Inria's Human Resources Strategy for Research

Based on the European Charter for Researchers and the Recruitment Code of Conduct for the Recruitment of Researchers

Period 2019 - 2021

HR EXCELLENCE IN RESEARCH

Inria

Inria in a few words

Inria, the French research institute for digital sciences, promotes scientific excellence and technology transfer to maximise its impact.

It employs 2,500 people. Its 200 agile project teams, generally with academic partners, involve more than 3,000 scientists in meeting the challenges of computer science and mathematics, often at the interface of other disciplines.

Inria works with many companies and has assisted in the creation of over 160 start-ups. It strives to meet the challenges of the digital transformation of science, society and the economy.

For more information, consult the Institute's 2018 Activity Report: https://www.inria.fr/en/institute/inria-in-brief/activity-report-2018

Summary

1. Context of the HRS4R approach

As part of its research and innovation activities, Inria is involved with many scientific and industrial partners in Europe and around the world.

Inria offers its research teams the opportunity to work with the best scientists in their field, to attract and recruit promising students and young researchers in order to meet the challenges of digital science together. Exchange programs and stays in foreign universities, prestigious partnerships, joint laboratories, international chairs, conferences organization: there are many opportunities to attract a very wide variety of profiles to the institute.

In December 2006, the Institute naturally wanted to sign the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The commitment to the labelling process is therefore in line with the actions already undertaken by the institute in terms of recruitment and career development of scientists.

In its 2015-2019 Target and Performance Contract, Inria undertook to conduct an ambitious human resources policy in order to guarantee the best reception and support conditions for all staff, in a context of increased international competition. This commitment is reaffirmed by Inria's presidency in the Institute's establishment project and will be an important part of the next Target and Performance Contract currently being drafted.

The European human resources strategy for researchers, of which Inria is a part, should make it possible to strengthen the scientific potential of the institute but also to contribute to increasing its attractivity.

2. Organisation

To organize and structure its human resources strategy for research, Inria has chosen a project-based organisation, based on a steering committee, a project manager, an implementation committee (with scientific representatives) and action coordinators. This committee is under the responsibility of the Deputy CEO for Science.

The **steering committee** validate the actions and proposals relating to HRS4R before a final decision is taken by Inria's CEO. This committee is under the responsibility of the Deputy CEO for Science.

Steering committee:

- **Jean-Frédéric Gerbeau**
  Deputy CEO for Science
- **Sylvie Inizan**
  Director of Human Resources
- **Christine Morin**
  Director of European and International Partnerships
- **Stéphane Ubeda**
  Director of the Inria Rennes – Bretagne Atlantique research centre
- **Aurélie Willi**
  Director of Communication
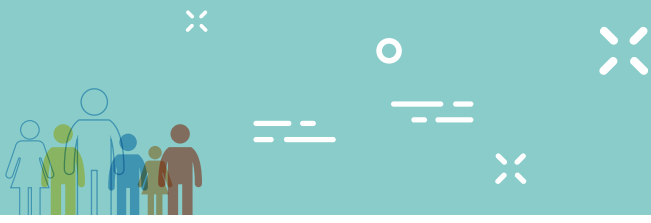
The **implementation committee** ensure the proper deployment of the approach, to coordinate the key moments of the follow-up of the various actions and support the label's information campaigns with the scientific community.

Implementation committee:

- **Zoila-Rosa Bernal Carrera**
  European Affairs Manager in the European and International Partnerships Department
- **Gwenael Desfontaines**
  Head of Human Resources unit at the Inria Lille – Nord Europe research centre
- **Christian Duriez**
  Senior Researcher (R4), Head of the Inria project-team Defrost
- **Marie-Agnès Enard**
  rEmployer Branding Communication Manager in the Communication Department
- **Audrey Fronton**
  Head of the Training and Development unit in the HR Department
- **Nathalie Scottez**
  Head of the Reruitment and Careeers unit in the HR Department

- **Nicolas Sendrier**
  Senior Researcher (R4), representative of the General Department of Science

The action coordinators are responsible for providing guidelines and supervising work on the actions for which they are appointed. These are 19 Inria members who are experts in their field, appointed by the management.

The HRS4R project manager is in charge of managing and organising the HRS4R process. The manager ensures the liaison between the steering committee, the implementation committee and the action coordinators. The manager ensures the link with the Inria's departments, research centres, organisational bodies and the European Commission.

- **Marie-Agnès Enard**
  Employer Branding Communication Manager, Communication Department (since October 2018)

3. Implementation process

The organisation, audit and analysis phases began at the end of 2016 and continued until the end of 2017. Between June 2016 and July 2018, Inria experienced significant changes, particularly in its executive team. Nevertheless, the involvement of the members of the management team was maintained and the commitment to the process, as well as the process, could be advanced.
At the beginning of 2017, about thirty scientists were interviewed (via a survey and/or individual interview)

in order to gather their comments and suggestions after reading a first proposal from the GAP Analysis and the action plan prepared by the implementation committee and validated by the steering committee.
The scientific panel was selected from three Inria research centres, and in a representative manner (women and men, juniors and experienced, team leaders and PhD researchers (R1 to R4), people paid by Inria or another employer).
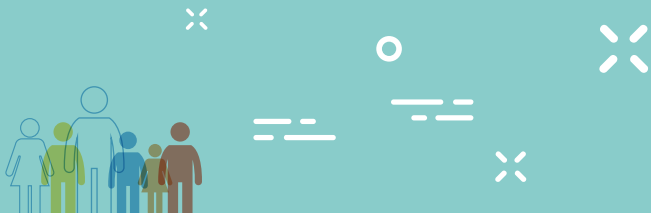
In order to conduct its analysis in line with the challenges and principles put forward by the European Commission, Inria relied on external expertise through individual interviews (HR Policy Officer at the Ministry and Euraxess coordinator) and by attending dedicated seminars (Marie Curie NTF Information Day on 28 November 2016; HRS4R webinar on 22 March 2017 organised by AMUE; CLORA thematic day on 30 March 2017 on «the career of the researcher and support mechanisms by the EU»).

The steering committee met several times, on the proposal of the implementation committee, to validate the various stages and production linked to the HRS4R approach. It also met in July and September 2018 to validate the final documents submitted to the European Commission.

On December 04, 2018, Inria submitted its application to the Euraxess platform (handover between Geneviève Lago, HRS4R Inria project manager who retired and Marie-Agnès Enard).
On March 04, 2019, the experts underlined the ambitious nature of our approach and recommended that we readjust certain points related to the visibility of our dossier and the involvement of the scientific community. To respond to these recommendations, Inria has therefore produced and put online the

global presentation of its strategy (French and English versions) and plans in the coming months to rely on its various scientific bodies such as the Scientific Council, the Evaluation Commission and the eight project team committees to deploy and engage in a concrete way at all levels of the institute. The implementation committee also plans to expand its scientific profiles (from early career to senior level).

KEY DATES

- **June 28, 2016:** Distribution of an internal Inria note presenting the HRS4R label
- **End 2016:** Gap analysis in conjunction with Inria experts
- **Autumn 2017:** Validation of the action plan by the Inria's Executive Team
- **Spring 2018:** Launch of the working groups with the members of the committees and drafting of all the documents to be submitted to the European Commission
- **July 28, 2018:** Endorsement letter submitted by Inria, which marks the official entry into the process
- **December 06, 2018:** Administrative eligibility
- **March 04, 2019:** Experts return with minor recommendations to be implemented (Initial Assessment)

4. Results of the GAP Analysis

An analysis of internal practices was carried out based on the four pillars of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers:

- Ethical principles and professional responsibilities
- Recruitment and selection
- Working and safety conditions, professional environment
- Training and development

Inria has deployed a number of actions in each area over the past few years to support the human

resources strategy for scientists. The analysis of the weaknesses made it possible to structure our action plan for an improvement process.

We respond with specific and concrete actions to each improvement point identified in the analysis. The list of actions is available in the annexes.

Ethical principles and professional responsibilities

STRENGTHS

- Inria has signed two fundamental charters: the European Charter for Researchers in 2006 and the French National Charter for Research Integrity in 2015. The French National Charter for Research Integrity clarifies the professional responsibilities ensuring a rigorous and trustworthy scientific approach, and apply in the context of all national and international partnerships. Inria is also a signatory to the San Francisco Declaration on Research Assessment (DORA).

- In 2011, Inria created the "Operational Committee for the Assessment of Legal and Ethical Risks" (abbreviated to "COERLE"). This advisory committee is responsible for examining and issuing an opinion on all requests for permission to conduct research and experimentation that is likely to affect the interests of people, businesses or the State. In each research centre, two COERLE representatives are appointed. Their role is, on one hand to raise awareness among scientists of potential ethical issues in research, particularly in the context of setting up a research project, and on the other hand to both provide a first-level response.

- In terms of training, an action to raise awareness of ethics and research integrity among doctoral researchers was launched in 2017 by the HR Department in coordination with the COERLE. Thistraining has been extended to all staff since the beginning of 2018.

- In order to increase Inria's socio-economic impact and enhance the value of their research results, researchers can also rely on the officers in charge of partnerships and innovation projects. Four are supporting them in their partnerships and technology transfer efforts.

- R&D engineers, working within research project teams or among the the research development departments of the centres, provide support in technological development to Researchers. These R&D engineers are responsible, for example, for software development and for the implementation of technology platforms.

- Inria has set up resources to help the dissemination of its research, including open access archives, thematic archives and massive online open courses (MOOCs).

WEAKNESSES
The analysis of practices shows:

- The need to expand and enhance certain resources, including, for example, to extend ethics training to all staff and to develop the use of reproducible research tools related to COERLE's activities. **(Actions 3, 4, 5, 6,7)**

- The need to improve the visibility of COERLE's actions, particularly communication with researchers, who are not very familiar with the existing process (information materials, procedures, key interlocutors, etc.). **(Action 2)**

- The lack of a professional booklet for researchers that cover all the key themes related to the practice of research at Inria (Inria's organisation, research freedom, ethics, professional code of ethics, publication policy, career, etc.). **(Actions 1, 8, 13, 14)**

Recrutement and Selection

STRENGTHS
Recruiting funded by government:

- Each year the Inria's executive team determines the open positions given the available funds. These openings concern all researcher profiles for both civil servant and fixed term contract positions.

- Annually updated and communicated to the centres, the HR's guidelines specify: the calendar, the implementation procedures, the gender equality within all the recruiting committees, and the selection criteria/principles, primarily regarding : mobility experiences, transparency, non-discrimination, etc.

- For the civil servants competitive examination, the downloadable "Candidate booklet" provide all the information needed to prepare an elegible application.

- For fixed-term staff (postdoctoral fellows, doctoral candidates and engineers), recruiting campaigns are decentralised. Selection committees are organised in the centres, to guarantee equal opportunities and access for all candidates.

Recruitment funded through Inria's own resources:

- Each centre, and therefore the project teams, assesses its needs in terms of human resources based on the projects to be carried out during the year and current activities.

- This concern recruiting of fixed term contract staff and interns.

- The centre's finance unit must first approve the positions opening to ensure that the budget is available.

Recruitment of interns:

- As the majority of Inria researchers combine their research with teaching activities either in France or abroad, it give them opportunities to meet a pool of future interns. Each year Inria hires hundreds of interns, mainly masters (or equivalent) students, that are immersed in the projects teams. Each intern, as well as their university and Inria administrations, have to sign an internship

agreement. Offers for research internships are also published through the e-recruiting platform (see under).

Recruitment of fixed-term staff:

- An "Employment vademecum for fixed-term contract employees" has been setup since 2013 and is regularly updated. Recruiters rely on this common policy for hiring contract researchers. It sets the missions associated with each type of recruiting, as well as recruiting and pay levels.

- Ready to use frameworks for fixed terms contracts are validated by the HR direction and available within all the HR's units.

E-recruiting platforms (web-based tools):

Since 2017, Inria has developed two e-recruiting platforms:

- SELECT for civil servants competitive examinations and national recruitment campaigns dedicated to outstanding and foreign researchers. SELECT manages online applications in compliance with relevant French legislation.

- JobIn for researchers recruited on fixed-term contract. It is designed to encourage more systematic posting of offers and facilitate the publication and selection process. It simplifies the communication with candidates.

"Recruitment and Attractiveness" plus "Attractivity and Mobility" programs:

The "Recruitment and Attractiveness"program was implemented in 2008 and was led by the HR and Communication Departments. In parallel, the European and International Partnerships Department is leading an "Attractivity and Mobility" program dedicated to international chairs and internships. In 2018, a new discussion on Inria's development with regard to potential recruits in

France and abroad was launched to relate the two programs. The Human Resources Strategy for Researchers (HRS4R) quality label is considered as an asset for Inria's development. The "Recruitment and Attractiveness" and "HRS4R" processes are expected to complement and reinforce each other.

WEAKNESSES

- Currently, while new government-funded posts are systematically published openly, this is not always the case for recruitment using project grants. An effort to increase awareness and coordination with researchers' networks will improve the openness and transparency of this recruitment. **(Actions 11, 12, 13, 16, 19, 20)**

- Some recruiting processes have yet to be formalised to ensure consistent implementation across all centres. **(Actions 10, 13, 14, 15, 17, 18)**

Working conditions

Wellness at work and working conditions are priorities in Inria's HR policy. Our institution make a strong focus on attracting and retaining the right people.

STRENGTHS

Inria has already launched three main actions in this area:

1. Implementation since 2015 of a social barometer to measure the social climate and identify areas for improvement.
2. Creation of a social action network responsible in part for implementing the wellness at work policy and related actions. This networklinks people coming from human resources department, occupational medicine and prevention officers.
3. Development of a diversity policy, in particular for disability and gender equality.

- Awareness-raising and training concerning psychosocial risks and harassment has already begun for managers. It is now being extended to a wider public. It will be supplemented with deploying social watch units in the centres.

- A Committee on Gender Equality and Equal Opportunities was created in 2015.
  This committee ensures that "gender equality" and "equal opportunity" are taken into account in all of Inria's activities. It is a driving force behind proposals and can take up any problem in its field of competence.

- Last but not least, Inria pays particular attention to social dialogue. It offers its staff appropriate measures aiming to fulfil local requirements. Inria's staff is represented in all regulatory bodies (Technical Committee, Joint Administrative Committee for Civil Servants, etc.). Periodical meetings between Inria's executive team, the HR Department direction, and trade union organisations are another way of ensuring social dialog.

WEAKNESSES

- A review of practices in the centres shows a lack of formalisation of their wellness at work programm and the need to maintain the efforts undertaken at the national level to enhance stronger links between centres. For example, Inria wishes to develop a social action network by setting up monitoring units in each centre. **(Actions 21, 22, 23, 24, 25, 26, 27, 30)**

- Recruiting of people with disabled status remains low (the official employment rate in 2016 is 1.97%, including a direct rate of 1.89%), which is why further actions under the new memorandum agreement for the employment of people with disabilities (2017-2020) is under way. **(Action 28)**

Training and development

Career guidance and training ensure Inria has access to advanced and varied skills while offering staff members the opportunity to develop their career plans.

STRENGTHS

- Within Inria, as well as more generally in public institutions in France, researchers have a variety of opportunities to develop their careers: moving to other public institutions or the private sector, internal promotion, moving abroad on long-term assignments or expatriation, and changing jobs. These options are regulated by French national legislation and Inria's internal policy measures.

- Today, the researchers have access to multiple training opportunities (continuing education, research conferences, summer schools, MOOCs, etc.). The training actions offered as continuing education are implemented by national and local training plans. Scientific conferences or themed courses are supported by research funds.

- Since 1997, Inria offers a 'training through research program' dedicated to PhD researchers. From the very begining, this program was oriented to provide support to organise research themed courses and finance R1 researchers to participate.

WEAKNESSES

- The review carried out with researchers shows the need to improve communication on career development and career development opportunities. The information is now available on the intranet site but lacks organisation. More generally, Inria seeks to make its actions more visible and harmonise information available on this development theme. **(Actions 1, 21, 34)**

- Inria has begun to set up what we call key internal programs to provide researchers with HR support, these are currently implemented unevenly across the centres, and even incomplete. Such disparities are liable to create barriers in the development of two particular programs:

1. The program for guiding researcher careers, with the setting up of centres'career guidance units. These units, to whom the researcher can turn in case of questions about his or her professional situation, are composed of researchers and HR referees. **(Actions 33, 35)**

2. The support program for PhD researchers, that have been identified as "sensitive" and requiring specific support, to provide quality HR monitoring actions, in conjunction with doctoral schools). **(Actions 29, 31, 32)**

- For several years, the development of managerial skills has been a priority o Inria HR policy. An Inria's management school was established in 2009 under the direction of an Inria's Scientific Executive. . **(Action 37)**

- The goal that was to extend the management role of the project team leaders or PhD supervisors, beyond their scientific expertise and leadership, to a function of HR support and leadership of groups larger than their «team". **(Action 38)**

5. Strategy and action plan

The HRS4R labeling process is a great opportunity for Inria to consolidate its strategy of Human Resources for researchers while developing it and thus being able to register it in the Institute's overall policy. Attractiveness is at the heart of our approach. The impact of the proposed actions must be to the benefit of scientists, but far beyond that, it will undoubtedly lead to improvements for all categories of staff working at Inria.

The strategy that Inria wishes to deploy focuses primarily on the following areas:

➔ Continue the initiatives and good practices put in place to ensure compliance with OTM-R criteria

➔ Clarify and improve the dissemination of information on recruitment processes and career development

➔ Deploy the attractiveness component in all its dimensions: training, development, quality of life at work and career monitoring.

To respond to this, we have proposed 38 actions that fall within the 4 main axes of the European Commission. They are distributed as follows:

● **Professional and Ethical aspects (9 actions)**

● **Recruitment and Selection (11 actions)**

● **Working Conditions and Social Policy (10 actions)**

● **Training and Supervision (8 actions)**

For each axis, we have indicated which C&C criteria the actions fall under and their planning, summarized the actions and specified their associated numbers (details in the annexes). We have specified the types of indicators expected to be categorized as follows:

● **P :** Production (of a print, online or event support)

● **S :** Survey

● **QR :** Quantify Report

● **C :** Opinion, feedback, qualitative assessment (Comments)

The action planning indicates the implementation period up to the deliverable. These actions will then move into a phase of continuous monitoring and evolution.
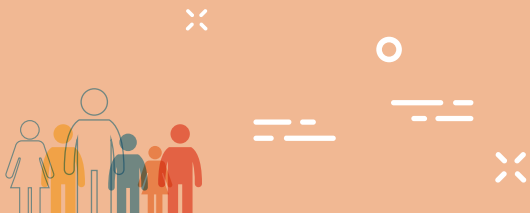
Professional and Ethical aspects (9 actions numbered from 1 to 9)

Criteria from Charter & Code	Summary and number of actions (see annexes)	2019		2020		2021		indicators
		S1	S2	S1	S2	S1	S2	P - S - QR - C
1. Research freedom 2. Ethical principles 3. Professional responsability 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in Research 8. Dissemination, exploitation of results 9. Public engagement 23. Research Environment 24. Working conditions 28. Career Development 31. Intellectual Property Rights 38. Teaching	**Professionnalisation** Produce an onboarding booklet for scientists to make them aware of the exercise of their profession on the ethical aspects, freedom of research, ethics, career.... **(1)**	➤						P - S - QR - C
	Make known and promote the use of **reproducible research** tools by identifying one correspondent per centre, creating a MOOC, raising awareness and training scientists and engineers **(5,6,7)**	➤						P - QR
	Support **research and innovation** by promoting exchanges and feedback **(8)**	➤						QR - C
	Develop **knowledge sharing** by promoting the actions of MOOCs or Digital Culture **(9)**		➤	➤				QR
	Ethic Enhance the visibility of the **COERLE (2)**	➤						QR
	Training PhD researchers and Inria's staff in **ethics and research integrity (3 et 4)**	➤						QR - S

Recruitment and Selection
(11 actions numbered from 10 to 20)

Criteria from Charter & Code	Summary and number of actions (see annexes)	2019 S1	2019 S2	2020 S1	2020 S2	2021 S1	2021 S2	Indicators P – S – QR – C
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological ordre of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 26. Funding and salaries 34. Complain/appeals	**Informations and promotion**							
	Better inform candidates about recruitment procedures. **(14)**	■	■	■				P – S
	Produce a **Researcher's recruitment booklet** (internal and external) on the drafting of job descriptions, selection procedures, criteria and good interview practices … **(10)**	■	■					P – QR
	Increase the **visibility of job offers** on ad hoc networks and measure the effectiveness of the "Recruitment Communication" process **(16, 19)**	■	■	■				QR
	Process Identify **the recruitment processes** implemented by scientists **(15)** Make them aware of the OTM-R criteria **(13)**	■	■	■				P – QR – C
	Propose **template** to facilitate the writing of offers on Jobs.inria.fr **(20)**	■	■	■				P
	Provide the opportunity **to question or file a complaint** about a recruitment **(18)**	■	■					QR
	Develop the functionalities of **Jobin towards Euraxess (11)** Reinforce the use of Jobin for all recruitments **(12)**	■	■	■				P – QR – C
	Selection Evaluation of the modalities and processes of the competition **juries** for researchers (R3-R4) **(17)**	■	■	■				QR – C

Working conditions and Social policy (10 actions numbered from 21 to 30)

Criteria from Charter & Code	Summary and number of actions (see annexes)	2019		2020		2021		Indicators
		S1	S2	S1	S2	S1	S2	P – S – QR – C
10. 10. Non-discrimination 13. Recruitment (Code) 18. Recognition of mobility experience (Code) 23. Research Environment 24. Working conditions 27. Gender balance 28. Career development 29. Value of mobility 34. Complains/appeals	**Informations, awareness and prevention** Monitoring and promoting **wellness at work:** social barometer; interactions with social actors, creation of a socila watch unit bu research centre **(21)**	▓						P – S – QR
	Preventing the risk of harassment **(22)** Deploy and communicate on procedures in the event of incidents related to **psycho-social risks (23, 24, 25)**	▓▓	▓					QR
	Make known the Inria's **Committee on Gender Equality and Equal Opportunities (26)**	▓	▓	▓				P – QR
	To implement the **Disability Action Plan (28)**	▓	▓	▓				P – QR
	Support Maintain **French language courses** for foreign researchers **(27)**	▓	▓	▓				QR
	Support the **PhD researchers associations (29)**	▓	▓	▓				QR
	To facilitate the integration of researchers on **geographical mobilities (30)**	▓	▓	▓				P – QR

Training and Supervision
(8 actions numbered from 31 to 38)

Criteria from Charter & Code	Summary and number of actions (see annexes)	2019		2020		2021		Indicators
		S1	S2	S1	S2	S1	S2	P - S - QR - C
4. Professional attitude 11. Evolution/appraisal systems 18. Recognition of mobility experience (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 28. Career development 29. Value of mobility 30. Access to career advice 36. Relation with supervisors 37. Supervision and Managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	**Scientific Career**							
	Ensure the accessibility of complete and up-to-date **information on training, career paths and career opportunities (34)**	■	■					P - QR
	Initiate **Human Resources interviews** for Inria researchers **(35)**	■	■	■				P - C
	Develop **the researchers careers guiding program,** harmonised and coordinated at national level **(33)**	■	■	■	■			P - QR
	Support for young researches' career paths							
	Harmonise and strengthen the support **and training programs for PhD researchers (31 et 32)**		■	■	■			QR
	Support for managers' career paths							
	Develop the skills of **supervisors and future supervisors** in order to strengthen the support of PhD researchers **(36)**	■	■					QR - S
	Improve information for researchers about the **Inria School of Management (37)**	■						P - QRS - S
	Harmonise the **professional development offer** of researchers related to the supervisory duties **(38)**	■	■					P - C

6. Annexes

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Overview of the 40 criteria of the Charter and Code
with the distribution of the 38 Inria actions.

Overview of the 38 Inria actions
and the timetable.

Overview of the 40 criteria of the Charter & Code with the distribution of the 38 Inria actions

#	Criterion	Professional and Ethical aspects (1–9)									Recruitment and Selection (10–20)											Working Conditions and Social Policy (21–30)										Training and Supervision (31–38)							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
	Aspects professionnels et éthiques																																						
1	Research freedom	1																																					
2	Ethical principles	1	2	3	4	5	6	7																															
3	Professional responsability	1	2	3	4	5	6	7																												35			
4	Professional attitude	1																																					
5	Contractual and legal obligations																																						
6	Accountability	1	2	3	4	5	6	7																															
7	Good practice in Research	1																																					
8	Dissemination, exploitation of results	1							8																														
9	Public engagement	1								9																													
10	Non discrimination																						22				26	27	28										
11	Evaluation/appraisal systems																																			35			
	Recruitment and Selection																																						
12	Recruitment										10	11	12	13	14	15	16	17		19	20																		
13	Recruitment (Code)										10	11	12	13	14	15	16	17		19	20						26	27	28										
14	Selection (Code)										10			13	14			17																					
15	Transparency (Code)										10		12	13	14	15	16	17	18		20																		
16	Judging merit (Code)										10			13				17																					
17	Variations in the chronological ordre of CVs (Code)										10			13				17																					
18	Recognition of mobility experience (Code)										10			13				17													30				34	35			
19	Recognition of qualifications (Code)										10			13				17																					
20	Seniority (Code)										10			13				17																	34	35			
21	Postdoctoral appointments (Code)													13	14		16				20													33					
	Working Conditions and Social Security																																						
22	Recognition of the profession																																			35			
23	Research environment	1																				21								29	30								
24	Working conditions	1																				21	22	23	24	25		27	28	29	30								
25	Stability and permanence of employment																																						
26	Funding and salaries														14																								
27	Gender balance																										26	27	28										
28	Career development	1																									26	27	28		30			33	34	35			
29	Value of mobility																														30			33	34	35			
30	Access to career advice																															31	32	33	34	35			
31	Intellectual Property Rights	1																																					
32	Co-authorship																																						
33	Teaching									9																													
34	Complains/appeals																		18			21	22							29									
35	Participation in decision-making bodies																																						
	Training and Supervision																																						
36	Relation with supervisors																													29		31	32				36		
37	Supervision and managerial duties																																		34		36	37	
38	Continuing Professional Development																																					37	38
39	Access to research training and continuous development																																					37	38
40	Supervision																																		34			37	38

Overview of the 38 Inria actions and the timetable

n° action		Principles Charte et code	2019				2020				2021			
			S1		S2		S1		S2		S1		S2	
			T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
	Ethical and Professional aspects													
1	Onboarding booklet to researchers	1, 2, 3, 4, 6, 7, 8, 9, 23, 24, 28, 31			x									
2	Enhance the visibility of the COERLE	2, 3, 6		x										
3	Training PhD researchers in ethics and research integrity	2, 3, 6		x										
4	Training to staff contributing to Inria's missions in ethics and research integrity	2, 3, 6		x										
5	Creation of a MOOC about reproductible research	2, 3, 6				x								
6	To make development engineers aware of reproducible research tools	2, 3, 6				x								
7	Reproductible research liaison officer	2, 3, 6				x								
8	Support research and innovation by promoting exchanges and feedback	8				x								
9	Develop knowledge sharing by promoting the actions of MOOCs or Digital Culture	9, 33								x				
	Recruitment and Selection													
10	Researcher's recruitment booklet	12, 13, 14, 15, 16, 17, 18, 19, 20					x							
11	Develop the functionalities of Jobin towards Euraxess	12, 13					x							
12	To increase the use of Jobin for recruiting researchers	12, 13, 15								x				
13	Share and communicate on the OTM-R checklist	12, 13, 14, 15, 16, 17, 18, 19, 20					x							
14	Communicate with candidates about the processes and procedures for recruiting contract employees	12, 13, 14, 15, 21, 26								x				
15	To identify the recruitment process currently being implemented by researchers	12, 13, 15								x				
16	Increase the visibility of job offers	12, 13, 15, 21								x				
17	Evaluation of the modalities and processes of the competition juries (R3-R4)	12, 13, 14, 15, 16, 17, 18, 19, 20								x				
18	Provide the opportunity to question or file a complaint about a recruitment	15, 34					x							
19	"Recruitment Communication" process	12, 13								x				
20	Templates for research job offers	12,13, 15, 21								x				
	Working Conditions and Social Policy													
21	Monitoring and promoting wellness at work	23, 24, 34					x							
22	Preventing the risk of harassment	10, 24, 34		x										
23	Awareness of psycho-social risks	24					x							
24	Preventing the risk of conflict	24					x							
25	Procedure in the event of an incident with traumatic potential	24					x							
26	Make known the Inria's Committee on Gender Equality and Equal Opportunities	10, 13, 27, 28											x	
27	French language courses	10, 13, 24, 27, 28											x	
28	Disability Action Plan	10, 13, 24, 27, 28											x	
29	Support the PhD researchers associations	23, 24, 34, 36											x	
30	To facilitate the integration of researchers on geographical mobilities	18, 23, 24, 28, 29								x				
	Training and Supervision													
31	PhD researchers paths	30, 36, 37								x				
32	PhD researchers training program	30, 36								x				
33	Researchers careers guiding program	21, 28, 29, 30								x				
34	Accès à l'information sur les carrières	18, 20, 28, 29, 30		x										
35	Information on career opportunities	4, 11, 18, 20, 22, 28, 29, 30						x						
36	HR interviews for researchers	36, 37								x				
37	Information about Inria School of Management	37, 38, 39, 40		x										
38	Professional development offer	38, 39, 40								x				