

**Important message to institutions:**

**Site Visits:** All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

## Implementation Phase Interim Assessment - EC Consensus Report

**Case number:** 2018FR342698

**Name Organisation under assessment:** French National Research Institute for Sustainable Development

**Submission date of the Interim Assessment Internal Review:** 08/02/2022

**Submission date:** 04/03/2022

## Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation. If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

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**YES / NO / PARTLY**

**Recommendations**

How do you know?

Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented?

Yes

Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers?

Yes

Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or modifications?

Yes

Is the implementation of the HR strategy and Action Plan sufficiently embedded within the organisation's management structure (e.g. steering committee, operational responsibilities) so as to guarantee a solid implementation?

Yes

Has the organisation developed an OTM-R policy?

Yes

## Strengths and weaknesses

On the basis of the information submitted and taking into account the organisation's national research context, how would you as an assessor judge the HR Strategy's **strengths and weaknesses?** (maximum 1000 words)

### **WEBSITE - Strengths and Weaknesses:**

All the HRS4R documentation (updated and in English) is in the website. However, it is not that easy to be found. The HRS4R logo doesn't appear on the Institution's home page.

### **ACTION PLAN - Strengths and Weaknesses:**

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The level of implementation of the Charter & Code at the Institute is really high. Some internal and external changes such as new chairperson on board, departure of the integrity specialist, changes in the research funding priorities, the pandemic and/or new laws in terms of civil service and research programming have not had a negative impact in the HRS4R implementation process. This shows that the approach to the policy is sound and well defined. At the same time, the way the Institution has improved in terms of HR thanks to the 2019-2020 Action Plan is rewarding.

The updated Action Plan for the 2022-2024 period is coherent and well aligned with the Institution's culture, mission and vision. It is ambitious and addresses those issues where room for improvement had been identified. The new Action Plan is very well detailed and comprises 51 actions which is a big number. However, actions are clear, direct, feasible, well defined, have been correctly assigned to different teams/units in charge and tracking will be easy because (overall) indicators are measurable and quantitative.

The Institution shows a firm commitment to improve researchers' quality of life in the workplace. Evidence on this are initiatives like the Plan for Improving Quality of Work Life (QWT) and the fact the Institution has performed a social audit.

#### **IMPLEMENTATION - Strengths and Weaknesses:**

The Institution is devoting HR and IT resources for the HRS4R implementation, coordination and communication. There is a monitoring committee, a steering committee and a Executive Committee (COMEX) which, in my opinion, guarantee that the Action Plan will be carried out and tracked with success.

#### **CONSULTATION - Strengths and Weaknesses:**

The Research community has been consulted in different ways so the gap analysis has been worked in a coordinated way and all the key actors and stakeholders have taken part in the process. In fact, consultation has happened in several ways: individual interviews, group workshops and survey.

#### **OTM-R - Strengths and Weaknesses:**

It is evident that the Institution has implemented the 2019-2020 Action Plan actions related to the implementation of the OTM-R process. However, the Recruitment Process section of the website misses some of the key elements of transparency as not all the information for applicants has been translated into French.

How do you know?

☐ An official EU website If relevant, please provide suggestions for modifications or revisions to the (updated) HR strategy: (maximum 2000 words) How do you know?

I would suggest to add the HRS4R logo in the Institution's home webpage (main page) and would make the HRS4R section much more visible and more easily reachable.

I think it would be reasonable to include an explicit reference to HRS4R and to the OTM-R policy and processes in the *Working Together/The Recruitment Process* sections of the Institution's website.

At the same time, it would be interesting to include a *Guide du Candidat* in an English version (I could only find it in French) so international applicants would have full access to this information. I believe that the *Guide du Candidat* should also refer to the OTM-R policy and processes in a more explicit way.

**During the transition period special conditions apply:**

Institutions having started the HRS4R implementation prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015) may not have prioritised actions implementing the OTM-R principles yet. In this case, they should not be penalised but strong recommendations should be made to address these principles appropriately.

**At this point of the INTERIM assessment, the institution does not jeopardise maintaining the HR award.**

Nevertheless, the institution is advised to take into account the comments and recommendations of the assessors to meet all assessment criteria at the next assessment (in 36 months).

## Recommendations

Which of the below situations describes the organisation's progress most accurately? Tick the right situation and add comments/general recommendations accordingly.



**Additional comments \***

The information provided for this assessment is complete, contains lots of details and evidence and shows good quality. The way the narrative has been worked shows that the HRS4R policy and process are relevant for the Institution and that they believe in its benefits and added value.

The Institution is making a great effort to create an attractive and stimulating environment for researchers. Some of the training actions, for example, the developing management skills module is an initiative that would be for sure interesting for researchers. It is also important to mention that there is a gender equality action plan in place and also a plan to recruit and retain people with disabilities.

Evidence shows that their level of ambition is high and the level of achievement of the former action plan is high as well.

Congratulations!! I hope you will continue to carry the HRS4R process to a higher level in your Institution.

**Explanation**

- **HRS4R embedded:** The organisation is progressing with appropriate and quality actions as described in its Action Plan. **There is evidence that the HRS4R is further embedded.**
- **HRS4R embedded, corrective actions needed:** The organisation is, for the most part, progressing with appropriate and quality actions as described in its Action Plan, but could benefit from alterations as advised through the Assessment process. **There is some evidence that the HRS4R is further embedded.**

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- **HRS4R embedded, strong corrective actions needed:** The organisation is not deemed to be implementing appropriate and quality actions and this raises some concern for the future efforts to implement actions closely aligned to the Charter and Code. **There is a lack of evidence that the HRS4R is further embedded.**

How do you know?