

## Action plan

**File number:** 2021FR597163

**Name of the organization under study:** INSA Strasbourg

**Contact details of the organization:** 24 boulevard de la Victoire, Strasbourg, Grand Est, 67000

**Submission date:** XX/XX/XXXX

### 1- Information on the organization:

*Please provide a limited number of key figures for your organization. Fields marked with an \* are mandatory.*

Staff and students Total	AND P
number of researchers = staff, fellows, full-time or part-time doctoral students participating in the research.	146 researchers
Of which international (i.e. of foreign nationality)	43
Of which funded from external sources (i.e. for which the organization is the host organization)	21
of which women	=3 (PU/R4) + 11 (MCF/R3) + 1 (R2) + 21 (doctoral students/R1) = 36 female researchers
Including stage R3 or R4 = researchers with a great deal of autonomy, generally having the status of principal researcher or professor.	13 PU 54 MCF
Whose stage R2 = in most organizations corresponding to the postdoctoral level	4
Whose stage R1 = in most organizations corresponding to the doctoral level	61 doctoral students supervised or co-supervised by an EC INSA 14 doctoral students supervised by an EC INSA
Total number of students (if applicable)	2018 students
Total number of employees (including management, administration, teaching and research staff)	251 employees without student contracts 261 employees with student contracts
Research Funding (Last Year Figures)	845 €409.06
Total annual organizational budget	€8,550,622.80
Direct annual organizational funding from government (for research)	€120,000.00
Annual competitive public funding (for research, obtained in competition with other organizations – including EU funding)	€725,409.06
Annual funding from private, non-governmental sources for research	€115,993.00
Organizational Profile (a very brief description of your organization, max 100 words)	<p>INSA Strasbourg is a Grande Ecole of engineers and architecture under the supervision of the MESRI, its missions are the initial training of engineers and architects, the continuing education of engineers, architects and executives, the preparation for others higher education degrees, basic and applied research.</p> <p>Three research units (AMUP, ICube and Institut Charles Sadron) host the research activities of INSA Strasbourg staff. The themes developed relate to architecture, innovative design, knowledge engineering, photogrammetry, materials and surface engineering, medical robotics, civil engineering, fluid mechanics, photonics.</p>

## 2. STRENGTHS AND WEAKNESSES OF CURRENT PRACTICE :

Please provide an overview of the organization in terms of current strengths and weaknesses of current practice under the four thematic headings of the Charter and Code in your organization.

Thematic title of the Charter and the Code	Strengths
Ethical and professional aspects	Regulations and mechanisms in place and effective Existing and operational decision-making structure Diligent budget control systems
Recruitment and selection	Strict compliance with recruitment rules Fair treatment of candidates Recognition of qualifications and experience for merit-based recruitment Using multiple sites to advertise job postings
Condition of work	Well-developed mentorship between permanent staff and contract staff (thesis director/doctoral student, internship director/trainee) Creation of a working group on sexist, sexual and homophobic violence. Equality in terms of remuneration between men and women on aspects subject to the establishment's decision Possibility of teleworking (limited to 1 day per week) Access to many staff resources
Training and Development	Well-developed training offer. Access to the training offer of the Alsatian site.

Thematic title of the Charter and the Code	Weaknesses
Ethical and professional aspects	<p>Lack of informal meetings around the Research within the institution</p> <p>Reciprocal ignorance of professions within INSA Strasbourg</p> <p>Imperfect synergy between initial training and research</p> <p>Little visible valuation of the scientific production of researchers</p>
Recruitment and selection	<p>Mentoring between permanent staff is underdeveloped.</p> <p>Need to formalize all recruitment juries</p> <p>Formalize the process of developing job descriptions for tenured teacher-researchers</p>
Condition of work	<p>Lack of communication on the work of representative bodies</p> <p>Lack of human resources to support the setting up research projects</p>
Training and Development	<p>Places in training are limited (on the entire Alsatian site and due to a lack of financial means)</p> <p>Lack of visibility of the training offer</p> <p>Need to increase the number of professional training courses.</p>

### 3. SHARES

The HRS4R action plan and strategy should be published in an easily accessible location on the organization's website.

Please provide the web link to the web page(s) dedicated to the organization's HR strategy: \_\_\_\_\_

URL:

Please complete a checklist of all individual actions to be taken in your organization's HRS4R to address the weaknesses or strengths identified in the gap analysis:

Proposed actions	EPS Principles)	Timetable (at least by quarter/semester the year)	Responsible Unit	Indicator(s)/Target(s)
AXIS 1				
COMMUNICATE to promote and inform the community (2022-2026)				
1.1 Introduce texts relating to the notion of freedom and ethical principles of researchers, in the internal and external pages of the institutional site, as well as during research days.	1. freedom of research	1st semester 2022	DR	Modify the internal and external pages of the institutional site by adding the texts in force and updating regularly if necessary Indicators: - publication date - - article references
1.1 Plan during the welcome day a moment on the "Code of conduct for the recruitment of researchers" and the "European Charter for researchers".	1. freedom of research	2nd semester 2022	SRH	Annual frequency Complete the welcome booklet Integrate the ethical approach into the course of the reception day Indicator: -researcher participation rate
1.3 Inform about the possible consequences and the stages of verification throughout the career of all researchers (R1 to R4) concerning the fight against plagiarism	3. professional responsibility	2nd semester 2023	DR	Define these elements in the tools and support methods for the fight against plagiarism (dedicated working group)  Indicator: - identification of tools against plagiarism, definition of their scope of action and provision to researchers;  - guide to good practices and feeding databases
1.3 Support and train on practices and codes related to scientific publication	3. professional responsibility	2 <sup>th</sup> semester 2022 then regularly	Documentation service	Train, raise awareness and support researchers on scientific publication: advice of writing, choice of the appropriate journal... Train, raise awareness and support researchers on open science practices within INSA: organization of events related to open science Open Access Week, organization of training on the use of HAL-type archiving platforms, ORCID.  Indicator: - number of training sessions and register of support provided per year  - number of actions in favor of open science per year - % researchers registered on ORCID and HAL

Proposed actions	EPS Principles)	Timetable (at least by quarter/ semester of the year)	Responsible unit	Indicator(s)/Target(s)
1.3 Develop training and support for INSA and SATT on the general principles of intellectual property	3. professional responsibility	2 <sup>th</sup> semester 2022 then continuously	DR INSA companies	<p>Organize meetings dedicated to intellectual property: at the start of the school year, on research day</p> <p>Organize training on intellectual property dedicated to researchers from R1 to R4: presentation of programs and systems dedicated to each category of researchers.</p> <p>A SATT Conectus service is planned every two weeks within INSA to raise awareness and provide information on the principles of intellectual property.</p> <p>Develop a legal study for the End of Studies Project (PFE) and the Technological Research Projects (PRT) concerning intellectual property applied during collaborations with companies.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- number of events organized and researchers made aware per year and per event</li> <li>- number of hotlines held and their attendance</li> <li>- % of INSA researchers and other staff trained in intellectual property</li> <li>- legal study on the intellectual property of PRTs and PFEs</li> </ul>
1.4 Conduct an establishment policy favorable to collective research actions (including publications) and regularly inform them of the rules to be observed in the conduct of their research and of the advantages this provides them.	4. Professional attitude	1st semester 2022	DR	<p>Define a research strategy and reflect on the actions of researchers in relation to their commitments and the dynamics of research (partnerships, etc.)</p> <p>Recruitment of a project manager for the promotion of open science and the support of researchers in the publications to be carried out within research</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- recruit a project manager with these missions</li> <li>- development of a research strategy within the institution</li> </ul>

Proposed actions	EPS Principles)	Timetable (at least by quarter/ semester of the year)	Responsible unit	Indicator(s)/Target(s)
1.4. Communicate on the various provisions of the charter and code of conduct for the recruitment of researchers as well as the French charter of ethics for research professions –	4. Professional attitude	1st semester 2022	DR	Inform the INSA research community of the adoption of these charters and code and make them available on the establishment's internal and external pages  Indicator: - information in the CRs of the Scientific advice, general information emails - uploading documents on internal and external pages
1.5 Communicate better on profit-sharing schemes via INSA's various external and internal channels	5. Contractual and legal obligations	1st semester 2024	DR	Develop a vademecum on the various systems Indicators: - updating the internal and external pages of the site with the information required - number of events and researchers made aware of profit-sharing
1.5 Inform and raise awareness in the research community of the various incentive schemes linked to an invention, the creation of software or valued work	5. Contractual and legal obligations	2nd semester 2023	DR	Develop a guide to the various profit-sharing schemes linked to an invention, the creation of software or work valued within INSA  Indicator: - reference guide on the aspects of valuation and incentive schemes
1.6 Support and inform all researchers in a more cross-functional way of the rules relating to the use of research credits at INSA Strasbourg, as well as the operating procedures	6. Accountability (financial return, financial audits / research / ethics / data transparency	1st semester 2022 then regularly	DR	Develop a guide to the terms of commitment and use of credits  Develop research-specific financial calendars: possibility of an intermediate RO dedicated to research  Dematerialize the financial annexes Indicators: -guide to using credits - formalization of budget management dialogues at the level of the amending budget and the initial budget - overhaul of standard documents for financial annexes
1.7 Communicate on existing secure publication devices (HAL, UNIVOAK, SCOPUS, etc.)	7. Good practices in the research sector (health and safety, data protection, etc.)	1st semester 2022 then regularly	DR	Develop procedures and a good practice guide to support researchers in their publications  Indicator: - good practice guide for referenced publications and journals

Proposed actions	EPS Principles)	Timetable (at least by quarter/ semester of the year)	Responsible unit	Indicator(s)/Target(s)
1.11 Raise awareness and support teacher-researchers to the career monitoring system and possible developments in their professional careers (grade, PEDR, etc.)	11. Rating systems	1st semester 2022	SRH	<p>Inform and support in the process of applying for merit-based grade advancements with the CNU and the establishment's restricted board of directors.</p> <p>Inform and support in the application process for the Doctoral Supervision Bonus and Research (PEDR)</p> <p>Modify the internal pages in order to present the ins and outs of the career monitoring system</p> <p>Indicator:  - % on the evolution of the number of grade advancements  - evolution curve on applications submitted and applications accepted over the last 5 years</p>
FORMALIZE to support and maintain the systems put in place (2022-2026)				
1.2 Formalize the appointment of a scientific integrity referent, an ethics committee and the development of an ethical code of conduct	2. Ethical principles	1st semester 2022	Direction of INSA DR	<p>Appoint the scientific integrity referent</p> <p>Integrate the ethics referent and the scientific integrity referent into the establishment's CS</p> <p>Develop an ethical code of conduct on scientific aspects</p> <p>Formalize an ethics committee and establish synergy between the ethics referent and the scientific and ethical integrity referent.</p> <p>Indicator:  - ethical code of conduct  - appointment of a scientific integrity referent  - creation and definition of the operating procedures of an ethics committee</p>
1.3 List the software deployed in the various INSA networks free of charge regarding the fight against plagiarism. Identify the type of support (anti-plagiarism tools) and the methods of making it available to researchers	3. professional responsibility	2nd semester 2023	DR	<p>Develop a list of existing software at the level of the INSA group and the Alsatian site</p> <p>Define the necessary support options .</p> <p>Indicators:  -identification of anti-plagiarism tools and their scope of action</p>

Proposed actions	EPS Principles)	Timetable (at least by quarter/ semester of the year)	Responsible unit	Indicator(s)/Target(s)
1.3 Make a benchmark concerning the practices of doctoral schools and the existing support tools, concerning scientific dissemination (eg: Regional Unit for Training in Scientific and Technical Information (URFIST)) in particular the support of the documentation service of INSA 1.5 Support the research community to promote research work, particularly for young researchers	3. professional liability	1st semester 2025	DR	Develop a list of scientific dissemination tools at the level of the INSA group and the Alsatian site Identify the tool selected by INSA Strasbourg Indicator: - setting up workshops for the use of URFIST - identification of a tool adapted to the needs of INSA
	5. Contractual and legal obligations	1st semester 2022 then regularly	DR	Strengthen and establish the development strategy, particularly for young researchers, to inform them and raise their awareness of this theme  Indicators: - research welcome note - good practice guide for the promotion of research products and results, presentation in particular of schemes relating to young researchers
1.8 Support researchers in the context of exchanges of scientific integrity and ethical principles on business-related issues	8. Dissemination and exploitation of results	2nd semester 2023	DR INSA Enterprises	Provide in the ethical code of conduct for issues related to scientific integrity and ethical principles in the context of relations with companies. These elements will be defined by the ethics committee and the scientific council of the establishment.  Indicator: - include in the ethical code of conduct the principles of integrity and ethics related to collaborations with companies
Proposed actions	EPS Principles)	Timetable (at least by quarter/ semester of the year)	Responsible unit	Indicator(s)/Target(s)
1.10 and 2.24 Information on the different principles of non-discrimination Appointment of the equality referent Creation of the disability master plan  Awareness campaigns (disability and professional equality)  Finalization of the VSSH device Organization of a monthly highlight dedicated to women researchers at INSA in order to encourage them to carry out more assertive actions towards research	10. No discrimination 24- Working conditions	2nd semester 2022	Direction of INSA SRH	Appointment of an equality referent within the establishment on the 1st quarter 2022  Report the professional gender equality plan in all job offers (in working conditions)  Finalize the various systems: - creation of the disability master plan  - the adoption of the system for combating gender-based violence,

<p>The professional equality plan between women and men provides for improvements concerning work-life balance.</p>				<p>sexual and homophobic by the authorities of the establishment</p> <p>Implementation of awareness _ training as part of the project to strengthen the fight against sexist and sexual violence at the Strasbourg site</p> <p>Launch of a new disability awareness campaign within the establishment and awareness of professional equality for all staff</p> <p>Organization of a monthly highlight dedicated to women researchers at INSA in order to encourage them to carry out more assertive actions towards research: carry out research projects, promote rz and better disseminate their products and research results , become mentor for female students who wish to go into research, to assert themselves more on scientific mentoring in establishments such as high schools or other.</p> <p>Inform INSA staff about these developments and modify internal pages</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- an equality referent within the establishment - number of job offers indicating the professional gender equality plan</li> <li>- development and dissemination of the disability master plan - adoption and implementation of the mechanism to combat sexist, sexual and homophobic violence - organization of an awareness campaign on disability - organization of an awareness campaign on professional equality for all staff - organization of a monthly highlight dedicated to INSA women researchers - Implementation of VSS training</li> </ul>
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Proposed actions	EPS Principles	Timetable (at least by quarter/semester of the year)	Responsible unit	Indicator(s)/Target(s)
DEVELOP new tools and practices for the community (2022-2026)				
mentoring (support in training materials)	3. professional responsibility	1st semester 2023	DR  Communication Department	<p>Develop tools that support 1.3 Develop mentors and mentees in research activities</p> <p>Inform and educate INSA students about research activities</p> <p>Present the opportunities to go towards research during the open days each year.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- provision of a useful support structure developed by a working group (concept maps for example)</li> <li>- awareness campaign for INSA students in 3rd and 4th year but also during open days</li> </ul> <p>Develop a barometer of open science within INSA Strasbourg</p>
1.7 Conduct a data management policy for the various research projects consistent with the national and European open science policy	7. Good practices in the research sector (health and safety, data protection, and etc.)	1st semester 2022	DR	<p>Develop science policy openness of the establishment in coherence with the policy of the site and the national policy</p> <p>Participate in joint support on the Alsatian site on the management of research data</p> <p>- recruit a person in charge of promoting open science and supporting researchers</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- development of an establishment strategy towards science opened</li> <li>- definition of one support strategy, resources and their development in line with the Alsatian site and national policy</li> <li>- an FTE dedicated to open science</li> </ul>

Proposed actions	EPS Principles)	Timetable (at least by quarter/semester the year)	Responsible Unit	Indicator(s)/Target(s)
1.7 Ensure the backup, storage and security of research data	7. Good practices in the research sector (health and safety, data and protection, etc.)	1st semester 2022	DSINs DR	<p>Define a secure space for storing and backing up research data</p> <p>Develop a guide for researchers on research data management: data management plans, data reuse, etc.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- creation of the secure storage space and definition of its perimeter</li> <li>- creation of the user guide (store, learn to organize and reuse)</li> </ul>
1.8 Draft an intellectual property charter and a guide to the possibilities of commercializing and transferring research technology	8. Dissemination and exploitation of results	1st semester 2023	DR INSA Enterprises	<p>Write the charter and the guide with the help of SATT Conectus</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- creation and distribution of the intellectual property charter and of a guide to the possibilities of valorization and transfer of research technology</li> </ul>
1.9 Make researchers aware of the need and interest in creating links between research themes (in their applied and fundamental aspects) and societal issues, as well as the means of achieving this	9. Commitment to society	1st semester 2022 then regularly	DR	<p>Identify research themes presenting possible links with societal issues</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- definition of INSA Strasbourg's research strategy focused on societal issues, backed by human and material resources</li> </ul>

Proposed actions	BPA Principle(s)	Timing (at least per quarter/semester/year)	Responsible unit	Indicator(s)/Target(s)
AXIS 2, 3 and 4				
COMMUNICATE to promote and inform the community (2022-2026)				
2.12, 2.16, 2.19, 2.20, 3.22 and 3.25 Inform about the different possibilities opened by the statutory decree on recruitment competitions for teacher-researchers for information.	12. recruitment 16- Judgment of the merit 19- Recognition of qualifications  20- Seniority 22- Recognition of the profession 25- Stability and continuity of employment	2nd semester 2022	SRH	Inform and educate all staff on the texts in force and updating them regularly if necessary  Indicator: - modification of internal pages related to this subject (statutory decree)
2.13 Inform the missions of the bodies in terms of defining recruitment profiles on the internal site and in the welcome booklet	13. Publication of positions	1st semester 2022	SRH	Modify the rules of procedure of the establishment  Inform the community about the missions of the bodies on the dedicated internal pages Indicators: - a new version of the rules of procedure which explains the missions of the bodies - modification of the internal pages by adding the missions of the bodies
2.13 and 2.14 Communicate career elements (available online on the internal site)	13. Publication of positions 14. Selection	1st semester 2022	SRH	Complete the welcome booklet and internal pages  Indicator: - date of completion of the HRS pages - date of update of the welcome booklet
4.36 Recall the elements relating to the doctoral charter and the missions of doctoral schools on the internal page for doctoral students, with an English version	36. Relations with thesis/ internship supervisors	1st semester 2022	DR	Fill in the internal pages of doctoral students Indicator: - date of completion of the pages of the DR
3.29 Communicate on the texts relating to various social benefits: "transferability" of achievements (CET, bonuses, allowances, social security) and the "portability" of rights linked to conditions of seniority in the internal pages by simplifying their understanding	29. promotion of mobility	2nd semester 2024	SRH	Populate internal pages Indicator: - completion of HRS pages

Proposed actions	EPS Principles)	Timetable (at least by quarter/semester of the year)	Responsible unit	Indicator(s)/Target(s)
FORMALIZE to support and maintain the systems put in place (2022-2026)				
<p>2.12, 2.16, 2.17, 2.18, 2.19, 2.20, 3.22 and 3.25 the recruitment charter in force at the start will formalize all these rules with a documentary production of the recruitment process</p> <p>Formalize the rules relating to non-holders in the OTM-R strategy</p> <p>Judgment of merit, taking into account the professional experience of and mobility experience:</p>	<p>12. recruitment</p> <p>16- Judgment of merit</p> <p>17- CV chronology variation</p> <p>18- Recognition of mobility experience</p> <p>19 Recognition of qualifications</p> <p>20- Seniority</p> <p>22- Recognition of the profession</p> <p>25- Stability and continuity of employment</p>	<p>2nd semester 2022</p>	<p>SRH</p>	<p>Finalization of the recruitment charter within the establishment.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- validation by INSA authorities Strasbourg of the recruitment charter</li> </ul>
<p>2.13 Publish job offers under EURAXESS</p>	<p>13. Publication of positions</p>	<p>1st semester 2022 SRH</p>		<p>Publication of positions</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- systematic publication of research jobs on Euraxess and in English from 2022</li> </ul>
<p>2.15 and 2.17 Systematically provide for each contractual research recruitment a composed of at least 3 people - as is already the case for the other juries -</p> <p>including SRH and DR, as well as a balance between sexes</p>	<p>15. Transparency</p> <p>27- Gender balance</p>	<p>1st semester 2022 then continuously</p>	<p>SRH</p>	<p>Formalize the rules for setting up juries for all recruitments in accordance with the principles of the recruitment charter.</p> <p>Communicate this information during one of the establishment's management information meetings and whenever necessary for reminders.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- finalization of the strategy and putting it online on the institution's website - promotion aimed at all researchers in the institution's journal</li> <li>- number of communications on the OTM-R strategy in the various meetings.</li> </ul>
<p>2.21 Prepare a note on the procedures for recruiting holders of a doctorate and their appointment, to be distributed on the internal pages of the DR</p>	<p>21. Post-doctoral appointment</p>	<p>1st semester 2023</p>	<p>DR</p>	<p>Constitute and communicate the note in the internal pages</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- distribution of the note and presentation at an information meeting of the research community</li> </ul>
<p>3.26 Examine the possibility of variability of remuneration of doctoral students and post-doctoral students in coherent with the funding of projects</p>	<p>26. Funding and salaries</p>	<p>1st semester 2023</p>	<p>SRH</p>	<p>Create a dedicated working group</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- creation of the working group (sign-off sheet)</li> <li>- development and implementation of the protocol</li> </ul>

Proposed actions	EPS Principles)	Timetable (at least by quarter/ semester of the year)	Responsible unit	Indicator(s)/Target(s)
3.28 and 4.36 All agents contractual agents (including researchers) are concerned by professional interviews.  Specify the expectations concerning researchers	28. career development  36. Relations with thesis/ internship supervisors	1st semester 2023	SRH	Create a working group responsible for developing the expected  Add dedicated elements in the annual note  Indicator: - update of the existing note, date of update
3.30 strengthen the consulting activity of the SRH and the research department, more specifically for researchers.	30- Career Advice	2nd semester 2023	SRH DR	Create career mobility support within the SRH for all staff at any time in their career, tenured or non-tenured  Set up support for the mobility of researchers within the DR  Indicator: Creation of the two activities
3.34 Formalize the referral procedure to the NE and ESR mediator	34. Complaints and appeal	1st semester 2023	SRH SAGJ	Write the procedure, which specifies the preliminary referrals internally, and put it online  Indicator: - uploading the procedure
3.34 Provision of staff with tools and means of complaint with an explanation of the related procedures and published on the school's website.  A system of improvement proposals will also be developed	34. Complaints and appeal	2nd semester 2024	SRH SAGJ	Inform staff of procedures regarding complaints and suggestions  Develop a mechanism to contact the establishment on proposals continuous improvement Indicator: - creation of a dedicated page on the establishment's website
4.37 Take action to inform the community of its rights and duties in terms of supervision and co-supervision of theses.	37- Supervision and management tasks	1st semester 2023	DR	Define the notion of co-supervision of thesis in coherence with the doctoral schools concerned.  Indicator: Note to the community
4.38 and 4.39 Improve management of the staff training plan and communication on continuing education	38. Development of continuing professional  39. Access to research training and continuous development	continuously and from the 1st half of 2022	SRH	Improve the creation and dissemination of training offers by targeting the audiences concerned. Indicators: - development and adoption of the continuing training guide for staff and setting up of the personal training account at INSA Strasbourg:  online on external pages - posting on external pages of the training offer, in particular on the themes of intellectual property management, open science; management of research data, use of credits, etc.  -improvement of the internal pages of the SRH on this subject

Proposed actions	EPS Principles)	Timetable (at least by quarter/semester of the year)	Responsible unit	Indicator(s)/Target(s)
DEVELOP new tools and practices for the community (2022-2026)				
2.13 Provide a document relating to the careers of teacher-researchers attached to the job offer on the site	13. Publication of positions	1st semester 20232—	SRH	Create the document relating to the careers of teacher-researchers Indicator: - include these elements in the booklet reception of the establishment
2.16, 2.17 and 2.18, 2.19, 2.20, 3.22 and 3.26 Set up a change in the remuneration of non-permanent teacher-researchers (inspired by that carried out for BIATSS contract workers): creation of the management protocol for non-permanent teachers and researchers.	16- Judgment of merit 17- Chronological variation of CV  18- Recognition of mobility experience  19- Recognition of qualifications  20- Seniority 22- Acknowledgement of the profession 26. Funding and salaries	2 <sup>th</sup> semester 2022	SRH	Create the working group dedicated to the development of the protocol Indicators: - creation of the working group (sign-off sheet)  - development and implementation of the protocol
3.28 and 4.36 Examine the possibility of includingcontractual doctoral students in the professional interviews	28. career development  36. Relations with thesis/ internship supervisors	1st semester 2024	SRH	Work of a dedicated working group  Indicator: - conclusions/report of the working group
3.31 The possibility of extending profit-sharing to all INSA staff is currently being studied.  The support actions for researchers will be enriched over the years, to best meet the changing needs of researchers.	31- Intellectual property rights	2nd semester 2022	SRH SAGJ DR	Define the roles of the establishment and of the various personnel, whose community is researching, on this issue, then the methods of implementation.  Indicators: - Sign-off working group)  - Implementation of proposals
3.32 A reminder of good practices for co-authors, with the definition of each person's role, will be made available to the entire research community.  The Research Department will make researchers aware of specific issues by providing first-level advice on writing practices, publishing choices (etc.)	32th . Co-authors 2	2nd semester 2022	DR	The open science promotion officer (recruited in early 2022) will train on this issue and provide training on the issue of co-authors and other specificities of open science.  Indicators: - Organization of training (sign-off sheets)  - Guide to good practices

Proposed actions	EPS Principles)	Timetable (at least by quarter/semester of the year)	Responsible unit	Indicator(s)/Target(s)
3.33 Assess requests for the accumulation of external activities with regard to research activities at INSA Strasbourg and their mutual enrichment and make decree no. 2017-105 of 27 January 2017 on the accumulation of activities more accessible	33. Teaching regularly		SRH	Report the declarations to the Director of Research as well as to the Department Directors, who can usefully clarify a possible unfavorable opinion from the Director Indicators: - Number of applications assessed  - Activity reports of interested parties.
3.33 Evaluate the quantitative impact of complementary activities compared to research activities at INSA Strasbourg as well as their balances and interactions	33. Education	1st half of 2024 then continuously	SRH DR DF	Improve the overtime monitoring tool in order to streamline additional hours between teacher-researchers  Use the school's R&D platforms for training and research.  Indicators: - Overtime tracking tool  - Development of a charter for the use of the platforms
4.40 Consider an interview method for teacher-researchers within the research department	40. Accompaniment ent	2nd semester 2024	SRH DR	Create a time for annual discussion between each research team and the research department in order to present the highlights/significant moments of the year both in terms of activities and difficulties encountered in carrying out their research actions.  Indicator: - formalize an exchange time with each research team annually

The implementation of an open recruitment policy is a key element of the HRS4R strategy. Please also indicate how your organization will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement the Open, Transparent and Merit-Based Recruitment Principles. Although there may be some overlap with a series of measures listed above, please provide a brief comment demonstrating this implementation. If so, please link the OTM-R checklist to the overall action plan.

INSA Strasbourg is a public teaching and research institution and as such complies with the various existing regulations in terms of recruitment. In order to improve its recruitment strategy, INSA has adopted Human Resources Management Guidelines for tenured staff in terms of mobility (2020) and promotions (2021). It also has a management protocol for BIATSS non-permanent staff which formalizes the rules applicable to these agents.

The quality of the recruitment of researchers, teachers and teacher-researchers is fundamental to guaranteeing excellence and the future of INSA, both in training and in research. The quality of the recruitment of other personnel contributing to these missions is of equal importance, because their action gives them the tools to achieve their objectives.

As part of the HRS4R strategy, INSA Strasbourg is strengthening its open, transparent and merit-based recruitment policy, by generalizing and strengthening the existing rules for all recruitments, and in particular research recruitments, by generalizing the formalization of the rules for the composition of juries and by formalizing their appointments, by supporting equality between women and men, by supporting the mobility and recognition of researchers. In addition, INSA will formalize a certain number of actions which will define support for candidates before and after joining INSA Strasbourg.

Indeed, if recruitment directly concerns the departments or services concerned, it is part of the institution's human resources strategy, which guarantees its quality. The human resources department coordinates all recruitments by proposing a framework that promotes openness, transparency, collegiality and non-discrimination in the selection process.

It has already been noted, looking back over the recruitments of recent years, that INSA does not practice any favoritism of internal candidates to the detriment of external candidates, as evidenced in particular by the results of the HRS4R survey and the recruitments tenured teacher-researchers for the past 5 years (12 recruitments including 8 external, with no initial link with the school).

For years, INSA has been using various sites to advertise its job offers (Pôle emploi, Association pour l'emploi des cadres, Place de l'emploi public, etc.) and will ensure that this practice is reinforced by systematizing the Publication of research positions on the Euraxess site, particularly in English, which will improve the visibility of its recruitments on a European and international scale.

INSA has for years been using a set of rules intended to guarantee equal treatment of candidates, without these being completely formalized and applied to all recruitments, particularly those in research. INSA will therefore adopt a general recruitment document at the beginning of 2022, which takes into account certain particularities but which applies to all recruitments for the school.

This recruitment charter (submitted to the authorities in the first half of 2022) describes the principles of open, transparent and merit-based recruitment. It naturally falls within compliance with the regulatory frameworks specific to each body and applies to the recruitment of all personnel without distinction of status or type of contract.

INSA Strasbourg promotes diversity, equality and inclusion within its community. No discrimination based on sex, age, ethnic, national or social origin, skin color, religion or belief, sexual orientation, non-native command of French, disability, political opinion, the social or economic situation must not affect the recruitment of a candidate. Particular attention must also be paid to equal treatment between women and men at the time of recruitment and at the subsequent stages of the career, without prevailing over the criteria of quality and competence, in order to aim for a representative balance between the sexes.

To do this, a document to raise awareness of cognitive selection biases will be offered to stakeholders in the recruitment process.

Consequently, this open and transparent recruitment policy is part of an overall human resources management policy which will see the implementation of a certain number of mechanisms aimed at guaranteeing fairness in the management of personnel. The professional gender equality plan, whose actions are planned over 3 years, and the system to fight against psychosocial risks have already been launched, while the system to fight against sexist behavior is being put in place. (almost finalized) and the disability master plan.

In addition, INSA will also adopt a management protocol for teachers, teacher-researchers and non-tenured teachers, in addition from that already existing for the BIATSS, in order to formalize all the rules applicable to these non-permanent agents, guaranteeing fair treatment for all the personnel concerned at all stages of their professional careers.

The establishment intends to carry out an assessment of the action plan 24 months after obtaining the label as well as to carry out a survey on the application of the principles of the Charter and the Code. This survey will allow an analysis, axis by axis, to retrace the progress made since obtaining the label. A global approach entitled "open, transparent and merit-based HR strategy" will be deployed at the level of the establishment for the attention of the research community. In addition, the COPIL HRS4R will coordinate the self-assessment by determining a monitoring schedule as well as the procedures for implementing the report (consultation of the research community, validation of the indicators as well as the intermediate report). The working groups will draw up this analysis and will define the assessment and update of the action plan. The researchers are stakeholders in the COPIL and the working groups, through their representatives (from R1 to R4).

Thus, from the development of the target indicators of the action plan, during the preparation of the initial phase, the working groups have developed a number of milestones to measure the actual implementation of the plan. They therefore determined the coordinator and the contributors of each achievement, with a provisional date and an actual start and end date, with an assessment of the indicators achieved and not achieved, as well as the percentage of success of the action. The follow-up will be carried out by consulting the research community and by analyzing the results, which will contribute to the interim report.

The HRS4R strategy, in particular the elements of the intermediate assessment and progress monitoring, will be integrated into the file which will be submitted to the High Council for the Evaluation of Research and Higher Education (HCERES), an independent administrative authority responsible for evaluating the establishment.

If your organization already has a recruitment strategy that implements the principles of open, transparent and merit-based recruitment, please indicate the web link where this strategy can be found on your organization's website.

organization:

The recruitment strategy is being developed and will be posted on the site as soon as it is finalized.

#### 4. IMPLEMENTATION

General overview of the planned implementation process:

In order to guarantee the implementation of the process, the bodies designated for the preparation of the initial phase of obtaining the HRS4R label will be maintained throughout the HRS4R process. As a reminder, these instances are:

- the steering committee, in charge of monitoring the implementation
- the two working groups, in charge of analyzing the consultation and updating the action plan
- the labeling coordinator accompanied by the HRS4R team in charge of leading the bodies HRS4R communication for the research community

From the initial phase, INSA Strasbourg implemented a self-assessment strategy, in order to meet short and medium-term results: - milestones to measure the achievement of each indicator

- development of actions over a period of 2 years in order to allow an effective self-assessment at the end of 24 months after obtaining the label
- organization of the action plan around three objectives, in order to allow a solid and lasting commitment and support from the establishment from the initial phase:
  - COMMUNICATE to promote and inform the community
  - FORMALIZE to support and maintain the systems put in place
  - DEVELOP new tools and practices for the community
- update of the analysis of the strengths and weaknesses of the establishment after 24 months to measure the progress made

This approach is part of a process of continuous improvement and the quality approach of INSA Strasbourg.

A system of suggestions for improvement will be put in place as soon as the label is obtained, in order to involve the entire community in the implementation of the action plan, beyond the bodies in which it is already a stakeholder.

The scientific community will therefore be consulted and will constantly participate in achieving this improvement.

The HRS4R process is an integral part of the research strategy and overall of the institution's strategy.

Be sure to also cover all aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist How will	Detailed and duly justified description The
the implementation committee or steering group regularly monitor progress?	steering committee is the body that monitors the implementation of the action plan. Any drift or change to the plan will be adopted after validation by the steering committee.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The research community will be continuously involved in the implementation of the process because at each action the HRS4R context will be recalled and the contribution of researchers will be valued for continuous improvement. This contribution will be translated in the form of surveys, interviews, testimonies as well as by maintaining the HRS4R working groups.

How do you align organizational policies with HRS4R? Ensure that HRS4R is recognized in the organisation's research strategy, as an overall HR policy.	Since the setting up, the commitment and all the elements that have contributed to the preparation of the initial phase of INSA Strasbourg's candidacy, the bodies such as the Scientific Council, the Technical Committee and the Board of Directors have been consulted and validated the HRS4R commitment within INSA Strasbourg.
How will you ensure that the proposed actions will be implemented?	As part of the proposed action plan, the services and departments involved in the implementation of each action will carry out a follow-up which will then be presented on a regular basis to the HRS4R Steering Committee. For certain actions, working groups will be formed to achieve the objectives and actions undertaken.
How will you track progress (timeline)? A GANTT diagram	of the action plan was produced during its development. This calendar allows the follow-up and management of the proposed actions. A two-year interim review will be carried out to measure progress and update the action plan.
How will you measure progress (indicators) for the next review?	Progress will be measured according to the success criteria set up for the evaluation of the process internally: SMART indicators, action leaders, a comparison between the analysis of gaps in the initial phase and the implementation of the process. Monitoring milestones have already been set by the working groups during the development of the plan, in order to measure the achievement of the indicators.

Additional remarks/comments on the proposed implementation process:

The reflections for the HRS4R labeling process are already bearing fruit, from the preparation phase of the HRS4R file: the working groups, the departments involved as well as the community integrate the HRS4R process. The strategy of the action plan with a double temporal dimension - the definition of objectives over 5 years and actions over 2 years - will allow INSA Strasbourg to carry out coherent and optimized actions over time for the benefit of the research community. the establishment.