

HRS4R Inria's HR strategy

2024 roadmap



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.

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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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	<ul style="list-style-type: none"> • % of HR documents updated and accessible on <i>Numin</i> • Publication of a welcome and integration booklet in digital format with integrated <i>Numin</i> links • Publication of the OTM-R commitment <p><i>Particular attention will be paid to the translation of documents into English.</i></p> <ul style="list-style-type: none"> • Number of visits to HR pages on <i>Numin</i> • Results of the open consultation on the deployment of the <i>Numin</i> tool 	<p>New action taken from the HR Roadmap</p> <p style="color: #0070C0; text-align: center;">Completed and to be continued</p> <p>Includes actions :</p> <ul style="list-style-type: none"> • 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	<p><u>Target</u> = Production of a guide</p> <ul style="list-style-type: none"> • Publication and distribution of a recruitment guide 	<p>Action continued</p> <p style="color: #0070C0; text-align: center;">In progress</p>
6	Ensure the systematic publication of scientific job opportunities	12, 13	2024	HUMAN RESOURCES	<p><u>Target</u> = 100% of scientific jobs published on <i>Euraxess</i></p> <ul style="list-style-type: none"> • Monthly monitoring of the number of scientific jobs published on <i>Euraxess</i> compared to <i>JobIn</i> 	<p>Action continued</p> <p style="color: #0070C0; text-align: center;">In progress</p>
7	Map the various recruitment procedures for scientists, engineers and technicians	12, 13, 15	2025	HUMAN RESOURCES	<p><u>Target</u> = Production of a framework note</p> <ul style="list-style-type: none"> • Publication and distribution of a global framework note 	<p>New action taken from the HR Roadmap</p> <p style="color: #0070C0; text-align: center;">In progress</p> <p>Includes action :</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • HR communication plan • Typical job offers by profession • Trade shows and events calendar 	<p>New action taken from the HR Roadmap</p> <p style="color: #0070C0; text-align: center;">In progress</p> <p>Includes actions :</p> <ul style="list-style-type: none"> • Increase Inria's visibility on ad hoc networks and launch a specific recruitment communications initiative

						<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Incoming and outgoing mobility rates by field and population (Source RSU) 	<p>New action taken from the HR Roadmap</p> <p>Achieved and to be consolidated</p> <p>Includes action :</p> <ul style="list-style-type: none"> • 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	<p><u>Target</u> = Production of a framework note</p> <ul style="list-style-type: none"> • Drafting and distribution of the employment framework for contract staff (in English and French on <i>Numin</i> and the Inria.fr website) 	<p>New action taken from the HR Roadmap</p> <p>In progress</p>
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	<p><u>Target</u> = Production of a charter</p> <ul style="list-style-type: none"> • Drafting and distribution of the employment framework for contract staff (in English and French on <i>Numin</i> and the Inria.fr website) 	<p>New action taken from the HR Roadmap</p> <p>In progress</p>
12	Organise a national welcome scheme for new arrivals, whether paid or unpaid	24	2024	HUMAN RESOURCES	<p><u>Target</u> = 1 annual event</p> <ul style="list-style-type: none"> • Organisation of an annual national Collectiv'Day event for new arrivals 	<p>New action taken from the HR Roadmap</p> <p>Completed and to be continued</p>
13	Organise half-days in the centres for new arrivals	24	2025	HUMAN RESOURCES	<p><u>Target</u> = A welcome format for new arrivals that is harmonised between centres</p> <ul style="list-style-type: none"> • 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 	<p>New action taken from the HR Roadmap</p> <p>In progress</p>
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	<p><u>Target</u> = 100% of employees at the end of their contract who have an HR interview</p> <ul style="list-style-type: none"> • Drafting and sharing within the SRHs of a best practice guide to support contract terminations and departures (partner employment platform, review of internal 	<p>New action taken from the HR Roadmap</p> <p>To launch</p>

					opportunities, guidance, feedback, etc.). •Deployment of systematic HR interviews at the end of contracts	
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WORKING CONDITIONS						
15	Continuing to roll out the disability policy	10, 13, 24, 28	2024	HUMAN RESOURCES	<p><u>Target</u> = 6% of employees covered by the employment obligation</p> <ul style="list-style-type: none"> • 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 	<p>New action taken from the HR Roadmap Completed and to be continued</p> <p>Integrates action</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Publication, sharing and implementation of Inria's national Gender Equality Plan 2024-2028 	<p>New action taken from the HR Roadmap Completed and to be continued</p> <p>Integrates action</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Publication, sharing and implementation of the Inria QVCT 2024-2026 national plan 	<p>New action taken from the HR Roadmap In progress</p> <p>Integrates action</p> <ul style="list-style-type: none"> • 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		<p>New action taken from the HR Roadmap To be continued</p> <p>Integrates action</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Publication, sharing and implementation of the Inria National Working Conditions Plan 2024-2026 	<p>New action taken from the HR Roadmap Completed and to be continued</p> <p>Includes actions :</p>

					<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Publication, distribution and implementation of a framework note on teleworking arrangements 	<p>New action taken from the HR Roadmap</p> <p>Realized</p>
21	Deploying supplementary social protection	24, 26	2026	HUMAN RESOURCES	<ul style="list-style-type: none"> • Response to the MESR call for tenders for a grouped contract for supplementary social protection (health and provident) • Roll-out to all eligible staff 	<p>New action taken from the HR Roadmap</p> <p>In progress</p>
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	<ul style="list-style-type: none"> • 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. 	<p>New action taken from the HR Roadmap</p> <p>Completed and to be continued</p>

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	<ul style="list-style-type: none"> Harmonising and strengthening support programmes for doctoral students Strengthen HR monitoring in conjunction with the doctoral schools involved 	<p>New action from the HR Roadmap In progress</p> <p>Includes actions :</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Offering HR career interviews for Inria researchers Develop a career guidance programme for researchers, harmonised and coordinated at national level 	<p>New action from the HR Roadmap In progress</p> <p>Includes actions :</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Drafting of a general guide to the Institute's social policy (childcare, accommodation, catering, holidays and leisure, social support, health and provident services) 	<p>New action from the HR Roadmap In progress</p> <p>Integrate the action:</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Drawing up and deploying a statutory system for assessing researchers 	<p>New action from the HR Roadmap To launch</p>
27	Propose a global support plan for managers at Inria throughout their managerial responsibilities	37, 38, 39, 40	2025	HUMAN RESOURCES	<ul style="list-style-type: none"> 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 	<p>New action from the HR Roadmap In progress</p> <p>Includes actions :</p> <ul style="list-style-type: none"> 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

						<ul style="list-style-type: none"> • Harmonise the professional development offer for researchers in relation to management functions
28	Developing mentoring	38, 39, 40	2025	HUMAN RESOURCES	<p><u>Target</u> = An annual national campaign</p> <ul style="list-style-type: none"> •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 	<p>New action from the HR Roadmap</p> <p>In progress</p>
29	Develop cooperation with university partners in HR matters	12, 13, 14, 15, 18, 19, 23, 24, 28, 29, 30	2026	HUMAN RESOURCES	<ul style="list-style-type: none"> •Develop cooperation with university partners to certain training initiatives 	<p>New action from the HR Roadmap</p> <p>In progress</p>

