

GAP ANALYSIS – L’Institut Agro – AGROCAMPUS OUEST



European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: Gap analysis overview			
Status: to what extent does this organisation meet the following principles?	Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	In case of --, -/+, or +/-, please indicate the current “gap” between the principle and current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives undertaken and/or suggestions for improvement:
Ethical and Professional aspects			
1. Research freedom	+ / +	The main regulations applicable to civil servants and more specifically to academic staff (decree No. 92-171 dated 21 February 1992) feature special provisions for academic staff in public higher education institutions under the ministry responsible for agriculture. They guarantee independence and freedom of expression when exercising teaching functions and research activities. These regulations are reiterated in the field to ensure full awareness among staff. When recruited, academic staff are assigned to an academic department and research unit.	Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process : posting vacancies (including a standard job description in English and French), candidate selection for all types of positions, etc. Propose conferences/seminars or MOOCs on the subject in the integration process.
2. Ethical principles	+ / -	The main regulations applicable to public servants and more specifically to academic staff in the field of research ethics are defined in national public service regulations and the education code. These regulations are reiterated in the field to ensure full awareness among staff. In May 2020, the institution signed the French charter for research professions but does not have an ethics committee. The institution is aware of the lack of information on the bioethics law that concerns certain laboratories practising biological manipulation (genetically modified organisms) and of the need for better understanding in the community of these laws.	See action 1 Propose tools (e.g.: quiz) to evaluate knowledge on the subject, then encourage reflection and provide training Coordinate institution-wide training in ethics and integrity for both staff and students Provide academic staff with access to training on scientific integrity and research ethics provided by regional PhD centres Provide information about the Université de Lyon MOOC about research ethics as widely as possible Refer to the ethics officer

3. Professional responsibility	+/-	<p>The institution ensures the appropriate legal environment for research, particularly for research contracts, copyright and intellectual property rights. The ethics officer is the contact person for these issues. They report to senior management.</p> <p>The intellectual property code is a fundamental reference.</p> <p>For several years, the institution has delegated the issue of intellectual property to the Technology Transfer Accelerator Offices: SATT Ouest Valorisation. The head of research is the intermediary between SATT Ouest Valorisation and academic staff.</p> <p>In some research units, INRAE Transfert is the guarantor of intellectual property issues for certain research work conducted by academic staff.</p>	<p>See actions 6 and 8</p> <p>Implement various actions for communication about data protection and the role of the data protection officer</p> <p>Refer to the European Union Intellectual Property Office where online courses are offered: https://euipo.europa.eu/ohimportal/en https://euipo.europa.eu/ohimportal/en/learning</p>
4. Professional attitude	+/+	<p>The institution scientific committee applies the scientific policy and makes decisions about academic staff projects: PhDs, postdoctoral, requests for delegation. These decisions are forwarded to project managers.</p> <p>The research department informs academic staff about potential funding sources for their projects: institution, local, regional, national and European funding.</p> <p>Research projects in calls for projects are tracked throughout their application by the research department. Academic staff members are party to project funding contracts and their content: duration, timetable, expectations, etc. They must make progress reports to their funding bodies before instalments are paid.</p> <p>The international relations department offers assistance for European and international project proposals. Professors can also use local European project platforms such as 2PE in Brittany and CAP Europe in Pays de la Loire.</p>	<p>See action 19</p> <p>Organise regular meetings for the institution, departments and units to communicate about strategic direction and ongoing projects, such as the possibility of setting up an internal ethics committee at Agrocampus Ouest.</p>
5. Contractual and legal obligations	+/+	<p>Agrocampus Ouest ensures the legal environment for research, in particular for research contracts, copyright and intellectual property rights.</p> <p>The institution legal officer, with the finance department, ensures that these clauses are legally binding.</p>	

		The contract with SATT Ouest Valorisation for institution research units and INRAE Transfert for joint research units also provides regulatory assistance.	
6. Accountability	+/+	<p>All funding, whether public or private, is managed in a sound and efficient manner by Agrocampus Ouest. Financial aspects are approved by the board and communicated transparently on the intranet. Accounting procedures are provided and explained to academic staff and other relevant staff.</p> <p>As part of the budget procedure for research units, an operation number is assigned to each research contract. Authorised expenditure and investments mainly concern running the project and staff costs. They are managed as provided for in the research contract or the multiple year investment plan. They are supervised and annually reviewed by the finance department in budget interviews with research unit directors, managers and the research department. To optimise tracking of financial data, the contracts service provides managers with a weekly extract of their budget.</p> <p>A research contract portal exists. A database of all training and research projects is managed by the finance department.</p> <p>A standard address has been set up for all members in cross-disciplinary departments to support academic staff in their preparation of calls for projects.</p>	
7. Good research practices	+/+	<p>A new data protection and privacy officer (CIL) was appointed for Agrocampus Ouest in September 2017. In accordance with European data protection regulations, in May 2018, they became the data protection officer (DPD). They are responsible for maintaining, updating and improving data processing for the institution. They also provide management with advice to ensure compliance with the General Data Protection Regulation and the Data Protection and Privacy law. They have authority to review the IT (Information Technology) charter (use of internet services).</p>	<p>See action 3</p> <p>Publish the code of ethics signed by the institution and reiterate the names and duties of the integrity and ethics officers: Propose an information session about data protection delivered by the ethics officer in the units or for a wider population.</p> <p>Improve communication about the annual review of the General Data Protection Regulation (GDPR) and actions by internal bodies such as the occupational</p>

		<p>The data protection officer can also be consulted for expertise by research projects, in connection with INRAE, regarding data protection and intellectual property.</p> <p>Confidentiality of data used for a thesis is guaranteed by a charter, signed by the PhD student, and stipulated in the PhD contract clause.</p> <p>In April 2019, a scientific integrity officer was appointed by the institution head and declared to the French office of scientific integrity (OFIS). The scientific integrity officer is involved in issues regarding integrity, ethics and deontology. They inform, advise and raise awareness about these topics in the scientific community which is often not fully aware. They act as mediator in the event of scientific misconduct. They assist the institution head as guarantor of scientific integrity and represent them nationally at the OFIS.</p> <p>The institution also implements support and prevention mechanisms to anticipate risks and ensure the safety of all personnel and academic staff. A health, safety and environment unit carries out these tasks and formalises them in a single document. Via INRAE, prevention assistants are assigned to the Angers campus where they assist newcomers and update accreditations. A safety booklet is published and annual checks of the working environment are conducted by the occupational health and safety committee. Two doctors responsible for prevention on the Angers and Rennes sites also support all the teams to assess individual health risks in the work environment. Exposure risk sheets are established for laboratory personnel and annual follow-up is provided for staff at risk.</p>	<p>health and safety committee and doctors for prevention.</p> <p>Propose tools (e.g.: quiz) to evaluate knowledge on the subject, then encourage reflection and provide training: Inform academic staff about the Université de Bordeaux MOOC on scientific integrity</p> <p>Distribute the European code of conduct for best research practices (10 pages) and make it available to newcomers.</p>
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<p>8. Dissemination, exploitation of results</p>	<p>+/-</p>	<p>Research is generally based on three strongly interdependent elements: research, training and innovation. Results being harnessed depends on several actors.</p> <p>At Agrocampus Ouest, the scientific communication unit assists academic staff with communication about their scientific activities as part of the INRAE/Agrocampus Ouest partnership. Results are communicated in a variety of ways including digital thesis submission, specialised journals, conferences and seminars.</p> <p>Academic staff also receive support via MOOCs and Open Science. Academic staff with low publication rates can receive assistance to publish more frequently, such as assistance with English.</p> <p>Assistance is also offered to students. Harnessing results is organised by a project officer who assists and encourages students with entrepreneurship. This initiative develops partnerships and promotes scientific and technical skills and knowledge to the business world. Close links between research and entrepreneurship are also encouraged with theses under industrial training research agreements (CIFRE), PhDs hosted and financed by businesses, business laboratory visits, transformation of laboratory innovations into marketable products (Agrocampus Ouest/INRAE and SATT Ouest partnership), and improvement of processes with competitiveness clusters.</p> <p>This approach of reciprocal exchange and added value between all participants in the research sector requires nurturing long-term relationships.</p>	<p>See action 2</p> <p>Reflect on ways to optimise information sharing and communication channels: Improve communication about national, European and international systems for recognition of expertise to ensure the contribution of experts to public decision-making.</p>
<p>9. Public commitment</p>	<p>+/+</p>	<p>At Agrocampus Ouest, academic staff are free to popularise science and ensure that such action is based on reliable and robust science and ethics.</p> <p>Academic staff from each research unit are involved in organising events to promote the transfer of research results through conferences, experiments and themed events.</p> <p>They also participate in activities organised by the Centre de Culture Scientifique, Technique et Industrielle, under the "Science et Culture Innovation" seal of approval awarded by the Ministry of Higher Education and Research.</p>	<p>Organise regular meetings for the institution, departments and units to communicate about strategic direction and ongoing projects: Provide a calendar featuring all actions.</p> <p>Reflect on ways to optimise information sharing and communication channels: Communicate about actions on social networks.</p>

		<p>They participate in scientific events such as the Fête de la Science and national shows such as the Salon de l’Agriculture, and write articles to popularise science.</p> <p>PhD students conduct activities aimed at the general public as part of their association work.</p> <p>The documentation service makes the institution’s production available via databases of theses, publications etc.</p>	
10. Non discrimination	+/-	<p>Agrocampus Ouest ensures anti-discrimination principles are respected when recruiting, in procedures (publication regulations) and in candidate selection (gender, age, nationality, religion, sexual orientation, languages, opinions).</p> <p>According to article 1 of law no. 94-665 dated 4 August 1994 about the use of the French language, the French ministry of Agriculture (direction for education and research : DGER) prohibits recruitment in any language other than French to ensure consistent candidate selection procedures.</p> <p>Key figures 2019:</p> <ul style="list-style-type: none"> - Professors: 51% W/49% M - PhD students 61% W/39% M - Total population: 58% W/42% M <p>Agrocampus Ouest has specific practices for people with a disability. The institution meets the regulatory employer obligation that people with disabilities represent at least 6% of contract staff engaged on the institution's own budget. Permanent staff with a disability are recognised by the ministry responsible for agriculture as part of the 6% minimum. The accessibility programme (Ad’AP) was approved in 2016 with an overall cost of €570,000 over 6 years. Several actions are in place: renovations to improve accessibility, a sign-language interpreter for people with a hearing impairment, and timetable adjustments for students with a disability.</p> <p>The institution also respects regulations for equality when dealing with candidates. Agrocampus Ouest strives to apply gender equality.</p>	<p>See actions 4 and 11</p> <p>Publish the code of ethics signed by the institution and reiterate the names and duties of the integrity and ethics officers.</p> <p>Establish and publish procedures for complaints about misconduct concerning ethics and integrity.</p> <p>Develop a policy for people with a disability.</p> <p>Recruit an officer responsible for equality and anti-discrimination.</p> <p>Consider applying for “diversity” accreditation.</p>

11. Evaluation/appraisal systems	+ / +	<p>Agrocampus Ovest respects recommendations by the French body responsible for the evaluation of research and higher education institutions (HCERES) which assesses all projects and activities every five years. More specifically, research units are assessed in order to provide clarity about their activities, to report on progress, to fully understand the context, and to make potential improvements. Quadrennial reports prepared by academic staff and submitted to the commission for the ministry responsible for agriculture (CNECA) provide them with clarity about their career path and projects.</p> <p>Academic staff performance is also monitored by an annual activity report with wide and comprehensive scope including PhD supervision, production of scientific articles, progress monitoring, and harnessing results through transfer, expertise and partnerships. Some measures require more action. Research units demonstrate their capacity to adapt and innovate in response to constant changes in environmental and social issues.</p>	
Recruitment and Selection			
12. Recruitment	- / +	<p>Recruitment procedures are established by French law: decree no. 84-431 dated 6 June 1984. Information varies depending on staff categories (academic staff, PhD students, service staff) and status (contract or permanent). The HR track takes into account feedback from appraisals and is discussed by internal bodies to identify needs and anticipate social and environmental changes. Agrocampus Ovest is particularly attentive to equal treatment of applicants with a disability. An HR officer is assigned to deal with these issues.</p>	<p>See action 7</p> <p>Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process: posting vacancies (including a standard job description in English and French), candidate selection for all types of positions, etc. Recruitment procedures to be specified in the academic staff guide and a guide for research professions.</p> <p>HR advisor to be offered for some existing projects.</p> <p>Establish a recruitment charter.</p>
13. Recruitment (Code) (vacancy postings)	+ / -	All job profiles are written in French and published widely internally and externally via various sites: institution sites, public	See action 10

		service employment platform, etc. The CNECA also assists with recruiting academic staff. However, a low rate of applications for academic staff positions has been observed and remains unexplained. There are several possible reasons, depending on the situation. Perhaps these vacancies should be communicated abroad. Perhaps some vacancies are not appealing.	Develop use of EURAXESS for posting vacancies, particularly postdoctoral and PhDs b) Develop the use of English in HR documents
14. Selection (Code)	+/-	Recruitment procedures are established by French law: decree no. 84-431 dated 6 June 1984. Selection for permanent staff is covered by precise legislation. Regulations for recruitment of non-budgeted contract workers are currently applied in the institution school and induce higher costs. PhD student selection is covered by PhD programme procedures with organisation of competitive exams, publication of vacancies, pre-approval of funding (institution PhD contracts, CIFRE, etc). Postdoctoral students can be recruited directly by the institution or by the funding body (Marie Curie fellowships).	See action 8 Provide training for people with recruiting responsibilities about the steps in the process. Make selection committee reports more accessible.
15. Transparency (Code)	+/-	Recruitment procedures are established by French law: decree no. 84-431 dated 6 June 1984. Candidates are informed of selection criteria prior to interviews. However such practices are discretionary and inconsistent. Transparency for competitive exams is communicated at different stages. Firstly, the selection committee gives their assessment in a selection list published on the competitive exams website. A report for each competitive exam is prepared at the end of each session. Unsuccessful candidates can address a request for explanation of the decision to the selection committee chair. Promotion campaigns for AITOS officers are organised annually and nominations are submitted to the joint administrative committee (CAP) for assessment.	See action 8 Provide training for people with recruiting responsibilities about the steps in the process. Improve formal procedures and communication
16. Judging merit (Code)	+/+	The procedures established and governed by national decree no.84-431 dated 6 June 1984 stipulate that recruitment of permanent and academic staff is via competitive exams to ensure judgement on merit.	See 7 Provide English courses for recruiters and teams and improve integration conditions and access to information for newcomers (courses in

		Procedures for contract staff are not as clear.	<p>English/French, administrative procedures, onboarding process).</p> <p>Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process: posting vacancies (including a standard job description in English and French), candidate selection for all types of positions, etc.</p> <p>Develop the use of English in HR documents</p> <p>Develop the use of EURAXESS for posting vacancies</p> <p>Consider creating an internal charter for the recruitment and management of contract staff featuring a wage scale.</p>
17. Variations in the chronological order of CVs (Code)	-/+	Variations in the chronological order of CVs depend on the candidate's private life, and are therefore not discussed during recruitment interviews. Successful competitive-exam candidates are reclassified by the HR division of the ministry responsible for agriculture in line with provisions in a special memo. A time equivalence scale is applied for any activity considered to be a career break.	See actions 8 and 9
18. Recognition of mobility experience (Code)	+/-	Agrocampus Ouest recognises professional experience when recruiting according to the skills required for the position. The establishment encourages long-term mobility for international postings (call for project), for a secondment. However, the establishment has not established a strategy on this subject. In any case, mobility depends on acceptance by the partner. Finally, the CNECA takes mobility into account when reviewing academic staff.	<p>See action 14</p> <p>Consider setting up a career review meeting for academic staff based on feedback about practical experience in other institutions (frequency and duration to be discussed).</p> <p>Attribute added value to academic staff mobility in projects run by the institution to encourage them to participate.</p> <p>For example, currently, for academic staff who go abroad on an Erasmus programme to teach and meet colleagues, the eight hours of compulsory lessons</p>

			(European grant condition) are not recognised in their teaching workload. A discouraging condition that has been identified by the international relations department.
19. Recognition of qualifications (Code)	+/-	<p>Previous professional experience and qualifications are taken into account when recruiting academic staff: ability to supervise PhD students, accreditation to direct research.</p> <p>Given that INRAE manages most of the joint research unit contracts, INRAE's HR department also manages contracts and recruitment for most of the contract staff.</p> <p>For recruitment of contract workers by Agrocampus Ouest, the selection committee which interviews candidates consists of people with the necessary competencies to assess the requirements of the position including scientific, technical, teaching, cross-disciplinary and soft skills.</p>	<p>Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process: posting vacancies (including a standard job description in English and French), candidate selection for all types of positions, etc.</p> <p>Develop an evaluation grid for recruiting contract staff.</p>
20. Seniority (Code)	+/+	<p>National regulations provide for recognition of seniority for all permanent staff. For contract staff, an index encourages the recognition of seniority.</p> <p>Validation of experience (VAE) is possible for French and foreign candidates.</p>	
21. Postdoctoral appointments (Code)	-/+	<p>Postdoctoral status corresponds to a fixed-term contract in the institution. The status chosen is research engineer. Duration is usually 12 to 24 months. National or European funding is usually from special postdoctoral funds within a research programme.</p> <p>Postdoctoral supervision is provided by a scientific manager who must have a PhD in a research unit accredited by the institution.</p> <p>There is, however, no recognised evaluation grid for the institution to ensure recognition of competencies and remuneration. The postdoctoral programme is a prerequisite appreciated in most of the institution's academic staff recruitments.</p>	<p>Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process: posting vacancies (including a standard job description in English and French), candidate selection for all types of positions, etc.</p> <p>Creation of postdoctoral status and inclusion in the research profession guide: standard functions, remuneration, etc.</p>

Working Conditions and Social Security			
22. Recognition of the profession	-/+	<p>Academic staff produce a quadrennial activity report that describes their activity as a research professional. They benefit from career development managed by the HR department. Advancement depends on reports submitted to the CNECA.</p> <p>The charter encourages recognition as a researcher from the beginning of their career.</p> <p>PhD students considered to be institution staff (approximately 10%) are covered by HR management and contract staff status. Internal rules and regulations apply within the limits of their PhD status.</p> <p>PhD students benefit from courses offered by PhD programmes and centres and this is stipulated in their PhD contract.</p> <p>The presentation of the thesis is the culmination of their three-year PhD programme. Peer validation of thesis presentation is considered as recognition by the profession.</p>	<p>See action 14</p> <p>Consider setting up a career review meeting for academic staff based on feedback about practical experience in other institutions (frequency and details to be discussed).</p>
23. Research environment	+/-	<p>Several support services are working to improve the research environment: the information systems department monitors computer systems; the central documentation service investigates open science issues; the research department investigates funding for research projects and monitors academic staff with low publication rates in peer-reviewed journals; the international relations department investigates opportunities linked to European and international calls for projects. Research teams benefit from a premium professional environment, particularly through joint research units (Agrocampus Ouest/INRAE and contracts with other research institutes). Each joint research unit is responsible for providing an appropriate scientific and technological environment for conducting research. Academic staff can be assigned to Mixt Research Unit (e.g. Research Institute of Horticulture and Seeds or Institut de la Recherche en Horticulture et Semences, etc.) to benefit from</p>	<p>See actions 13 and 15</p> <p>Expand the training offer and encourage and optimise processing requests for training during annual appraisals (for IATOS) or following exchanges with the direction of research Unit for academic staff: Provide training about “How to talk about your research in public and in English” for PhD students (three-day English course)</p>

		<p>technological platforms via Agrocampus Ouest membership in research groups (IRSTV, MSHB, OSUR, SFR QUASAV).</p> <p>A doctor responsible for prevention (employed by the institution) monitors research staff health and issues related to professional risks. A plan for quality of life at work (including psychosocial risks) is applied in the institution. Any deterioration of the work environment is handled in consultation with INRAE. Individual and collective psychosocial risks (RPS) are addressed by the HR department, with or without external expertise.</p> <p>Training about responsible management is provided to prevent psychosocial risks (RPS). Other actions are carried out to avoid primary risks. However, precise reviews of the risk assessment document need to be programmed.</p> <p>Risk reviews and reports are conducted by INRAE.</p>	
24. Working conditions	+/+	<p>Internal rules and regulations define the organisational and disciplinary procedures applicable at Agrocampus Ouest (approved by the board on 4/3/2016) and applicable to all staff.</p> <p>The institution has committed to an accessibility plan (Ad'AP) with the objective to make campus buildings compliant with accessibility requirements of people with a disability. A contact for people with a disability is identified on each campus. All provisions concerning staff with disabilities are published on the institution's intranet: HR/Health, Social, Disability/Staff with a disability).</p> <p>The time charter developed by the Ministry of Agriculture in 2015 aiming to improve work-life balance is distributed.</p> <p>The guidelines for local planning of work time (RIALTO) defines work time and leave in compliance with regulations. Part-time work time applies to both AITOS and academic staff. The conditions of the time savings account ("compte épargne temps") are defined, published and available on the intranet. In place since September 2018, teleworking is only possible for AITOS staff and subject to application.</p> <p>Particular attention is paid to teaching time: teaching teams must ensure that junior lecturers have a lower load compared with the rest of the team during their first two years. Adjustments are</p>	

		granted to allow for effective integration of academic staff on arrival. Similarly, a research delegation (in a research body or abroad) may be provided to assist academic staff in their research activity throughout their careers (for HR management, to focus on a new theme, or to ensure stronger international integration).	
25. Stability and permanence of employment	+/+	<p>In the French research system, the status of permanent staff is defined by national regulations: decree no. 84-431 dated 6 June 1984.</p> <p>Regulations provide for staff recruited with fixed-term contracts (CDD) to be able to later sign a permanent contract (CDI).</p> <p>Staff with long-term and fixed-term contracts have access to the same training as permanent staff. They can also request training to prepare for competitive exams.</p> <p>Employability assistance for staff at the end of their contract is random.</p> <p>Termination provisions in the institution staff contract are defined and published on the intranet.</p> <p>Provisions for termination through mutual agreement are open to staff but the regulatory framework is pending.</p>	
26. Funding and salaries	+/-	<p>Civil servant remuneration is defined by article 20 of the act dated 13 July 1983. It consists of basic remuneration plus bonuses and allowances. AITOS bonuses and allowances are: SFT, NBI, RIFSEEP; for academic staff based on responsibilities: PEDR, PDS, RES, teaching bonus, PCA. PhD students in France are guaranteed minimum remuneration by application of decree 464 dated 23 April 2009, and decree 1173 dated 29 August 2016 for PhD student contracts in public higher education or research institutions. The procedure for PhD enrolment at Agrocampus Ouest includes the PhD contract.</p> <p>For AITOS contract staff, funding comes from either the institution budget or the research programme budget. Wage scales are in accordance with decree no. 86-83 dated 17 January 1986. Contract staff receive a set bonus depending on their category. Salary reassessment is random and subject to express request.</p>	<p>See action 2</p> <p>Establish and publish procedures for complaints about misconduct regarding ethics and integrity: Update procedures for accumulation and the incentive scheme</p>

27. Gender balance	+/-	<p>National regulations require gender balance. Procedures are applied to ensure gender balance in the composition of the institution bodies: the board, research and innovation committee, selection committees etc.</p> <p>More reflection about “diversity” accreditation is required to confirm the institution’s position.</p> <p>Scientific qualifications are given priority when selecting candidates for recruitment of academic staff.</p> <p>The figures for male/female ratios are featured in the annual social report by staff category and by body.</p> <p>Discrimination is neither discussed nor addressed.</p>	<p>See action 3</p> <p>Publish the code of ethics signed by the institution and reiterate the names and duties of the integrity and ethics officers: The gender equality plan has been made compulsory.</p>
28. Career development	-/+	<p>Career development exists at the Agrocampus Ouest but remains limited (fewer competitive exams, weak internal mobility, few possibilities for advancement and recognition of acquired skills for contract staff). Career development is limited for academic staff. However, career tracking for academic staff is applied via an external committee (CNECA).</p> <p>Contract and AITOS staff have annual appraisals. The use of professional interviews is variable, particularly with regard to training requests and career development. Some managers and staff question the use of appraisals.</p> <p>Some European projects require a career development plan (e.g.: Marie Curie project)</p> <p>A meeting between academic staff and heads of research units and departments has been tried in some units (such as the UMR IGEPP).</p> <p>PhD enrolment includes a training agreement signed by the PhD student, the thesis supervisor, the PhD programme and the institution. 100 hours of specific discipline and cross-disciplinary training are mandatory to authorise thesis presentation.</p> <p>Contract staff are eligible for training after 12 months of employment in the institution.</p> <p>INRAE training is not or rarely accessible.</p>	<p>See action 14</p> <p>Consider setting up a career review meeting for academic staff based on feedback about practical experience in other institutions (frequency and details to be discussed): Career development plan to be applied institution-wide.</p> <p>Management guidelines for promotion, prepared by the French ministry responsible for agriculture, are being drafted to clarify career development plans.</p> <p>Academic staff training requests and needs are collected to develop a comprehensive training plan.</p>

29. Value of mobility	+ / +	<p>Support for academic staff activity abroad is a high priority in the institution strategic plan (PES). The most important indicators are: number of academic staff with responsibility for conducting and/or contributing to international research contracts; Management is convinced of the benefits of mobility: to that end, the research department issues a special call for projects funded by the institution's budget to support academic staff mobility. Mobility can take various forms: delegation to a French or international research organisation, leave of absence for further qualifications (preparing a request for authorisation to direct research (HdR)).</p> <p>The institution has been increasingly supporting outgoing mobility in recent years: from 24 months academic staff in 2016-2017 to 48 months academic staff in 2019-2020. Mobility for the significant number of around 3% of academic staff (= 4) is supported each year.</p> <p>Incoming mobility of professors from abroad is covered by a procedure applied by the international relations department.</p> <p>European PhD certification has been in place in the institution since 2018: This attracts Europe-wide recognition and encourages PhD training abroad.</p> <p>In addition to PhD training provided by the institution, the international research school of the Agreenium Consortium (EIR-A) is promoted: the EIR-A course is complementary to PhD programmes. Enrolment in the course requires a minimum stay of three months in a laboratory abroad as part of a thesis.</p> <p>- Finally, the institution research department assists with international thesis co-tutorship featured in the decree dated 25 May 2016. This decree specifies the general conditions for a thesis programme which requires a standard agreement between Agrocampus Ouest and the partner foreign university (bilingual agreement in English and French).</p>	<p>Consider organising a career review meeting (frequency and details to be discussed) for academic staff based on feedback about practical experience in other institutions:</p> <p>Recognition and encouragement to apply for prestigious programmes and fellowships such as Marie Curie, ERC and Fulbright.</p> <p>Repeat offer of tutoring by confirmed academic staff for newly recruited academic staff: Apart from research projects or networks, academic staff involvement in the coordination or participation in international training projects should also be recognised and encouraged (to be developed as part of the international policy of the Institut Agro).</p>
30. Access to career advice	- / +	One of the most important actions by the institution, featured in its strategic plan, is career guidance for academic staff with a confidential interview and personalised follow-up. The target	See action 16 Consider organising a career review meeting (frequency and details to be discussed) for academic

		<p>population is academic staff with a career path of under 15 years. This guidance is particularly intended to encourage further qualification and the development of management skills with accreditation to direct research. Monitoring the research activity of young academic staff (recruited less than five years before) is also an objective. This is particularly the case for those with low scientific production (less than one article for 4 years). One of the suggestions made at the end of this process is to prepare a delegation or take research leave (see above).</p> <p>For research support staff (engineers, technicians), permanent staff receive career guidance from IGAPS general inspectors. Staff with fixed-term contracts benefit from guidance from the regional career mobility service which offers career evaluation and advice.</p>	<p>staff based on feedback about practical experience in other institutions: Perhaps recruit a careers advisor</p> <p>Repeat offers for tutoring by experienced academic staff for newly recruited academic staff: assistance in the case of low publication rate has been suspended due to more time spent on assisting international delegations and mobility, as instructed by the research department:</p>
31. Intellectual Property Rights	-/+	<p>Intellectual property rights are defined by national law. In 2015, INRAE Transfert, Agrocampus Ouest and the SATT Ouest Valorisation signed a partnership agreement to optimise and harness public research results in the agriculture, food and environment sectors.</p> <p>The school's academic staff benefit from satisfactory services (through the SATT) and, in the case of INRAE joint research units, from the Partnership and Transfer for Innovation system proposed by INRAE and featured in the Agrocampus Ouest/INRAE framework agreement.</p> <p>However, the results of the HRS4R staff questionnaire revealed that awareness about these outsourced solutions is low, which is also sometimes the case for concerned partners. Feedback also shows that the partners associated with innovation actions involving the institution's academic staff (patents, licenses, etc.) do not consider the employer institution.</p>	<p>See actions 5, 19 and 20</p> <p>Reflect on ways to optimise information sharing and communication channels: Improve monitoring of INRAE partners' actions in-house to improve communication and promotion for the benefit of the institution.</p>
32. Co-authorship	+/-	<p>For co-authorship, the institution referred to the recommendations of the publication ethics committee (COPE), https://publicationethics.org. COPE provides leadership in reflection about publication ethics. National regulations apply regarding the signature of publications. They are regularly</p>	<p>Implement various actions for communication about data protection and the role of the data protection officer: Plan regular reminders about publication and co-authorship rules, to be repeated by the integrity officer</p>

		reiterated by the documentation department. In addition, affiliate writing rules feature in agreements with joint research units. Despite regular reminders about all the rules for co-authorship and publication signature by the institution's departments and unit managers, awareness among academic staff is insufficient.	
33. Teaching	-/+	<p>Decree no.84-431 dated 6 June 1984 features common statutory provisions applicable to academic staff and addresses the particular status of university professors and lecturers. Recommended working time for academic staff is set by the public service and made up half-and-half by: 1., Teaching services of annual duration equal to 128 hours of courses or 192 hours of seminars/tutorials or any equivalent combination in standard university curriculum, and continuing or distance-learning courses. Teaching services include preparation and assessments. They are taken into account in career evaluation under provisions of article 18-1 of the same decree; 2. Research activity taken into account for career assessment.</p> <p>Academic staff become permanent after a one-year internship and an interview with senior management and the research department.</p> <p>Feedback from individual evaluations conducted every four years by the CNECA is handled in diverse ways depending on the teaching department or research unit.</p> <p>- For PhD students, article 3 of decree No. 2016-1173 dated 29 August 2016, amending decree No. 2009-464 dated 23 April 2009 concerning contractor PhD students in public institutions of higher education or research applies: teaching services must not exceed one third of the annual recommended time for academic staff teaching service, i.e. 64 hours of seminars.</p> <p>For part-time professors, a memorandum features the policy for outsourcing teaching services (NS-02-2019, revised May 2019).</p>	<p>See actions 18 and 19</p> <p>Repeat offers for tutoring by experienced academic staff for newly recruited academic staff:</p> <p>Improve support for academic staff further to feedback from the CNECA</p> <p>Provide training for people with recruiting responsibilities about the steps in the process: Be aware of multicultural profiles when recruiting</p> <p>Prepare a recruitment guide featuring guidelines (OTM-R policy) and procedures for the entire recruitment process: posting vacancies (including a standard job description in English and French), candidate selection for all types of positions, etc.</p>
34. Complaints/appeals	+/-	French legislation covers the legal protection of permanent and non-permanent staff. Regulations relating to means of recourse	

		<p>and appeal deadlines are in place. The institution has established measures to prevent difficult situations.</p> <p>For PhD students, there are procedures for mediation in the internal rules and regulations of PhD programmes</p> <p>The role of the science integrity officer includes mediation in the event of proven scientific misconduct. They can be consulted to handle the situation confidentially and as amicably as possible.</p> <p>A legal service, reporting to institution senior management examines situations prior to and during litigation.</p>	
35. Participation in decision-making bodies	+/-	<p>Institution academic staff and research support staff are included in pertinent decision-making bodies:</p> <p>Representation on the institution scientific committee as elected representatives of staff for professors and lecturers, and PhD students.</p> <p>The number of PhD candidates has been limited and even zero in some years.</p>	<p>See action 18</p> <p>Formalise and apply guidance for the supervision of PhD students with the goal of obtaining accreditation to direct research: Raise awareness among PhD students about the role of the bodies to encourage applications. This type of action is appreciated by their PhD programmes.</p>
Training and Development			
36. Relation with supervisors	+/+	<p>The PhD programmes set up in the framework of the former Université de Bretagne Loire (UBL) have clarified supervision rate rules to ensure supervisor availability for each PhD student.</p> <p>For all PhD enrolments, a charter must be signed by a thesis supervisor, the PhD student, the head of the PhD programme and the institution where the thesis is registered. The charter features each party's duties (thesis supervisor, school head and PhD student) for the quality of supervision and progress reports.</p> <p>The decree dated 25 May 2016 features conditions for training and issuing of the national PhD degree (article 13). Provisions include that an individual supervisory committee (CSI) ensures the thesis respects the PhD charter and the training agreement.</p> <p>For international co-tutorship, the institution establishes an agreement featuring an outline of the PhD student's work, (alternate periods abroad and in France), co-tutorship shared</p>	

		between the two countries, the individual supervisory committee and the work schedule.	
37. Supervision and management duties	+/-	Because unit management tasks are increasingly complex, especially for joint research units, specific training is being organised by INRAE. This partially remedies the situation. INRAE has also improved its training system with remote modules for management training for unit directors and deputy directors.	See action 6 Offer training for supervisors (in partnership with joint research units and PhD programmes)
38. Continuing Professional Development	+/+	An annual plan integrates the training needs of research support staff (technicians, engineers) and academic staff (teaching, managerial, language skills) with two themes: professional development and career guidance. The plan is submitted to the technical committee. Staff, particularly academic staff, are not sufficiently aware of this system (see questionnaire result). PhD programmes are covered by decree No. 2009-464 dated 23 April 2009 for contract PhD students in public higher education or research institutions. The employer institution ensures that contract PhD students have the appropriate supervision and training required to undertake their project. These training measures are included in the training plan of the employer institution. The PhD charter requires that - in order to increase their skills, to broaden their disciplinary perspective, and to facilitate their future professional integration - students must attend a minimum of 100 hours of training or equivalent during the preparation of their thesis, validated by the PhD programme.	See action 12 Expand the training offer and encourage and optimise processing requests for training during annual appraisals (for IATOS) or following exchanges with Direction of research unit for academic staff: Plan targeted information actions and training offers for academic staff
39. Access to research training and continuous development	+/-	Academic staff can reduce their teaching load or be granted a research delegation (in a research organisation or abroad) to assist them in their research activity (to support a change in theme, for stronger international integration, and to apply for accreditation to direct research). PhD students are expected to acquire two types of skills during their thesis:	See action 18

		<ul style="list-style-type: none"> - cross-cutting skills via training offered by the regional PhD centres - discipline-specific skills via training offered by PhD programmes. 	
40. Supervision	+/-	<p>Existing training and supervisory measures (see above). However, the roles of the head of the research unit and team leaders require clarification in some research units.</p> <p>Apart from the status of thesis supervisor, defined by the national decree dated 29/8/2016, regional arrangements (by the former Université Bretagne Loire) and local arrangements with PhD coordination by the institution research department permit optimal tracking of PhD student activity (courses and individual supervisory committee, scientific publications, etc.).</p>	See action 18