



# **Human Resources Strategy For Researchers - HRS4R**





**Human Resources Strategy for Research – HRS4R  
at the Institut de Recherche pour le Développement**

Implementation of the principles of the European Charter for Researchers and  
the Code of Conduct for the Recruitment of Researchers

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## 1. Presentation of the IRD

The IRD is a French public establishment operating under the joint authority of the French Ministry for Higher Education, Research and Innovation and the French Ministry for Europe and Foreign Affairs. Via its network and presence in fifty or so countries, it takes an original approach to research, expertise, training, and knowledge-sharing to the benefit of countries and regions that make science and innovation key drivers in their development.

A rich community of more than 7,000 people, **active on every continent:**

- **2,050 IRD agents** (851 researchers and 1,199 IRD engineers and technicians)<sup>1</sup>:
- 29% of agents working outside mainland France
- 72 research units
- 1,429 articles published in 2017 by IRD researchers in the Web of Science
- 62% of co-publications with a partner in the South

### Science committed to a sustainable future

Scientific progress is necessary to further sustainable and human development: the IRD carries this conviction with it wherever it is present and wherever it works with its partners. The IRD is a key French player on the international development agenda. It works based on an original model: equitable scientific partnership with developing countries, primarily those in the intertropical regions and the Mediterranean area.

Only this model allows us to design solutions which are adapted to the challenges that humans and the planet are facing (such as pandemics, climate change, humanitarian and political crises, and more) because the whole planet is facing these development challenges.

The IRD's priorities include the implementation – coupled with a critical analysis – of the Sustainable Development Goals (SDGs) adopted by the United Nations in September 2015, with the aim of guiding development policies and addressing the major challenges linked to the global, environmental, economic, social and cultural changes that are affecting the entire planet.

### Research at the IRD

The IRD has approximately sixty research units, which take different forms: joint research units (UMR), joint service units (UMS), international joint units (LMI), research units (UR), service units (US).

A research unit is a temporary grouping of staff reporting to the Institute, and to an external organisation for joint units, to carry out a specific scientific project that is subject to evaluation. This project is part of the Institute's mission of research for development and is intended to contribute to its transfer activities, particularly in the fields of research promotion and the support and training of scientific communities of countries in the South. A research unit constitutes a coherent whole in terms of themes, projects, methods and tools. Each unit is attached to one of the five scientific departments of the IRD:

- Département Dynamiques Internes et de Surface des Continents (DISCO) / Department of Internal and Surface Dynamics of Continents

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<sup>1</sup> Figures as of 31/12/2018

- Département Ecologie, Biodiversité et Fonctionnement des Ecosystèmes Continentaux (ECOBIO) / Department of Ecology, Biodiversity and Continental Ecosystem Functioning
- Département Océans, Climat et Ressources (OCEANS) / Department of Oceans, Climate and Resources
- Département Santé et Sociétés (SAS) / Department of Health and Societies
- Département Sociétés et Mondialisation (SOC) / Department of Societies and Globalisation

The IRD conducts cooperative research in the context of an equitable partnership with developing countries, primarily those in the intertropical regions and the Mediterranean area. The projects closely involve local research teams and those of the Institute. They require lasting presence of scientific staff abroad. More broadly, the IRD welcomes expatriate researchers and research lecturers from French and European research organisations or institutions of higher education. It involves real mobilisation of the entire scientific and technological community whose research activities concern development issues.

IRD staff members are entrusted with the following tasks, as defined by Article L411-1 of the French Research Code:

- the development of knowledge;
- the transfer and application of knowledge in companies and in all fields contributing to the progress of society;
- the distribution of scientific and technical information and culture throughout the population and in particular among young people;
- participation in initial and further training programmes;
- research administration;
- scientific expertise.

The IRD civil servants and contractual agents include:

- researchers (research professions): their main missions are scientific output, the promotion of results, the dissemination of scientific information, training through research (supervision);
- engineers and technicians (research support professions): engineers define the technical characteristics of scientific projects, lead them from design to implementation, and manage instrumentation. They may be entrusted with research support activities: administrative and financial management, communication, network systems, etc.; technicians assist researchers and engineers at all levels in the implementation and conducting of experiments. They also participate in all research support activities: secretariat, administrative and financial management, communication, etc.

IRD **civil servants** are subject to national legislation and regulations (in particular the civil servants' statute Act No. 83-634 of 13 July 1983, as amended, on the rights and obligations of civil servants, and Act No. 84-16 of 11 January 1984, as amended, on statutory provisions relating to the civil service of the State) and the common statutory provisions to the bodies of civil servants of public scientific and technological establishments (Decree No. 83-1260 of 30 December 1983).

IRD **contractual staff** are governed in particular by Decree No. 86-83 of 17 January 1986, as amended, on the general provisions applicable to State contractual agents for the application of article 7 of Act No. 84-16 of 11 January 1984.

IRD **PhD students** are subject to Decree No. 2009-464 of 23 April 2009, as amended, on contractual PhD students in public higher education or research institutions.

## **2. IRD's initiative to obtain the European label HR Excellence for Research**

### **2.1. Background**

Since 2005, the European Commission has issued a series of recommendations (OJ L75/67 of 22.03.2005) addressed to researchers, employers and public and private funding institutions, and adopted two texts: the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

These texts, which relate to the rights and obligations of employers and all staff involved in scientific research, aim to facilitate careers and generalise good practices, working conditions and the mobility of research professions in Europe.

They represent an essential tool of European research policy, which aims to make the research profession more attractive and is a major aspect of its growth and employment strategy. Institutions that comply with the Charter and the Code receive the European Commission's "HR Excellence in Research" label.

The IRD has reaffirmed its commitment to improving its practices and to aligning itself as closely as possible with the recommendations set out in the Charter and the Code. In March 2018, the CEO of IRD, Prof. Jean-Paul Moatti, signed a letter of commitment in which the institution committed to implementing the principles set out in the Charter and the Code. This signature was the starting point for the initiative towards achieving the HR Excellence in Research certification. A working group was formed in early 2018 to steer this process.

### **2.2. HRS4R process**

This process aims to:

- support the IRD's policy of excellence in the field of research;
- participate in the construction of the European Research Area;
- contribute to the international influence of the establishment and its attractiveness.

The institution's proactive approach to initiate a process of convergence of its internal procedures with the recommendations of the Charter and the Code is based on the Human Resources Strategy for Researchers (HRS4R), a tool made available by the European Commission, and which comprises 6 steps:

1. Signing a letter of commitment in which the organisation agrees to implement the principles set out in the Charter and the Code;
2. Internal analysis of the institution's current practices with regard to the 40 points of the European Charter and Code for Researchers, involving key research stakeholders (gap analysis);
3. Publication on the institutional website of the action plan to be implemented on the basis of the results of the self-assessment, with definition of objectives to be achieved and progress indicators;
4. Evaluation and recognition of the HR strategy by the European Commission, followed by the granting of the HR Excellence for Research label by the European Commission;
5. Internal application of the HR strategy and self-assessment within two years;

6. External evaluation within five years and renewal of the label.

## 2.3. Methodology

The certification process within the IRD is based on the work of three groups of actors:

- A HRS4R working group
- A steering committee
- Contributors (panel of researchers and functional departments)

### 2.3.1. HRS4R working group

The **HRS4R working group** was created using a cross-functional approach, involving the Institute's three divisions. Three research engineers were appointed, attached respectively to the Research Planning and Evaluation Mission (MEPR, Science Division), Human Resource Management (HR, Support Division), International and European Relations Department (SAE, Development Division).

The project group was commissioned by IRD governance for its sector-specific fields of expertise and its knowledge of the institution's units and activities: human resources management and development, implementation and management of research projects, development of research in Europe and internationally, management of Scientific Commissions, knowledge of units and working conditions.

It oversees the project (implementation of the gap analysis, development of the Plan, drafting of the request, including all the steps required to mobilise the stakeholders and have it validated by the authorities).

*How it worked:*

- Shared or collective approach to work based on need
- Weekly meetings: agenda, pooling and validation
- Presentation to the various bodies
- Implementing and leading collective actions with researchers and structures
- Conducting bilateral interviews and summaries
- Drafting of the application to submit to the European Commission

### 2.3.2. The steering bodies

In order to ensure strong institutional support, **the management of the labelling process involved the three main core bodies of the IRD**: the Executive Committee, the Board of Directors (Conseil d'Administration) and the Public Establishment Technical Committee. In addition to validating the proposals, the aim was to mobilise and ensure ownership of the process at all levels and to remain lean in terms of organisation.

#### a) Executive Committee (ComEx)

This is the governing body of the Institute. It governs, oversees and decides on subjects of great importance to the Institute. It is structured as follows:

- Jean-Paul Moatti, Chairman and CEO
- Elisabeth Barbier, Deputy CEO
- Isabelle Benoist, Secretary General
- Philippe Charvis, Director of the DISCO Scientific Department
- Valérie Verdier, Director of the ECOBIO Scientific Department
- Frédéric Ménard, Director of the Oceans Scientific Department



- Yves Martin-Prevel, Director of the SAS Scientific Department
- Flore Gubert, Director of the SOC Scientific Department
- The director of the International and European Relations Department
- Mireille Guyader, Director of the Department for the Mobilisation of Research and Innovation for Development
- Anne-Claire Jucobin, director of the Communication and Information Sharing Department
- Sabine Desclides, Director of Human Resources
- Claire-Isabelle Coquin, Director of the Research Planning and Evaluation Mission

The Executive Committee led the entire process. Beforehand, it validated the make-up of the project team and made a major contribution to the working methodology. It regularly validated the progress and proposals and ultimately the deliverables before they were submitted to the Board of Directors and the labour relations partners. The Executive Committee authorised the publication of the approach on the institutional website and simultaneously its submission to the European Commission for validation and labelling.

#### **b) Board of Directors (Conseil d'Administration)**

The Board of Directors deliberates on the Institute's main policy objectives (the strategic plan and the multiannual draft contract), the general research programmes and the general measures relating to the Institute's structure and functioning, including the Institute's budgets, annual activity report and social action policy.

Chaired by the CEO, it has 21 members: six representatives from the IRD governing ministries, eight qualified persons from outside the IRD, and six representatives from the IRD staff.

#### **c) The Public Establishment Technical Committee (Le Comité technique d'établissement public - CTEP)**

The Public Establishment Technical Committee (CTEP) is a strategic advisory body to the IRD. Made up of representatives of labour unions, staff and management, it is responsible for the organisation and operation of the departments (HR; statutory rules; technological developments and administrative working methods; broad guidelines on compensation policy; professional equality, parity and safeguarding against all forms of discrimination; training and development of professional skills and qualifications; job placement).

It must stay particularly up-to-date on the establishment's social report, which is the focus of an annual discussion, and on the main budgetary decisions that have an impact on job management.

The aim was both to inform and mobilise the labour partners, who were thus able to take ownership of the methodology and the progress of the approach. The finalised action plan was presented to them.

### **2.3.3. Two groups of contributors**

#### **Researchers**

Formed on the basis of proposals from the scientific departments and voluntary applications, the group of researchers is made up of about twenty representatives of the community: women and men from four levels (PhD students, post-doctoral fellows, research associates, research directors).

It was mobilised on the gap analysis and on drafting the action plan.

- For the gap analysis: validation of the report drawn up by the project group and input from the researchers' vision
- For the plan: first, validation of proposals and suggestions; second, prioritising the actions.

The project group chose to adapt to its Panel researchers' availability and distance by using specifically adapted tools.

- An online collaborative text editor (Framapad) around a few selected questions (confirmation of gap analysis). The level of involvement and participation of researchers was very high despite the newness of the exercise for our researchers. It provided additional information and confirmation, particularly on professional responsibility, the question of contractual staff and the population of scholarship recipients from the South, and gender equality.
- A forum (Digital Work Space in ALFRESCO) for the finalisation of the action plan around the EC themes; it enabled the panel to mobilise other colleagues.
- A webinar to present and prioritise actions

### **Group of functional departments involved**

The following departments were identified and mobilised: Human Resources, Legal, Finance, Communication and Information Sharing, Digital Innovation Development, Scientific and Technological Information, Mobilisation of Research and Innovation for Development, as well as the Infrastructures and Digital Data Mission, Research Planning and Evaluation Mission, Occupational Health and Safety, and finally the Scientific Integrity Officer.

They were involved both in the gap analysis (analysis and validation) and in the action plan (drafting and validation) via different formats.

- Specific bilateral meetings with directors
- Two collective workshops: the first daylong one with all HR managers (about fifteen people) based on a Word Café that allowed participants to take ownership of the SWOT and to generate numerous proposals for the Action Plan; the second one with all managers of the support structures to validate the gap analysis and the proposed actions.
- Meetings with specialist agents

## **3. Results of the internal analysis**

### **3.1. Summary of strengths**

Since the adoption of the Charter & Code, the IRD has implemented actions and has developed tools that enable the vast majority of the recommendations of these texts to be carried out.

#### **1. Research and partnership ethics and professional responsibility**

*The IRD provides its researchers, civil servants and contractual workers with a status and statutory provisions that clearly set out their rights and obligations* in full compliance with the texts governing the Institute's public sector function and in full accordance with the objectives of the Charter and the Code.

#### *IRD researchers participate in decision making*

They are legally represented in all the Institute's joint bodies alongside representatives of the administration and supervisory authorities. They are therefore engaged in all issues relating to the organisation of structures, training, health and safety, scientific policy and political leadership.

*They are empowered on their missions and on the objectives of the IRD in terms of scientific output.* Each year, they publish more than 1,000 articles in internationally recognised journals. In the social sciences, about 250 journal articles and 300 contributions to scholarly works are published each year by the IRD research teams.

The IRD is equipped with tools to preserve, manage and make available its researchers' output: a documentary collection labelled CollEx ; the Horizon/Pleins Textes database; the Sphaera reference database (cartography); IRD Éditions which is responsible for publishing works.

*They are clearly invested in education and training activities* in France and especially in Southern countries, where they are expanding their partnerships. They are affiliated with several PhD programmes and are contributing to the development of master's degrees (national or international). These activities are carefully reviewed each year using an activity statement and as part of the two-yearly assessment.

*The performance contract (contrat d'objectifs et de performance - COP)* that now links the IRD to its supervisory authorities until 2020 highlights its commitment to the social, economic, cultural and ethical values of the research conducted by its teams. The different elements of the framework are available online (Performance Contract, Strategic Direction Plan).

#### *Ethics and scientific integrity*

In January 2015, the IRD signed the Charter of Ethics for Research Professions and published a guide containing best practices for research for sustainable development. It has created a department to manage individual and collective expertise and has set up a Scientific Integrity Mission. The Scientific Integrity Officer (appointed on 27 February 2017) is responsible for defining and implementing the IRD's integrity policy.

The Institute has acquired expertise in the implementation of the Nagoya Protocol and has organised or participated in a number of training seminars for the entire French community.

*All the necessary measures are in place to ensure transparency and feedback on the research carried out at the IRD.*

- The research units are regularly audited by the competent national authority (HCERES) as part of the periodic national evaluations.
- The project evaluation procedures and required financial documents are systematically provided for in the agreements, taking into account the expectations of the parties involved.
- The IRD's regulatory framework requires it to treat all sources of funding in the same way: "The very first euro should be accounted for."

## **2. Recruitment**

The IRD shares with other public sector research and higher education institutions in France the need for quality research, and a prerequisite for the recognition of its expertise among public and private actors in development and development aid. Hence, it attaches great importance to the recruitment of its employees.

*The recruitment process for civil servants is based on a competitive examination. It is well defined and transparent.*

The competitive exams are only open after validation of the necessary budgets. They are advertised on the IRD website in French and English. Candidates are given one month to submit their applications and all information concerning the procedure is available on the IRD website (documents, organisation, make-up of sector-specific committees, evaluation criteria, equivalences, etc.).

The process is based on a national decree that stipulates the principle of evaluation by peers. The latter are grouped into committees made up of researchers both elected by other researchers and those appointed by the administration. The lists of committee members are available online on the IRD website.

#### *The recruitment of civil servants at the IRD is based on a competent, ethical and proactive system*

The competitive examinations are open to all, without restriction of nationality, religion or gender. In 2018, out of 352 applications (Chargé de Recherche – CR and Directeur de Recherche - DR), 137 were from abroad (47 from European countries) and 163 were women.

The system is supported by a specific mission that organises, leads and facilitates the work of the scientific committees. The commissions is structured in such a way that three core aspects are considered. Firstly, gender balance is ensured. Secondly, there is equal representation of various disciplines and different aspects of researcher's job. Thirdly, CRs and DRs category are both represented. The committees can call upon particular experts if needed for specific cases.

### **3. Working conditions/Quality of work life**

#### *Health and safety*

The IRD has implemented a very comprehensive and operational approach to protecting the health of all its employees in the performance of their jobs.

As a priority, it has developed a single risk assessment document (DUER) for all its structures (regional delegations, research units, foreign representation) at the Institute level in order to implement appropriate prevention plans. Initiatives have thus been carried out on several priority sites in France and abroad: on chemical risks, waste management and safety in sensitive laboratories.

The IRD is particularly concerned about debilitating diseases and disabilities that people may develop during their professional careers. It has set up a local medical monitoring system, including the traceability of exposures. It has also drawn up an ambitious psycho-social risk prevention scheme (December 2016). This plan notably includes a focus on improving expatriation assistance for researchers, one of the Institute's strengths and distinctive characteristics.

The institution's response to this broad health challenge relies on a set of experienced professionals:

- on-site or off-site physicians
- a prevention advisor who oversees a network of H&S references
- a national coordinating doctor who oversees and leads the network of occupational health doctors and participates in discussions on retaining disabled workers and on the policy for preventing psycho-social risks at work.

The programme involves all unit managers, department heads and representatives in France and abroad, the H&S and working conditions committee in which researchers are represented, and the ongoing training department, which has been supporting recurring or specific actions for several years.

#### *Researchers can rely on favourable overall working conditions*

They receive or can mobilise recurrent operating and equipment budgets, and the stability of IRD employment is very favourable to the expression and development of their skills and to the continuity of their work and their individual career paths.

Salary and social welfare are defined at the national level (reference grid available on the IRD website). The IRD applies the doctoral supervision and research bonus individually, the eligibility conditions for which are detailed in the candidate's guide distributed during the funding campaigns.

Leave entitlement, the creation of working time accounts, and the duration of working time are clearly defined and allow for flexible adaptation to needs. The IRD recently set up a trial programme for telecommuting (2018).

### *Assessment*

IRD civil servant researchers' careers are structured within the framework of two-yearly assessments for portfolio-based grade promotions, or competitive examinations for reclassification. The IRD implements a proactive human resources policy to promote the Institute and its staff.

This policy follows a standard scheme of development that directly reflects the quality of output, good working conditions and the quality of the assessment carried out by the sector-specific committees in charge of promotion. In particular, the committees are charged with identifying "exceptional" situations or personnel in difficulty, and the IRD has implemented an initial support system specifically for this purpose.

## **4. Career development and supervision**

### *Orientation and integration*

The IRD has set up mechanisms to support the new successful candidates of the competitive examinations when they join the IRD. They are assigned a scientific sponsor for their first probationary year and benefit from a collective orientation and integration seminar held partly at headquarters and partly in the regional delegations. The seminar offers them the opportunity to assess their missions, their institutional environment, and their rights and responsibilities in terms of profession and career.

### *Training and support*

Training at the IRD aims to ensure the acquisition, maintenance and development of staff members' individual and collective skills. In 2017, the Institute's training budget was €1,232,147. Civil servant or contractual researchers (subject to the duration of the contract) have access to all the training and career development support measures (APEL, skills assessment) provided by the IRD or by other institutions.

Since 2011, the IRD's training programme has given priority to scientific professions and regularly incorporates new initiatives to this end. Between 2013 and 2017, the number of hours devoted to scientific training increased considerably (by more than 50%). Since 2019, the training framework memo provides the possibility of supporting the development of researchers' careers by offering them a forum for dialogue and advice tailored to their career paths. This assistance may involve taking on a new job; an internal repositioning leading to a substantial change in activities, skills or even retraining; a pursuit of internal or external mobility at the IRD; a specific or more complex professional challenge; a global reflection on the career path and professional project. This new programme must also guarantee the conditions necessary for the quality of work life and the prevention of psycho-social risks.

The IRD also promotes human capital by supporting and accompanying managers and local supervisors for young researchers. Since 2011, a long-term cycle of training for senior management and specific training sessions for middle management have been implemented. These measures have made it possible to support all unit directors, team leaders and PhD students' supervisors (approximately 120 beneficiaries per year).

Researchers are included in the training policy through the permanent training committee.

### 3.2. Opportunities for improvement

The work of analysing internal rules and practices with regard to the forty principles of the Charter and the Code revealed areas for improvement on various subjects. This work made it possible to set the general objective and priority areas of the IRD's Human Resources Strategy for Research over the medium term. As a result, the following themes and objectives were identified:

Themes	Objectives
<b>Research and partnership ethics and professional responsibility</b>	Facilitate individual ownership of ethical principles and professional responsibility Strengthen the support of researchers regarding accountability Increase efforts for the dissemination and transfer of research results
<b>Recruitment</b>	Strengthen the selection process Foster attractiveness at the European and international level
<b>Working conditions/ Quality of life at work</b>	Facilitate access to information and promote the "quality of work life" approach Strengthen the system for monitoring quality of work life Improve the researchers' working environment
<b>Career development and supervision</b>	Promote inter-institutional mobility in Europe as well as inter-sectoral mobility Enhance and better support the professional development of researchers Strengthen the supervision and support of young researchers
<b>Non-discrimination</b>	Consolidate the Institute's non-discriminatory approach to disability Take action to ensure gender equality in the workplace
<b>Contractual staff</b>	Harmonise and improve the recruitment of contractual researchers Improve the supervision of PhD students and the support of contractual researchers

*Three levers were identified:*

**Development actions.** Most of these will require either the mobilisation of working groups convened over several months and involving researchers, or the mobilisation of several departments.

**Training actions.** New training courses will be offered as part of this action plan. We will favour, to the extent possible, distance learning (e-learning).

**Communication actions,** which are the result of several months of work and which can be implemented starting at the end of 2019. These actions will be linked to the redesign of the IRD website.

The transition from the design stage of the Human Resources Strategy for Research to its concrete implementation will be ensured by a multi-year action plan, detailed in the following chapter. The monitoring committee is responsible for ensuring that the actions set out in it are implemented. It will meet quarterly and will lead an internal two-year evaluation. An assessment of the system by evaluators mandated by the European Commission is also planned at five years.

The process described here has been approved by IRD management, which has published the action plan on its institutional website in both French and English.

## 4. The IRD HRS4R 2019-2020 Action Plan

### I. Research ethics and professional responsibility

Actions	Pps	Timetable	Unit	Indicators
<b>Facilitate individual ownership of ethical principles and professional responsibility</b>				
<b>1.</b> Creation of a space dedicated to reference documents on ethics and professional responsibility that incorporates ethics and scientific integrity on the institutional IRD website and launch of a related awareness campaign.	1 2 3 7	End of 2020	Scientific Integrity Mission	Online publication on institutional IRD website (called Web Planète IRD). Tracking the number of visits on the website.
<b>2.</b> Strengthening the IRD's institutional commitment to the ethics of research professions.		Mid-2020	DAJ	Appointment of an ethics representative Adherence to national and international commitments (DORA Singapore, national expertise charter, etc.)
<b>3.</b> Establishment of a Nagoya working group and drafting of a roadmap on the Nagoya Protocol.		End of 2020	MEPR	Recruitment of a Nagoya ethics officer and appointment of a Nagoya Protocol scientific representative Validation of roadmap Dissemination of information to the DUs. Number of training courses in France and abroad for staff Incorporation of Nagoya information and obligation in the mission order (travel abroad)
<b>4.</b> Communication on the role and possible support action of the new Consultative Ethics Committee for Research in Partnership (CCERP), the ethics and scientific integrity representatives		End of 2020	MEPR	Number of presentation sessions held in the regional delegations Information available on IRD website
<b>5.</b> Identification of available training offers on ethical issues, professional responsibility and partnership research		End of 2019	DRH	Number of training offers on IRD website
<b>Strengthen the support of researchers regarding accountability</b>				
<b>6.</b> Training of support staff and project leaders on the financial and technical justification of research contracts, in particular European contracts	4 5 6	End of 2020	DF	Number of training sessions held Number of IRD staffs trained



<b>7.</b> Systematizing the use and monitoring of laboratory book records (cahiers de laboratoire) and testing out the digitisation of laboratory book records on a few pilot units		End of 2020	DS	Assessment of the current laboratory situation (on pilot units) Deployment from the pilot phase and analysis of the feasibility of digitised laboratory book records
<b>8.</b> Providing a functional tool to set up digitised timesheets (in particular to manage the work time of researchers involved in European projects)		Mid-2020	DF	Timetable for deploying the tool

### Increase efforts for the dissemination and transfer of research results

<b>9.</b> Mobilisation of researchers on Scientific and Technical Information (IST) good practices, particularly in open science	7 8 9 31 32		End of 2020	MCST	Dissemination of rules online on IRD website and verification of publication embargo practices Implementation of a training module on the use of the institutional archive
<b>10.</b> Awareness-raising and training of researchers in the use of the IRD open data warehouse			Mid-2020	MIDN	Information online on IRD website Number of training sessions held Stored data
<b>11.</b> Support for researchers on new open research practices (co-design, co-production)			End of 2020	DS	Creation of online communities on new research practices, providing them with tools, and training of these communities in teamwork
<b>12.</b> Awareness-raising and training of researchers in promotion, transfer of results and responsible innovation		End of 2019		DMOB	Number of training sessions held Number of researchers trained Number of projects submitted/managed
<b>13.</b> Implementation of a local detection and support system on research valorisation issues			End of 2020	DMOB	Appointment of promotion officers in the regional delegations Appointment of one valorisation representative per unit Number of people/projects supported

## II. Recruitment

Actions	Pps	Provisional timetable	Unit	Indicators
<b>Strengthen the selection process</b>				
<b>14.</b> Implementing an integrated Science - Scientific Commissions (CSS) – Human Resource approach that allows for a better assessment of all the skills of candidates being considered	14 16 17 18 19	End of 2020	MEPR	Proposal of an amended version of the application for the competitive examination
<b>Foster attractiveness at the European and international level</b>				
<b>15.</b> Improved visibility, transparency and distribution of job offers (including for contractual staff)	12 13	End of 2019	DRH	Offers published on Euraxess – Offers published in English – Offers published on social and professional networks
<b>16.</b> Launching a single employment portal in English and French		Mid-2020	DRH	Redesign of the "IRD is recruiting" space, translated into English, for the new institutional website
<b>17.</b> Benchmarking of measures to promote the attractiveness of European/international researchers		End of 2019	MEPR	Benchmark report
<b>18.</b> Promotion of the Marie Slodowska Curie individual fellowship programme at the IRD		End of 2020	DRIE	Informational meetings devoted to this programme Setting up an MCurie alumni network Amount of information distributed on the IRD website Number of projects submitted to the call for proposals for Marie Slodowska Curie individual fellowship programme

### III. Working conditions/Quality of life at work (Qualité de Vie au Travail – QVT)

Actions	Pps	Provisional timetable	Unit	Indicators	
Facilitate access to information and promote the QVT approach					
19. Creation of a section on the IRD website dedicated Quality of life at work (QVT) issues	24 37		Mid-2020	DRH	IRD website section created Tracking the number of visits on the website.
20. Strengthening the training and awareness-raising of researchers in management situations on the issue of QVT		End of 2019		DRH	Adding QVT training session into the "Cycle Management Directeur d'Unité / Directeur d'Unité Adjoint" and "Middle Management" programmes Number of people trained
21. Incorporating QVT into the IRD fresher's days for young researchers		End of 2019		DRH	Module created
22. Support for quality of work at life for IRD researchers working abroad		Mid-2019		DRH	Incorporation of a module in the integration process of head of IRD offices found abroad
23. Updating the expatriation guide and communication on the activities of the new HR Mission for the South		End of 2019		DRH	Publication and distribution of the guide
Strengthen the system for monitoring quality of work at life (QVT)					
24. Launch of the social barometer	23 24	End of 2019		DRH	Participation rate in the barometer Report on quality of work at life
25. Implementation and management of local groups for healthy workplaces via a multi-stakeholder approach to handle difficult situations			End of 2020	DRH	Analyses of the results of the local groups for healthy workplaces
Improve the researchers' working environment					
26. Promote an employment policy that favours research support professions	23		End of 2020	DRH	Number of scientific "Engineers and Technicians" staff recruited

#### IV. Training and professional development

Actions	Pps	Provisional timetable	Unit	Indicators
<b>Promote inter-institutional mobility in Europe as well as inter-sectoral mobility</b>				
<b>27.</b> Mobilise researchers on opportunities for sectoral or institutional mobility (particularly in Europe)	17 18 19 29	End of 2019	DRH	Online information (on Web Planète IRD) about the rules and support measures offered by HR on mobility (private-public, internal/external, geographical) Information on existing programmes and offers Posting of offers from other actors
<b>Strengthen the supervision and support of successful candidates in competitive examinations</b>				
<b>28.</b> Improving the mentoring of successful competitive examination candidates	22 24 28 30	End of 2019	MEPR	Review of the current procedure in conjunction with the scientific committees (CSS) Review and publication of the mentoring procedure
<b>29.</b> Implementing the HR follow-up for successful competitive examination candidates (with mentors)		End of 2020	Regional delegation	Number of agents in follow-up
<b>Better support the professional development of researchers</b>				
<b>30.</b> Providing information to researchers on the mechanisms for career development and career path support offered by the Institute	28 30 38 39	End of 2020	DRH	Implementation of a dedicated online section on IRD website for distribution of information about researcher evaluation, training and careers
<b>31.</b> Reflection on the implementation of a professional interview conducted at the request of researchers (professional interview different from peer review in the context of scientific commissions)		End of 2020	DRH	Concept note on the experimentation of professional interview
<b>32.</b> Setting up a prospective outlook of research staff on an experimental basis as part of the launch of human resource planning (GPEC)		End of 2020	DRH	Creation of a working group Results of the experiment presented to scientific commissions (CSS)
<b>33.</b> Study on the feasibility of phasing the evaluation of researchers and joint research laboratories		End of 2020	MEPR	The decision taken following the submission of the report

## V. Non-discrimination

Actions	Pps	Provisional timetable	Unit	Indicators
<b>Consolidate the Institute's non-discriminatory approach to disability</b>				
<b>34.</b> Benchmarking on the systems and practices of other organisations in France and Europe in terms of disability non-discrimination	10 14 36 40	End of 2019	DRH	Benchmarking report and proposed objectives
<b>35.</b> Experimenting with a procedure with aim to promote researchers position for people with disabilities		End of 2020	DRH	Concept note Number of researchers position proposed
<b>36.</b> Incorporating the issue of disability non-discrimination into the training of researchers in management and supervision situation		End of 2020	DRH	Number of agents trained
<b>Take action to ensure gender equality in the workplace</b>				
<b>37.</b> Drafting a roadmap for "Gender Equality in the Workplace"	27	End of 2019	MEPR	Appointment of a "Gender Equality in the Workplace" project leader in charge of the roadmap
<b>38.</b> Creation of a specific section, in the social report, which showcases "Gender Equality in the Workplace" issues		End of 2019	DRH	Publication of the social report

## VI. Contractual researchers

Actions	Pps	Provisional timetable		Unit	Indicators
Improve the recruitment of contractual researchers					
39. Promotion of the fixed-term contracts (CDD) Charter for researchers with a fixed-term contract on rights and responsibilities	13		Mid-2020	DRH	Number of Charter presentation meetings held in the IRD regional delegation
	14				Number of online Charter consultations/downloads
	16				
40. Setting up a job interview for all researchers with a fixed-term contract conducted by at least two people	17		End of 2020	Regional delegation	Number of interviews conducted by at least two people
	18				
41. Promotion and development of the PhD contract	19		Mid-2020	Regional delegation	Number of PhD contacts signed
	21				
	26				
42. Optimisation of the status of PhD students funded by the 'Allocations de Recherche pour une Thèse au Sud' programme (ARTS).	25		End of 2020	DRH	Report
	36				Employability tracking, ARTS alumni network
Improve the supervision of PhD students and the support of contractual researchers					
43. Promotion of training for the supervision of PhD students	25	End of 2019		Regional delegation	Addition of the training sessions for PhD student supervisors to the IRD training plan
	28				Number of IRD staff trained
	30				
	38		End of 2020	MEPR	Creation of an interview form
39	Number of interviews conducted				

## 5. Annexes

### 5.1 List of abbreviations

<b>ARTS</b>	PhD fellowship programme for students from developing countries (Allocations de Recherche pour une Thèse au Sud)
<b>CA</b>	Governing Board (Conseil d'Administration)
<b>COMEX</b>	Executive Committee (Comité Exécutif)
<b>CR</b>	Research fellow (Chargé de recherche)
<b>CSS</b>	Scientific Commissions (Commissions scientifiques sectorielles)
<b>CTEP</b>	Public Establishment Technical Committee (Comité technique d'établissement public)
<b>DAJ</b>	Legal Department (Direction des affaires juridiques)
<b>DCPI</b>	Communication and Information Sharing Department (Direction de la Communication et du partage de l'information)
<b>DF</b>	Finance Department (Direction des Finances)
<b>DISCO</b>	Department of Internal and Surface Dynamics of Continents (Département Dynamiques Internes et de Surface des Continents)
<b>DMOB</b>	Department for the Mobilisation of Research and Innovation for Development (Département Mobilisation de la recherche et de l'innovation pour le développement)
<b>DR</b>	Research Director (Directeur de recherche)
<b>DRH</b>	Human Resources Department (Direction des ressources humaines)
<b>DRIE</b>	International and European Relations Department (Direction des Relations Internationales et Européennes)
<b>DS</b>	Scientific department (Département scientifique)
<b>DU</b>	Director of a joint research units (Directeur d'unité)
<b>DUER</b>	Single risk assessment document (Document unique d'évaluation des risques)
<b>ECOBIO</b>	Department of Ecology, Biodiversity and Continental Ecosystem Functioning (Département Ecologie, Biodiversité et Fonctionnement des Ecosystèmes Continentaux)
<b>GPEC</b>	Human Planning Resource (Gestion Prévisionnelle des Emplois et des Carrières)
<b>IST</b>	Scientific and Technical Information (l'information scientifique et technique)
<b>MCST</b>	Scientific and Technological Culture Mission (Mission Culture scientifique et technologique)
<b>MEPR</b>	Research Planning and Evaluation Mission (Mission évaluation et programmation de la recherche)
<b>MIDN</b>	Infrastructures and digital data mission (Mission Infrastructures et Données Numériques)
<b>OCEANS</b>	Department of Oceans, Climate and Resources (Département Océans, climat et ressources)
<b>QVT</b>	Quality of work at life (Qualité de Vie au Travail)
<b>SAE</b>	European affairs division (Service des affaires européennes)
<b>SAS</b>	Department of Health and Societies (Département Santé et sociétés)
<b>SOC</b>	Department of Societies and Globalisation (Département Sociétés et Mondialisation)
<b>UMR</b>	Joint research units (Unité mixte de recherche)
<b>VST</b>	Local groups for healthy workplaces (cellule Veille Santé Travail)