Action plan HRS4R – L'Institut Agro

March 18, 2024

Proposed ACTIONS	*GAP Principle(s)*	*Timing (at least by year's quarter/semester)*	*Responsible Unit*	*Indicator(s)/Target(s)*
A - *Integrity, Ethics: Improve awareness and communication about integrity and ethics via the various channels available (dematerialised or not).*				
Action 1: Offer tools (e.g.: quizzes: evaluate knowledge on the subject, then encourage reflection and provide training	2, 3, 9	1st semester 2022 (see Gantt diagram created to facilitate planning in attached or 'extra' documents)	Professor Yannick Outreman (Integrity Officer) + contacts for the teaching departments and research units	Three different tools: - First, evaluating knowledge on both subjects (Scientific integrity and Ethics in science) via a web quiz - Second, providing general conferences on integrity and ethics. - Third, providing institutional training on integrity and ethics. 1 conference per year and 1 training/year about 50 participants in a course
Action 2: Coordinate ethical and integrity training throughout the institute for both staff and students.	2, 3, 9 39	2nd semester 2023	Professor Yannick Outreman (Integrity Officer) HR department	Number of courses offered/1 course for staff per year; 1 course for undergraduate students per year, 1 course for masters students per year, 1 course for PhD students per year, Number of course participants/about 100 participants for staff per year; about 150 participants for 1 course for undergraduate students in a year, about 100 participants for 1 course for masters students per year, about 50 participants for 1 course for PhD students per year, Satisfaction questionnaire; expression of needs/a simple questionnaire (3 questions) for each participant + about 2/3 of participants who are satisfied
B – *Integrity, Ethics: Strengthen prevention and checks for misconduct regarding ethics and scientific integrity*				
Action 3: Publish the code of ethics signed by the institute and reiterate the names and duties of the integrity and ethics officers	2, 3, 9, 34	2nd semester 2024	Professor Yannick Outreman (Integrity Officer) + contact for the teaching departments and research units	Number of documents viewed online/100 views for the first two months Number of emails and frequency/One mail for each semester (reiterate names and duties of officers) Monitoring/feedback and shared experience: consultation with teams/one consultation per year about integrity and ethics

Action		Timeline	Responsible	Indicator
Action 4: Establish and publish procedures for complaints about misconduct regarding ethics and integrity.	2, 3, 9 34	1st semester 2023	Professor Yannick Outreman (Integrity Officer)	Implementation of the appeal procedure for breach of ethics, integrity, and deontology/publication of procedures on intranet site.
C - _Data Management: Ensure reliable use and management of research data_				
Action 5: Train and raise awareness amongst researchers about open science and publication using open access (open archives, copyright, article processing charges)	3, 8, 9 31	1st semester 2022	Central documentation service and contacts in the teaching departments and research units	Open access publication rate (gold/green)/40% at the end of 2022; 50% at the end of 2023; Rate of academic staff with HAL profile/50% of the rate at the end of 2022; 75 % at the end of 2023; number of academic staff with training to submit on HAL/50% of the rate at the end of 2022; 75% at the end of 2023
Action 6: Communication actions about data protection and the role of the data protection officer	3, 5, 7 31, 32	2nd semester 2023	Central documentation service	Number of actions for the organisation of awareness-raising-training about data management (legal, Fair, etc.)/one action or training for a year
D - _Recruitment: Assist with creating OTM-R recruitment procedures_				
Action 7: Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process including posting vacancies (with a standard job description in English and French), candidate selection for all types of positions, etc. This guideline will clearly detail the recruitment procedures respecting the transparency, the openness, and the merit of the applicants (how recruitment must be announced in the scientific community and towards targeted people; which criterion is considered in the selection process	10 12 to 21 2 (OTMR)	1st semester 2023	HR department	Implementation of the recruitment guide for research professionals/publication of the guide at the end of the 1st semester 2023 Disseminate and publish the OTMR guide in French and English: number of views of the document online/100 per month in the 6 months following its publication
Action 8: Provide training to support people in a recruiter position (jury members and teachers – researchers) on the different recruitment phases and the OTM-R procedure	5 (OTMR)	1er semester 2023	HR department	Percentage of staff trained out of total staff in charge of recruitment/100% of managers trained Number of training sessions for future recruiters organised (1 session for a year); % of recruiters trained/total recruiters by category/50% of recruiters in 2022; 75% in 2023
Action 9: Implement a targeted communication strategy for underrepresented groups	8 (OTMR)	2nd semester 2023	HR department Communication direction	Increase in the number of candidates from underrepresented groups/reach or maintain the objectives required by French law in terms of recruitment of disabled people (5%) regardless of their status. Make the document available on the intranet – number of views Follow-up of candidates from underrepresented groups (staff

				with a disability)/80% of candidates followed.
Action 10: Offer supervisor training in partnership with joint research units and PhD programmes	10, 12 to 21, 27, 38	2nd semester 2022	HR department

Research department | Number of supervisor training sessions organised (1 session for a year) |
E – _Recruitment: Develop international recruitment_				
Action 11: Develop use of EURAXESS for posting vacancies.	10 13 21	1st semester 2022 (dès l'ouverture d'un concours)	HR and international relations departments	% of EURAXESS published vacancies/total (by job category)/100% of positions that are to be filled using the researching lecturer selective exam and 50% of postdoctoral positions means of 50% in 2022 (for all job categories) and 100% for postdoctoral status; means of 80% in 2023 (for all job categories); Increase the proportion of foreign candidates in competitive exams/Increase by 5% over 2 years
Action 12: Develop the use of English in HR documents	10 13, 15	1st semester 2025	HR and international relations departments	Publish the recruitment guide and job descriptions for researching lecturers and postdoctoral students in English
Action 13: Provide English courses for recruiters and teams	10 38	1st semester 2023	HR and international relations departments	Implement an annual training session in English for recruiters
Action 14: Improve integration conditions and access to information for newcomers (courses in English/French, administrative procedures, onboarding process)	10 22, 23	1st semester 2025	HR and international relations departments	Number of courses in French as a foreign language/1 course at the end of 2022 and 1 course at the end of 2023

Number of researchers hosted (including postdocs) who have undergone "FLE" (French as a Foreign Language) training/75% by the end of 2023.

Recognition for newcomer integration system (There is an 'International Mobility Centre' [CMI] in Rennes. A specific procedure is needed for Angers) |
F – _Training – working conditions: Improve career guidance for all staff including academic staff_				
Action 15: Consider setting up a career review meeting for academic staff and young doctors based on feedback about practical experience in other institutions (frequency and details to be discussed).	22, 28	2nd semester 2024	HR department Research department Education and school life department Senior management	Number of think tanks meeting organised/at least 1 meeting for a semester; develop a guide for career reviews (adapted for young doctors)/redaction of the plan at the end of 2023.
G – _Training – working conditions: Improve access to continuing scientific/technical training for researchers (in partnership with INRAE in joint research units)_				
Action 16: Expand the training offer and encourage and optimise processing requests for training in annual appraisals (except for academic staff: R3, R4) or after exchange with research unit directors for academic staff.	22,28	1st semester 2024	HR department Departments and units	Annual growth rate of the number of researchers that receive training (10% per year) For support staff: monitoring how many training courses are requested (immediate adaptation to the role compared to the number of courses on offer
H – _HR management: Create a mentor programme for the institution_				
Action 17: Propose mentoring for newly recruited academic staff (R3) by an experienced or senior academic staff	23 40	2nd semester 2025	Senior management HR department Education and school life department	Implement the mentoring system and procedure of mentoring

member (R4).				Organise an integration day/participation of 75% of newly recruited academic staff, 100% of Units have at least one mentor
Action 18: Reduce hours of teaching services for all newly recruited academic staff (R3)	33	1st semester 2025	Senior management Education and school life department	Establish a system for department memos/introduce a 30% reduction in teaching hours for newly recruited academic staff (first year)
Action 19: Formalise and apply guidance for the supervision of PhD students with the goal of obtaining accreditation to direct research.	21, 22, 23 36, 37	2nd semester 2025	HR department Research department	% of academic staff who have received assistance able to apply for accreditation to supervise research ('HDR' in French) (after 5 years of recruitment for lecturers, R3)/50% in 2023.
I - _Working conditions_: _Convey a clear and global vision of the institution and department/unit strategy_				
Action 20: Organise regular meetings for the institution, departments, and units to communicate about strategic direction and ongoing projects.	4, 11, 36, 37, 40, 35	1st semester 2022	Senior management	Number of meetings organised (general meetings, strategy information meetings)/2 meetings for a year Number of reports of meetings organised/1 report after each meeting Number of participants in each meeting/about 100 participants Number of participants in strategic working groups/about 50 participants
Action 21: Reflect about communication channels and ways to optimise information sharing	x	2nd semester 2022 1st semester 2024	Senior management Communication direction	Number of reports of meetings organised/1 report after each meeting Number of participants in each meeting/about 100 participants