR roadmap, which incorporates the HRS4R approach, was presented to the management of the centres to which the scientific delegates belong.

As part of the deployment of *Numin*, a communication campaign on the HRS4R approach and its main achievements is designed to raise awareness among all staff. This interim report is also available on the inria.fr website.

Information and communication about the HRS4R strategy to the research community, as well as the involvement of this community in its implementation, are areas for improvement over the coming years.
The reorganisation and leadership of the steering committee and the monitoring and steering committee will ensure ongoing participation.

The Institute is implementing a site policy open to partner universities and associated organisations. Local initiatives offer opportunities for exchanges and/or the pooling of joint actions around the HRS4R label. Extending this partnership practice will enrich the joint actions and feedback.

Meetings with researchers at the centres are scheduled for 2025.
They will be sent a preliminary questionnaire.
Everyone will be able to volunteer to take part in a themed face-to-face workshop with representatives of the monitoring committee (the themes will reflect the 4 HRS4R criteria). This public information will coincide with the sharing of good practice and tools with university partners in the regions.

4.3. Do you have an implementation committee and/or steering group that regularly monitors progress?

The fact that the monitoring and steering committees are no longer being run has been identified as an obstacle to reporting and adjusting the action plan.

The HRS4R strategy and approach is supported by the Executive Board and steered by the Director of Human Resources, with the support of the HR Roadmap Project Manager.

These two committees have been reorganised since 2024 to ensure that the HRS4R approach is properly deployed:
* a steering committee, responsible for the strategic management of the project. The steering committee will be consulted at least once a year, or more depending on the deadlines and decisions required.
* a monitoring committee, responsible for the operational deployment of the project. It is mainly consisted of the departments in charge of deploying the actions and experts: HRD, DCOM, DCIS, SPRP, European Partnerships Department.

4.4. Are organisational policies aligned with HRS4R?

The HR roadmap, which will be presented to the Board in 2023, sets out the Institute's main strategic HR guidelines for the period 2023-2026. The HR roadmap incorporates the HRS4R approach and develops the Institute's main human resources guidelines for all its staff, whether or not they are paid by the Institute.

HR policy is developed in accordance with the national framework (management guidelines) and the European HRS4R framework. Transparency, the sharing of procedures and communication on timelines, systems and recruitment campaigns are systematic features of the HR approach.
In terms of research, a number of initiatives are in line with the European HRS4R strategy. For example, coaching and support for young scientists are identified as HR actions as well as research support actions.

Finally, the HR Roadmap is based on Inria's forthcoming COMP with the French government. In the run-up to the creation of the "Numerics, Algorithms, Software and Uses" Programme Agency, the HR Roadmap remains the structuring framework for the coming years and will accompany the Institute's transformation.

4.5. How has your organisation ensured that the proposed actions would also be implemented?

The HRS4R action plan is part of the Institute's HR strategy, now framed by its 2023-2026 HR roadmap.

The action plan is coordinated and monitored by a dedicated project manager and the monitoring committee. It is based on a number of elements to ensure that the actions are effectively implemented:

- For each action, a leader is identified according to the theme or expertise; he or she leaning on a working group; he or she ensures that the action for which he or she is responsible is implemented within the planned timetable.
- Monitoring tools have been developed, including a monitoring table, action sheets and a collaborative workspace;
- a project methodology:
  - the regular organisation of meetings between the project manager and the pilots for close monitoring of actions;
  - organising meetings between the project leader, the project manager and the human resources director to discuss the back-planning, priorities, methodology, difficulties and the need for arbitration;
  - an annual review, *a minima,* of the action plan by the pilots in order to update progress and the various indicators or deliverables (including for actions with a completed status) and thus guarantee the sustainability and effectiveness of the actions over time;
  - the annual presentation to governing committees ensures ongoing monitoring of the approach.

4.6. How do you monitor progress (timeline)?

The project manager maintains and regularly updates a monitoring table, which contains all the information relating to the actions to which Inria has committed itself: objectives, deadlines, indicators, deliverables, persons responsible for the action.
A status is assigned to each action (not started, in progress, completed, extended). HR managers have access to documents for consultation.
A progress report is presented in the form of a dashboard, focusing in particular on actions with the closest deadlines or deadlines that may be difficult to meet.
For the sake of consistency and simplification, the proposed HR indicators are based in part on those in the annual Single Social Report (RSU). This list is not exhaustive and may be refined depending on the data collected and the desired analysis.
The HR roadmap action plan is not set in stone and may evolve over time.
In this way, certain actions can be reviewed or adjusted to take account of technical and operational feasibility (indicators, deadlines) and organisational or structural changes.

4.7. How will you measure progress (indicators) for the next assessment?

The steering committee and the monitoring committee will be the guarantors of the approach and of progress.
The steering committee meets at least once a year to ensure that the work is progressing smoothly and to make any necessary adjustments.
The monitoring committee provides regular updates on the progress of actions and raises awareness of the HRS4R strategy and requirements, particularly for new arrivals.

A monitoring file has been consolidated within the HR department; a shared digital space has been redesigned and is available to members of the Steering Committee.

Information and communication must be stepped up, particularly with the scientific community.
The action plan and its updates are made public on the Inria website, as are the related evaluations.
An HRS4R section is available to staff on *Numin* and is regularly updated.

The project management method will be persued, in particular with regard to the drafting of the annual report and its presentation to the relevant bodies, as well as regulatory and institutional adaptations as the project progresses. The indicators will be adjusted accordingly.

4.8. How do you plan to prepare for the external exam?

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Preparation for the external review will be based on the European Commission's recommendations for the organisation of an on-site visit by experts appointed by the Commission, and on a steering committee specifically dedicated to organising and defining the content of the on-site visit.

A wider consultation with the scientific community could conclude the implementation of the action plan and serve as a basis for the external review.

From a methodological point of view, particular attention will be paid to the following points:

- Drawing up a 3-year plan to identify the main risks and plan the tasks to be carried out in the short and medium term;
- Respecting deadlines and transmitting the deliverables expected by the European Commission on time, ahead of the visit;
- Communication of the agenda and organisation of the visit to the members of the school concerned, for information and to ensure that the day is quickly included in their agendas (particularly the management team).

Meetings to collectively prepare for the site visit will be scheduled with the management team, the steering committee, the monitoring committee and a representative panel of scientists.

The experience of self-evaluation by the Hcéres, with on-site visits in 2023, could provide support for good organisation. In addition, our university partners who have already carried out an on-site visit will be asked to provide feedback and share good practice. Exchanges or participation in training courses at European level could also be organised.

4.9. Additional comments on the proposed implementation process

Inria undertakes to continue implementing its HRS4R strategy as part of a continuous improvement process for its HR procedures and to ensure that its strategy is consistent with the Researcher's Charter and Code.
Pending the European Commission's recommendations on the implementation of its HRS4R strategy, Inria is pursuing the methodology already deployed by ensuring the optimum conditions for an attractive, stimulating and supportive environment for research.
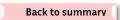
Appendices

Annex 1 - Glossary

BOE	Beneficiary of the employment obligation
CA	Board of Directors
CDD	Fixed-term contract
CDI	Open-ended contract
COERLE	Operational Legal and Ethical Risk Assessment Committee
COMP	Contract of objectives, means and performance
COP	Contract of objectives, means and performance
CPJ	Junior professorship
PPC	Personal Protection Committee
CRCN	Associate researcher, normal class
CSA	Administration Social Committee
DC	Centre Director
DCIS	Department of Culture and Scientific Information
DCOM	Communication department
DCR	Inria Centre Director
DF	Functional Director
DGD-A	Administration Division
DGD-I	Innovation Division
DGD-S	Directorate-General for Science
DOT	Organisation and Transformation Department
HR	Human Resources Department
DUERP	Single occupational risk assessment document
Equality	Gender equality in the workplace
EP	Project team
ESR	Higher education and research
FIPHFP	Integration fund for disabled people in the civil service
PPIM	Job and career management
Hcéres	High Council for the Evaluation of Research and Higher Education
IFSP	Inria starting faculty position
IT	Engineer, technician
JobIn	Inria recruitment platform
LGBT	People who are not strictly heterosexual and cisgender, including lesbians, gays, bisexuals and transgender people.
MESR	Ministry of Higher Education and Research
MOOC	Massive Open Online Course
Numin	New Inria intranet
OTM-R	Open, Transparent and Merit-based Recruitment
PAP	Annual national prevention programme
QVCT	Quality of life and working conditions
RIFSEEP	Compensation scheme based on duties, hardship, expertise and professional commitment
RIPEC	Allowance scheme for teaching and research staff
RDL	Ethics and Secularism Officer
RIS	Scientific integrity officer
RPS	Psychosocial risks
RSU	Single social report
SEETH	European Week for the Employment of People with Disabilities
SPRP	Occupational risk prevention department
SRH	Decentralised human resources departments in the centres
VSS	Gender-based and/or sexual violence

Annex 2 – Review of the initial HRS4R action plan

ETHICAL AND PROFESSIONNAL ASPECTS					
N°	Action	Initial timetable	Pilot service	Action status	Comments
1	Produce and publish an induction booklet for researchers to raise their awareness of their job at Inria.	2019	DCOM	In progress	The Institute wanted to completely overhaul its Intranet, to facilitate access to information and strengthen interaction between the various Inria communities, with a modern and intuitive tool. The new Intranet, NUMIM, has been open and accessible since 24 September 2024. The content tree offers a specific section for scientists and a section for new Inria colleagues, regardless of their status. For each section, working groups made up of experts have been asked since 2023 to collect, list, update and validate the key content for successful integration. The overhaul of the intranet is part of a proactive ecological and responsible policy; the paper version of a welcome booklet has been discarded in favour of the digital version, which is better adapted to the practices of new colleagues. *Numin* provides real-time updates and unlimited access to shared resources. The production and publication of the welcome booklet is now part of this action and is aimed at all Inria staff. The HR roadmap aims to harmonise common practices for reception and access to HR information in all centres. This action is led by the HR Department. Revised action plan 2024-2026: this action is included in the action "Redesigning the HR section of the Intranet site to facilitate access to information and strengthen internal and external HR communication".
2	Implementing the information system of the Operational Committee for the Evaluation of Legal and Ethical Risks (COERLE)	2019	COERLE	Completed	Since 2019, all requests must be made via the online tool: SI COERLE available in French and English versions. Researchers must first have read the document "Vade-mecum du ou de la déposante d'une saisine COERLE" . Some research may or must be ethically validated by committees external to Inria. The list of exceptions and the procedure to be followed are explained in the 2019 Inria CEO authorisation and COERLE scope of intervention note.
3	Continuing to train doctoral students in ethics and scientific integrity	2019	HUMAN RESOURCES	Completed and to be continued	The national "Young researchers" mission leads and supports initiatives aimed at the Institute's doctoral students and post-docs. Coordinated by an experienced researcher with the support of the HR department, and steered by a coordinator in each of the centres, its tasks include recruiting and monitoring doctoral students: - Synchronise and share best practice between centres; - Send alerts and recommendations to management; - Implementing support for thematic schools. Revised action plan 2024-2026: Actions integrated into the "Supporting young scientists" action

4	Continuing the "Raising awareness and training staff contributing to Inria's missions in terms of ethics and scientific integrity" training course	2019	COERLE	Completed and to be continued	Since 2019, specific dedicated training courses have been included each year on the training offer. This scheme is monitored jointly by the Young Researchers Mission and the HR Department. Revised action plan 2024-2026: Actions integrated into the action "Continue the renovation of Inria's training plan by supporting both the professionalisation of business lines and individual development projects".
5	Continue to provide training in reproducible research through the Inria MOOC on this subject.	2019	COERLE	Completed and to be continued	The MOOC Reproducible research: methodological principles for transparent science has been offered on the fun-mooc platform since 2019. The 24-hour MOOC is aimed at everyone, in particular PhD students, researchers, Masters students, teachers and engineers from all disciplines who want to learn about reliable publication environments and tools. The course is bilingual French/English. The training materials are regularly updated. This system is monitored by the DCIS.
6	Raising awareness among development engineers of reproducible research tools in order to improve advice to research teams.	2019	COERLE	Completed and to be continued	An annual DGD-I framework and objectives note sets out the priority objectives for all the DGD-I's areas of activity. This note provides visibility on the priorities for the coming year, in addition to the day-to-day and recurring activity of each agent and service (job descriptions/workload plans). The note is based on the COP priorities and puts them into perspective as part of the preparation of the Institute's next COP. DGD-I's 2024 scoping note and objectives have been drawn up on the basis of 9 processes covering all of DGD-I's areas of activity, in accordance with its quality management system (QMS). The Directorate's training plan is integrated into this strategy. A new national training plan for DGD-I 2025-2026 is currently being drawn up, under the guidance of the HR Department. Raising awareness among development engineers of reproducible research tools in order to improve advice to research teams is part of this approach.
7	Set up a "reproducible research" referent within each Inria research centre	2019	COERLE	In progress	In order to strengthen the scientific integrity system within Inria, an RIS, distinct from the COERLE chairman, has now been appointed. On the basis of a revised specific job description, a correspondent per centre has also been appointed or is in the process of being appointed. As a local resource person, the integrity correspondent advises on and disseminates best practices and acts as a mediator. They also monitor changes in practices. Coordination of the network remains a priority for the action plan. This system is monitored by DGD-S.
8	Identify key resource people and appropriate actions for exchange and feedback on technology transfer and innovation.	2019	DGDI	Completed	An annual framework and objectives document DGD-I presents the priority objectives for all its areas of activity. It provides visibility on the priorities for the coming year, in addition to the day-to-day and recurring activities of each agent and service (job descriptions/workload plans). DGD-I's 2024 framework note and objectives have been drawn up on the basis of 9 processes covering all of DGD-I's areas of activity, in accordance with its quality management system (QMS). Appropriate actions for exchange and feedback concerning technology transfer and innovation are part of this approach.
9	Increase the use of Inria's institutional website to highlight educational initiatives and raise awareness of digital culture among Inria researchers.	2019	DCOM	Completed	The Inria.fr page is available in English and French. It highlights research and innovation within the Institute; a menu by research area provides access to news. Publications on social networks promote the website.

RECRUITMENT AND SELECTION

N°	Action	Initial timetable	Pilot service	Action status	Comments
10	Produce and publish (internally) a recruitment brochure for researchers (preparation of job descriptions, selection procedures, good interview practices, etc.).	2019	HUMAN RESOURCES	In progress	Internal guidelines set out recruitment procedures and best practice, particularly for recruitment through competitive examinations. These guidelines are revised and updated every year. The Equality and Equal Opportunities Charter provides information on the points to watch and the implementation of such a system within a recruitment panel. Producing an internal guide for scientific recruiters would enhance the toolbox, harmonise practices and educate recruiters about recruitment procedures and points to watch.
11	Develop the functionalities of Inria's recruitment platform (*JobIn*) for the automatic transfer of research posts to *Euraxess*.	2019	HUMAN RESOURCES	Extended	Despite the interface between the *JobIn* and *Euraxess* recruitment platforms, systematic publication is not optimal.
12	Increase use of the researcher recruitment platform	2020	HUMAN RESOURCES	In progress	Revised action plan 2024-2026: "Ensure systematic publication of scientific job opportunities".
13	Share with researchers involved in recruitment, via the intranet, the checklist for open, transparent and merit-based recruitment (PTM-R) provided by Inria when preparing the HRS4R file	2019	DCOM	In progress	The Institute's OTM-R policy can be consulted in the form of decision notes, available on *Gedei*. With regard to recruitment, the decision notes provide information on recruitment procedures and detail the regulatory or statutory references as well as the practical arrangements: conditions for setting up and choosing the members of selection committees and competition panels, criteria for analysing applications, selection of candidates for interview then final assessment of merit through the interview (criteria shared by the selection committee or panel), conditions for conducting interviews to ensure fair treatment of candidates, distribution and publication of job offers and procedures for collecting applications (on inria.fr). The OTM-R criteria are included in the internal guidelines and are accessible to all. The OTM-R checklist has yet to be published on *Numin*. Revised action plan 2024-2026: this action is included in the action "Redesigning the HR section of the Intranet site to facilitate access to information and strengthen internal and external HR communication".
14	Increase communication with candidates (in French and English) on recruitment processes and procedures for contract employees.	2020	HUMAN RESOURCES	In progress	The *Numin* intranet is accessible in English; HR forms are systematically translated and shared in English. The translation into English of the framework notes and internal guides is a point of improvement selected as part of the redesign of the *Numin* intranet site. Revised action plan 2024-2026: this action is included in the action "Redesigning the HR section of the Intranet site to facilitate access to information and strengthen internal and external HR communication".
15	Clarify the recruitment processes currently used by researchers	2020	DCOM	In progress	This action is part of the HR roadmap and is now carried out by the HR department. Regular guidance notes set out the recruitment process and the procedures and obligations for each recruitment. In addition, work is underway to provide scientists with more support in their recruitment process and to improve the HR services offered to them; the presence of local HR departments has been reiterated and proposed. Finally, as part of the support provided to managers, a training programme specifically dedicated to managers will include HR awareness modules from 2025. This action is monitored by the HR Department.

					Revised action plan 2024-2026: Action renewed and integrated into the "Map the various procedures for recruiting scientists, engineers and technicians" action.
16	Increase Inria's visibility on ad hoc networks and launch a specific recruitment communications initiative	2020	DCOM	Completed and to be continued	As part of the work carried out by the "Attractiveness" working group, the action plan sets out the measures taken or in progress, such as the annual planning of participation in national or local recruitment forums (VivaTech, Choisir le service public, etc.) and an external communication plan on social networks to highlight recruitment campaigns and job opportunities. This action is part of the work underway. Revised action plan 2024-2026: this action is included in the action "Strengthen communication about recruitment opportunities in the various media by promoting our professions".
17	Initiate a dialogue between the competition panels (for researchers and research managers) and the human resources department on the relevance of the methods used and any difficulties encountered.	2020	HUMAN RESOURCES	Completed	In terms of recruitment, the decision-making notes provide information on recruitment procedures and detail the regulatory or statutory references as well as the practical arrangements: conditions for setting up and choosing the members of selection committees and competitive examination panels, criteria for analysing applications, selection of candidates for interview then final assessment of merit through the interview (criteria shared by the selection committee or panel), conditions for conducting interviews to ensure fair treatment of candidates, distribution and publication of job offers and procedures for collecting applications (on inria.fr). The Human Resources Department is in close contact with the chairmen of the selection boards for on-the-spot feedback on the progress of recruitment campaigns. Suggestions for improvement are taken into account and may be included in subsequent updates of the framework notes.
18	Add the "Recruitment complaints and enquiries" section to the existing contact form on the Inria extranet.	2019	DCOM	Not carried out and not considered a priority	
19	Measuring the effectiveness of the "Recruitment Communication" process	2020	DCOM	Completed	The annual review of the HR roadmap enables an annual assessment of the recruitment systems and an adjustment adapted to the regulatory and statutory constraints. Indicators from the RSU are used to measure the impact of these measures. This monitoring is carried out by the HR Department.
20	Provide search job advert templates to make it easier to write new adverts.	2020	HUMAN RESOURCES	Completed and to be continued	As part of the work of the "Attractiveness" working group, an action plan has been drawn up setting out the measures already taken or underway, such as the development of the *JobIn* tool to improve the candidate experience and the drafting and sharing of job adverts by profession. This action is part of the work already underway. Revised action plan 2024-2026: this action is included in the action "Strengthen communication about recruitment opportunities in the various media by promoting our professions".

WORKING CONDITIONS

N°	Action	Initial timetable	Pilot service	Action status	Comments
21	Maintain and strengthen mechanisms for monitoring and promoting well-being at work	2019	HUMAN RESOURCES	Completed and to be continued	The Institute's internal organisation encourages HR staff to be close to each other and to have direct contact with each employee. The local SRHs and the local prevention officer are the people responsible for collecting, identifying and supporting staff requests. The HR Roadmap 2023-2026 includes the Quality of Life and Working Conditions (QVCT) approach as a priority and ongoing action. A QVCT 2024-2028 plan is currently being drawn up, which will build on the initiatives and best practices already implemented in the centres. Participatory workshops have been scheduled for this purpose. The initial conclusions reveal that autonomy, the meaning of work, participative management, the development of professions, and the improvement of social and professional dialogue are the issues at stake. Other more societal and cross-functional issues were also identified: work/life balance, combating discrimination, equal opportunities and diversity. The QVCT plan currently being drafted will include the organisation of the annual QVCT week, during which every employee has the opportunity to take part in local actions and meet local referents. Local best practice will be incorporated into a national plan. Revised action plan 2024-2026: Action integrated into the "Improving working conditions" action.
22	Prevent the risk of harassment and ensure proper management of the event of a report.	2019	HUMAN RESOURCES	Completed and to be continued	Psychosocial risks prevention is included in the HR Roadmap and in the national annual prevention programme. The network of prevention officers in the centres are trained for this purpose and are responsible for updating the single document, the flagship document for the prevention of occupational risks. Awareness-raising sessions can be offered at the initiative of the centres. The national training plan offers specific mental health first aid training to all Inria employees, regardless of their status. In 2023, as part of the deployment of the internal plan to combat SGBV, the members of Inria's management committee (general, functional and centre directors) benefited from an awareness-raising action led by the General Inspectorate for Education, Sport and Research (IGESR). The appointment in 2023 of an internal mediator to develop dialogue between employees. Her role is to manage conflict and tension between people in the course of their work. The main aim is to help reduce conflict and tension by making it possible to establish a quality dialogue beforehand and to offer support in resolving the problem between the people concerned. In line with the departmental strategic guidelines, the HRD and the SPRP are currently organising local intervention committees. Deployment is scheduled for early 2025. These multi-disciplinary local committees will be held in each centre and at head office, and their role will be to advise management and to listen to, guide and support employees. An internal framework note setting out the measures and resources for preventing and combating SSV is currently being drafted.
23	Raising awareness of psychosocial risks within the Inria research community.	2019	HUMAN RESOURCES		
24	Prevent psychosocial risks specific to conflict situations by providing for an external mediation procedure.	2019	HUMAN RESOURCES		

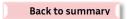|					
25	Implementing a support and follow-up procedure to prevent psychosocial risks following the occurrence of an incident with team potential, as well as collecting deferred feedback on the procedure from employees who benefited from it.	**2019**	HUMAN RESOURCES		Revised action plan 2024-2026: Actions integrated into the actions "Fight against any sexual and/or sexist behaviour within Inria" and "Continue to implement the national annual occupational risk prevention programme", "Continue to roll out Inria's gender equality plan".
26	To publicise and develop the activities of Inria's Gender Equality and Equal Opportunities Commission.	2021	HUMAN RESOURCES	Completed and to be continued	At the end of 2020, Inria adopted its first action plan to promote gender equality for the period 2021-2023. Inria is thus committed to promoting an internal policy, with priorities such as increasing the number of women in scientific jobs. For example, the Institute has set itself the target of having 30% female project team leaders by 2023. The implementation of an action plan to promote professional equality within Inria is part of a framework that meets growing requirements in terms of parity and equality. Among the key legislative and regulatory texts, the aforementioned law of 6 August 2019 on the transformation of the civil service and decree no. 2020-528 of 4 May 2020 require public employers to promote equality between women and men. These texts aim to reduce pay gaps, guarantee equality in career paths and combat gender stereotypes. In addition, and in application of law no. 2023-623 of 19 July 2023 aimed at strengthening women's access to responsibilities in the civil service, an equality index has been instituted for the purpose of measuring pay and situation gaps between women and men. The equality index comprises three specific indicators that Inria, as a public establishment, measures each year, namely : - The overall gender pay gap for civil servants ; - The overall gender pay gap for contract staff ; - The number of public sector employees of the under-represented sex among the ten highest-paid public sector employees. It is based on the 4 pillars of the previous plan: • Assessing, preventing and dealing with pay differentials. • Guaranteeing equal access for women and men to civil service bodies, job categories, grades and positions. • The balance between personal and professional life. • Combating sexual and gender-based violence, harassment and discrimination. Inria has supplemented these four pillars by adding a fifth, more specifically dedicated to health. In particular, it will aim to provide better support for people returning to work after a long-term absence, whatever the reason. An internal framework note setting out the measures and resources for preventing SSV is currently being drafted. Revised action plan 2024-2026: Integrated action "Continue to roll out Inria's gender equality plan".
27	Maintain and develop French language courses for foreign researchers.	2021	HUMAN RESOURCES	Completed and to be continued	Revised action plan 2024-2026: Integrated action the action "Continue the renovation of Inria's training plan by supporting both the professionalisation of business lines and individual development projects".
28	Implementing the Disability Action Plan, in particular by improving accessibility and support for people with disabilities.	2021	HUMAN RESOURCES	Completed and to be continued	Inria encourages diversity in order to promote equal opportunities and combat all forms of discrimination. In accordance with the law of 11 February 2005, Inria has set a target of 6% of its workforce to be made up of people who have been made eligible for mandatory employment benefits (BOE). Inria pursues an active policy to ensure that disability is not an obstacle to accessing employment, remaining in employment or career development. On 24 October 2019, the national disability action plan was validated by the Board of Directors and since 2021, Inria has been committed to an agreement with the FIPHFP. The current agreement covers the period from January 2022 to December 2024. The results of the FIPHFP agreement are encouraging.

					A new national Disability Plan 2025-2028 is currently being drafted. Revised action plan 2024-2026: Action renewed and integrated into the "Continue to roll out the disability policy" action.
29	Support the creation and existence of doctoral student associations in the centres.	2021	HUMAN RESOURCES	Not carried out and not considered a priority	
30	Facilitating the integration of geographically mobile researchers	2020	HUMAN RESOURCES	In progress	Revised action plan 2024-2026: Action renewed and integrated into the "Enhancing mobility and encouraging the development of attractive career paths" action.

TRAINING AND DEVELOPMENT

N°	Action	Initial timetable	Pilot service	Action status	Comments
31	Harmonise and strengthen support programmes for doctoral students.	2020	HUMAN RESOURCES	Completed and to be continued	The national "Young researchers" mission leads and supports initiatives aimed at the Institute's doctoral students and post-docs. Coordinated by an experienced researcher with the support of the HR department, and led by a contact person in each of the centres, its tasks include recruiting and monitoring doctoral students: - Synchronise and share best practice between centres; - Send alerts and recommendations to management; - Implementing support for thematic schools. Revised action plan 2024-2026: Actions integrated into the HR Roadmap action "Supporting young scientists".
32	Ensure the quality and relevance of the training offered to doctoral students.	2020	HUMAN RESOURCES	Completed and to be continued	
33	Develop a career guidance programme for researchers, harmonised and coordinated at national level.	2019/2020	HUMAN RESOURCES	In progress	As part of the "Supporting researchers throughout their careers" working group, an internal HR support system, specific to the scientific population, is being developed in close collaboration with the business experts. The aim is to identify the levers for tailored, individualised support for Inria researchers. Revised action plan 2024-2026: Action integrated into the HR Roadmap action "Supporting researchers throughout their careers".
35	Initiating HR interviews for Inria researchers	2020	HUMAN RESOURCES	In progress	

34	Ensuring that complete and up-to-date information on training, career paths and career opportunities is available and accessible.	2019	HUMAN RESOURCES	Completed and to be continued	Revised action plan 2024-2026: Action integrated into the HR Roadmap action "Rebuilding the HR section of the intranet site to facilitate access to information and strengthen internal and external HR communication".
36	Develop the skills of supervisors and future supervisors to provide better support for doctoral students	2019	HUMAN RESOURCES	Completed and to be continued	Inria's training plan includes specific training dedicated to supervising and supporting doctoral students. These training modules are organised at the request of supervisors and run in the centres. In addition, Inria is rolling out an internal management course for managers, including scientific directors. Revised action plan 2024-2026: Action integrated into the action "Propose a global support plan for managers at Inria throughout the exercise of managerial responsibilities".
37	To improve information for researchers (the research community as a whole on the one hand, and the researchers involved in the programme on the other) about the Inria School of Management.	2019	HUMAN RESOURCES	In progress	In response to the challenges of scientific research and the transformation of the Institute, Inria decided to revise its managerial career path, making it more ambitious and more closely aligned with the needs of managers. The development of this career path was deliberately based on participative workshops bringing together administrative, engineering and scientific managers (executives, senior managers, department managers, project team managers, expert managers). These workshops enabled us to gather the expectations and identify the needs of the managers. A course specifically dedicated to new managers will complete the common base open to all managers already in post. Specific modules will be dedicated to scientific managers. A module on female leadership will be offered to scientists. The evaluation of this programme will be based on hot and cold assessments as the sessions progress, as well as on an evaluation questionnaire in 2026, which will be shared within the community. In addition to the training and awareness-raising modules, Inria's managerial community will be organised around meetings and exchanges, conferences and webinars. Finally, a section on the new *Numin* intranet will provide access to the Managers toolbox, as well as a collaborative tool (managers' forum).
38	Harmonise the professional development offer for researchers in relation to management functions.	2019	HUMAN RESOURCES	In progress	The Mentoring scheme, already being trialled at a number of Inria sites, will be rolled out nationwide from 2025. This scheme is aimed in particular at supporting male and female scientists. It complements existing schemes. A new action in the HR Roadmap entitled "Deploying the mentoring system" sets out the details of this system.

Annex 3   HR roadmap scoping note (10/01/2023)