



HRS4R Strategy - INSA Lyon

-

**Internal Review for Interim Assessment
2021 - 2023**

TABLE OF CONTENTS

Part 1 : Current context of INSA Lyon

- 1 – Organisational information**
- 2 – Changes in the institution's context and strategy**

Part 2 : Implementation of the action plan and interim self-evaluation

- 1 - The steering committee**
- 2 - Those involved in the process**
- 3 - Working methodology**
- 4 - Future evaluation**

Part 3 : Strengths and weaknesses of the current practice

- 1 - Ethical and professional aspects**
- 2 - Recruitment and selection**
- 3 - Working conditions**
- 4 - Training and development**
- 5 - Assessment of the Open, Transparent and Merit-based Human Resources Policy**

Part 4 : INSA Lyon's action plan

Part 1 : Current context of INSA Lyon

1 – Organisational information

Founded in 1957 by the philosopher Gaston Berger and the rector Jean Capelle, the Institut National des Sciences Appliquées de Lyon (INSA Lyon) trains humanist engineers, capable of tackling any problem not only from the technical and technological angle, but more broadly in all its dimensions - social, economic, cultural, environmental - in order to respond to the socio-ecological and digital challenges of an ever more rapidly changing world. Each year, INSA Lyon welcomes more than 6,000 students, 600 doctoral students and graduates 1,100 engineers and 150 PhDs. As a school open to the world, INSA Lyon has built up a network of over 200 academic partners on 5 continents and has almost 100 different nationalities on its campus, representing 26% of its student body. Committed to social inclusion and diversity, INSA Lyon has a very active policy in this area through its Institut Gaston Berger. The school currently has 40% female students, 26% CROUS scholarship holders and 180 students with disabilities, who benefit from special support.

As a member of the ComUE Université de Lyon, the school oversees 22 laboratories, including 15 Joint Research Units, 7 proprietary units and 2 International Research Laboratories. INSA Lyon is co-accredited for 8 doctoral schools, including 2 for which it awards the degree. Together with Centrale Lyon, ENTPE and Mines Saint-Etienne, INSA Lyon has created the Lyon Saint-Etienne Engineering College. The aim of this alliance is to strengthen cooperation and coordinate strategies between the four schools, particularly in terms of research, initial and continuing training, and development.

INSA Lyon is also a major component of the INSA Group, France's leading network of public engineering schools, which currently comprises 7 institutions and 6 partner schools in France, training more than 20,000 students and graduating 100,000 students worldwide. The INSA Group's strategy, which was adopted at the end of 2022, is based on four main objectives : to cultivate a model that combines academic excellence and social responsibility, to develop scientific potential for research and training that serves the common good, to make the INSA Group a part of European and international higher education, and finally to strengthen the Group's capacity for action and influence.

The school's research has been structured around 5 societal issues, based on the 10 challenges of the National Research Strategy (S.N.R) : Energy for sustainable development ; Environment : natural, industrial and urban environments ; Information and digital society ; Global health and bioengineering ; Transport : structures, infrastructures and mobility. This structure is fully in line with the national research strategy (S.N.R.), the European Union's Horizon Europe programme and INSA Lyon's fundamental values based on the humanist engineering model.

Key figures	
Staff and students	Data
Total researchers = staff, bursary holders, PhD students either full time or part time involved in research.	2022 : R2 + R3 + R4 = 236,3 FTE R1 = 573 (total)
Of whom are international (i.e. foreign nationality)	2022 : R2 + R3 + R4 = 33,8 FTE PhD students from abroad = 254 (total)
Of whom are externally funded (i.e. for whom the organisation is the host organisation)	2022 : R2 + R3 + R4 = 30 FTE PhD students = 410 (total)
Of whom are women	2022 : 65,1 FTE
Of whom are stages R3 or R4 = researchers with a large degree of autonomy, typically holding the status of lead researcher or professor.	2022 : 200 FTE
Of whom are stage R2 = in most organisations, this is postdoctoral level	2022 : 21 FTE
Of whom are at stage R1 = in most organisations, this is doctoral level	2022 : R1 = 573 (total)
Total number of students (if applicable)	2022 : 5 449
Total number of staff (including management, administration, teaching and research staff)	2022 : 115,7 FTE
Research funding (figures for most recent fiscal year)	2022 : 37,5 m€
Total annual organisational budget	2022 : 141,6 m€
Annual organisational direct government funding (designated for research)	/
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2022 : 9,827 m€
Annual funding from private, non-government sources, designated for research	2022 : 10 m€
Organisational profile	<p>INSA Lyon's research strategy is set by the Director of Research, reporting to the President. Scientific activities are managed by five deputies and carried out in laboratories through multidisciplinary issue groups.</p> <p>The 22 research laboratories (14 joint research units, 2 international joint research units and 6 associated teams) carry out internationally recognised research under the supervision or joint supervision of institutions in the COMUE Lyon Saint-Etienne group of universities and institutions. On a day-to-day basis, over 700 teaching and research staff, 650 administrative and technical staff, 630 PhD students and 80 postdoctoral researchers carry out this research as part of the teams at INSA Lyon.</p>

2 - Changes in the institution's context and strategy

Since the submission of its HR strategy and additional information, INSA Lyon's context has changed in the following areas ;

Regulatory changes :

On 1 January 2021, as part of the LRU law (law no. 2007-1199 on the freedoms and responsibilities of universities), INSA Lyon will be granted Extended Responsibilities and Competences (RCE). This law gives INSA Lyon autonomy in budgetary matters and greater flexibility in implementing favourable HR measures. The new research programming law (LPR) for the years 2021 to 2030, promulgated on 24 December 2020 (law no. 2020-1674), makes it possible to :

- Increase the salaries of teacher-researchers with retroactive effect,
- Implement an allowance scheme for teaching and research staff (RIPEC),
- Create additional promotion opportunities for technical and administrative staff who contribute to research in our laboratories,
- To create a new source of funding via junior professorships.

All these elements have been taken into account in the HRS4R action plan.

The school's strategy :

At the Board meeting on 5 November 2020, the Director of INSA Lyon presented his "Ambitions 2030" strategy. This strategic project is structured around five transitions (Energy, Environmental and Ecological Transition ; Social Transition ; Digital Transition ; Economic Transition ; Institutional Transition) and sixteen ambitions that define a path of profound transformation, cultivating INSA Lyon's unique identity. Various aspects of this strategy have a direct impact on the areas targeted by the human resources strategy for research staff.

- **The Energy, Ecology and Environment Transition** aims to make INSA Lyon a benchmark institution in terms of education and research, with a programme to develop a research strategy in response to societal challenges. As part of this, two alliances have been developed, one with the NGO Handicap International and the second with Atmo (a public interest organisation and leading expert on air quality in the Auvergne-Rhône-Alpes region). The aim of these alliances is to put INSA's scientific expertise at the service of the cause being supported, and to involve companies as sponsors. This scheme is run by the INSA Group Foundation. Another ambition of this transition is to open up research and innovation in the field of SDRS to society. With this in mind, the "Open Science" programme aims to deposit 100% of scientific production in our HAL portal by 31/12/2023. A second project concerning the management and sharing of research data (FAIR) was launched in early 2021.
- **The Social Transition** aims to take care of the INSA Lyon community. In this context, two major projects have been carried out : a listening, support and information unit to combat discrimination, harassment and sexist and sexual violence was created at the end of 2021 and a health centre accessible to staff and students opened on 2 January 2022. The second objective is to implement an ambitious HR policy, in particular by creating attractive working conditions, such as increasing the compensation package and opening internal competitive examinations. The third objective, which is in line with the principles of the label, relates to a proactive policy on the part of our institution to include the diversity of our society and contribute to social mobility : the Disability Master Plan has been updated to continue the actions undertaken and a Gender Equality Master Plan has been drawn up, including a specific section on research activities and gender equality.

The Director and the management team wanted to deploy a participative, co-construction approach, mobilising around 80 people in five discussion groups, one for each transition. Staff, students and external figures are therefore directly involved in the implementation of the school's strategy.

Dynamics of the Lyon Saint-Etienne site :

As part of a university landscape that needs to become more visible on a national, European and international level, INSA Lyon has naturally drawn closer to the other engineering players on the site. The institution has therefore made a strong commitment to structuring engineering on the scale of the Lyon Saint-Etienne site through the creation in November 2022 of the **Engineering College** with Centrale Lyon, ENTPE and Mines Saint-Etienne. This alliance has been concluded by the signing of a memorandum of understanding between the parties involved for a period of three years, which may be extended beyond this period. Within this framework, the schools initiate collaborative projects, open to other university players on the site, and develop joint actions, in partnership with socio-economic players - companies, professional branches, local authorities - enabling the implementation of synergies in the fields of training, research, innovation and technology transfer, entrepreneurship and the dissemination of knowledge.

The shared ambition is to mobilise the engineering strengths of the entire site in support of three priority issues : low-carbon industry and society, the circular economy and a responsible digital society.

Two projects have already been developed under the impetus of the College of Engineering, in partnership with the Jean Monnet University of Saint-Etienne and with the support of the institutions on the site and national research bodies: E@SELY (Engineering at Saint-Etienne-Lyon), submitted in January 2023 in response to the France 2030 call for projects "Excellence in all its forms", and its E@SELY Skills offshoot, submitted in September 2022 as part of the ASDESR call for projects. On 13 April 2023, the MESR announced that E@SELY Skills was one of the projects selected and would receive funding of €5.182 million. The response for the E@SELY project is expected in 2023 for deployment throughout the contract period.

The E@SELY SKILLS project is a structuring element in the approach of four engineering schools on the Lyon-Saint-Etienne academic site : Centrale Lyon, ENTPE, INSA Lyon and Mines Saint-Étienne, in partnership with the Université Jean Monnet-Saint-Étienne and the CNRS, aimed at making engineering for transitions visible on the site. The resources requested as part of this call for projects are intended to build, in close collaboration, a shared skills centre bringing together dedicated resources, in order to increase access to European funding on the one hand and to create a new continuing education offer on the other.

INSA Lyon participates in the development of close cooperation links with local and regional authorities to ensure that the university system is part of a joint dynamic. It is a major contributor to the COMUE's strategic international relations with Japan and Canada, in particular through two International Research Laboratories, ElyTMaX in Sendai and LN2 in Sherbrooke.

Alignment of organisational policies with the HRS4R :

The HR strategy for the research community is an integral part of the institution's strategy, and more specifically its HR and research aspects. As a reminder, our strategy is structured around 5 transitions and 16 ambitions, which all of the institution's projects are part of. The HRS4R approach thus feeds into the objective of implementing an ambitious HR policy. On the research side, it feeds into the objective of transferring SDRS-oriented research and innovations to society, in particular through actions relating to open science.

Our intranet site and our electronic document management tool provide access to information about the strategy and therefore the HRS4R approach, depending on the latest developments in projects and when they are submitted to our various bodies.

The implementation of the strategy is also visible, on the Pytheos tool, to the management team, all the members of the transition management groups and all the people in charge of managing a project. The aim is to extend this visibility, which is a sine qua non for understanding the institution's trajectory and the changes brought about by the various projects. By the end of 2023, it is therefore planned to set up regular extractions available to all staff on the intranet site. In a second phase, it is planned to extend access to Pytheos to all directors and unit managers.

Part 2 : Implementation of the action plan and interim self-evaluation

1- The implementation committee

Following the award of the label in July 2021, a implementation committee has been set up to oversee the implementation of the action plan. The committee is made up of the following members :

Vice President of Research : **Marie-Christine Baietto** (CNRS Senior Research Director)

Director of Human Resources : **Céline Blanc**

Director of Steering Support and Continuous Improvement : **Françoise Georges**

Director of Geomechanics, Materials and Structures Lab : **Stéphane Grange** (Professor)

Administrative Director of Research : **Mélanie Jacquin**

Head of the Department of Education through Research and Doctoral Studies : **Mickael Lallart** (Professor)

Head of the Teaching and Research Staff Unit (DHR) : **Delphine Colella**

Head of the Career Development Unit (DHR) : **Amélie Favier**

Enseignante-chercheuse au laboratoire BF2i : **Mélanie Ribeiro Lopes** (Lecturer)

Head of Quality and Continuous Improvement : **Sylvain Roux**

PhD Student at The Institute of Molecular and Supramolecular Chemistry and Biochemistry (ICBMS) : **Ibrahim Bin Said** (PhD Student)

As a first step, the action plan was formalised in an Excel spreadsheet and made available to all committee members on a shared area of the school's electronic document management tool. At committee meetings, the action plan is reviewed in order to discuss the progress of the actions. It is also at these meetings that certain actions are added to take account of changes in the context (regulations and the hospital's strategy).

In order to make progress in managing all of these action plans, which contribute to the roll-out of the Ambitions 2030 strategy, at the end of 2021 the school will be equipped with a management tool that will enable it to monitor all of its projects, including the label action plan. Each pilot updates his or her own projects, which gives good visibility of progress.

2 - Those involved in the process

The research community is involved in steering the process, assessing strengths and weaknesses, implementing actions, evaluating the institution on the objectives of its "Ambitions 2030" strategy and recommending priorities open to the whole community.

Steering the process :

As detailed below, the implementation committee is responsible for steering and monitoring the implementation of the action plan. All categories of researchers (R1 to R4) are represented on this committee, enabling representatives of the entire research community to share their views and take decisions. In accordance with INSA Lyon's organisation, the statutory bodies are consulted and vote on the implementation of actions specific to their field of expertise. Some of these bodies are made up of research staff.

The Board of Directors (BoD) determines the general policy of the institution, making decisions subject to general national regulations on studies, as well as on research, scientific and technical information and international cooperation programmes. It proposes measures to promote community life. Among other, It is made up of 8 professors, lecturers and researchers (including 4 professors and 4 lecturers) and 4 representatives of administrative and support staff.

The Scientific Council (SC), is a consultative body that advises the Board of Directors on research policy and scientific and technical documentation, as well as the allocation of general research funding (Research Quality Bonus). It is consulted on research programmes (national and regional), on contracts proposed by the various laboratories, and on international collaborations. It is made up of 18 staff representatives, including 7 professors, 4 PhDs, 3 senior lecturers, 3 PhD students and 1 other teacher-researcher or equivalent.

The Social Administration Committee (CSA), previously known as the Technical Committee (TC), is consulted on the operation and organisation of services, the accessibility of services and the quality of services provided, professional equality, the protection of the health, hygiene and safety of all staff, strategic guidelines on human resources policies, management guidelines (LDG) on transfers, mobility, internal promotion and grade advancement of staff. It is made up of 20 members (10 full members and 10 alternates), including, as at 1 January 2023 : 9 teachers and lecturers.

It should be noted that the CSA has a specialised committee for health, safety and working conditions (F3SCT), previously known as CHSCT. It also has 20 members, 6 of whom are teachers or lecturers.

All the minutes and documents presented at these meetings are accessible to everyone, either via the intranet or the electronic document management system.

In addition to the statutory bodies, a research management committee has been set up, comprising all the research unit directors. The Director of Research also shares information on the implementation of actions with this committee.

Update of the strengths and weaknesses :

The work of updating the strengths and weaknesses was carried out by four working groups, some of which were made up of research staff.

Composition of the Working Groups
<p>Working group « Ethical and professional aspects » : <u>Pilote : Mélanie Jacquin</u> - Administrative Director of Research Marie-Cécile Barras - Head of Collaborative Partnerships - INSAValor Delphine Colella - Head of the Teaching and Research Staff Unit (DHR) Françoise Georges - Director of Steering Support and Continuous Improvement Mickael Lallart, (Professor) - Head of the Department of Education through Research and Doctoral Studies Stéphane Grange, (Professor) - Director of Geomechanics, Materials and Structures Laboratory Sergio Peignier, (Lecturer) - Functional Biology, Insects and Interactions Lab (BF2I)</p>
<p>Working group « Recruitment and selection » : <u>Pilote : Delphine Colella</u> - Head of the Teaching and Research Staff Unit (DHR) Jeannette Buzzoni - Teaching and Research Staff Unit (DHR) Laure Corrigan - President of the INSAVALOR Management Board Fabienne Joubert - Research Contract Unit, DAREC Mélanie Ribeiro Lopes, (Lecturer) - Functional Biology, Insects and Interactions Laboratory (BF2I) Jessica Baude - Assistant Engineer - Microbiology Adaptation Pathogenesis Laboratory (MAP) Jean-Fabien Capsal, (Lecturer) - Electrical Engineering and Ferroelectricity Laboratory (LGEF) Ali Daouadji, (Professor) - Geomechanics, Materials and Structures Laboratory</p>

Working group « Working conditions » :

Pilote : Amélie Favier - Head of the Career Development Unit (DHR)

Sophie de Oliveira – Executive Assistant - Contact and Structure Mechanics Lab (LaMCoS)

Leslie Gaillard - Head of Public Research Project Support Unit (DAREC)

Nicolas Parisot, (Lecturer) - Functional Biology, Insects and Interactions Laboratory (BF2I)

Jean-Luc Debayle - Head of Working Conditions - Department of Human Resources/Career Development Unit (APP)

Working group « Training and development » :

Pilote : Mickael Lallart, (Professor) - Head of the Department of Education through Research and Doctoral Studies

Amélie Favier - Head of the Career Development Unit (DHR)

Rita Rebollo, (Researcher) - Functional Biology, Insects and Interactions Laboratory (BF2I)

Florence Popowycz, (Professor) - Institute of Molecular and Supramolecular Chemistry and Biochemistry (ICBMS)

Fatma Said Touhami – Head of Department of Academic Affairs - Teaching, Digital and Learning Technology Support Unit (ATENA)

Mathilde Courmont - Head of Academic Affairs, Career Development Unit (DHR)

Sylvain Baudu - Research Engineer - Polymer Materials Engineering Lab (IMP)

Implementation of actions :

The action plan is being implemented by various working groups involving the research community :

- Open science projects are being implemented by a working group made up of members of the Scientific Council,

- Work on the charter for contract staff, including the section on remuneration, has been carried out by a working group drawn from the Technical Committee.

A day on the theme of open science was held on 20 October 2022. This event was organised jointly by the Research Administration Department and our Marie Curie Library. The entire research community was invited to take part in the various events (programme : Copyright ; Choosing your publication path and journal ; Submitting to HAL ; The challenges of opening up research data ; Drawing up a data management plan).

Assessment of the school in terms of the strategy's objectives :

The philosophy behind the strategy deployment methodology drawn up by the Director is intended to be inclusive, and therefore to include all of the school's initiatives, action plans and projects. At the heart of this deployment process, the transition management groups are tasked with assessing annually the extent to which the 49 objectives of this strategy have been achieved. Some of these objectives cover the scope of the label. To give just a few examples : "Enhancing international attractiveness", "Implementing an ambitious HR policy" and "Employees : reflecting the diversity of our society and contributing to social mobility". Following this assessment, the Transitions steering groups recommend priority areas to help the management team choose its priorities. Finally, in the light of the n+1 priorities identified during the management review at the start of the year, the entire community is asked, through a call for contributions, to propose projects to meet these priorities. The aim of this approach, which is to involve staff in the strategy, is to achieve a better understanding of and support for the school's future direction, and to improve the sense of each person's mission and the way they carry it out.

Information on the process :

The INSA community is regularly informed of ongoing projects, including the label's action plan, at various times. The Director has set up a webinar after each Board meeting, during which he gives details

of the subjects on the agenda. This takes place both face-to-face and by videoconference. It is recorded and enables all staff to find out about current projects and understand what is at stake for the school.

3 - Working methodology

The Director of Research is the political leader of the approach, and in this capacity she ensures that the key stages are respected, that the resources are available to implement the action plan, and that the statutory and institutional bodies are kept informed of the progress of the approach. Operational management is the responsibility of the Head of the Quality and Continuous Improvement Department, supported by the Director of the DAPAC. Time is devoted to this in their respective missions, and monthly updates are made to plan and prepare the implementation committees, follow up with the action managers and update the indicators.

To ensure that the actions are implemented, the implementation committee has appointed one or two pilots for each action. The role of the drivers is to ensure that their actions are implemented according to the agreed schedule. Depending on the action, the leaders have set up working groups including members of the research community (mentioned above: the working group on open science and the working group on the charter for contract staff). Regular updates on the progress of these actions are provided by the head of the quality and continuous improvement unit, and since the end of 2021, the institution's projects have been monitored using the PYTHEOS tool. This tool sends an automatic email to all the pilots asking them to update the progress of their projects. An additional reminder is sent by the head of the Quality and Continuous Improvement Department ahead of the three annual Strategic Management Reviews (January, June and October) to ensure that the information is up to date. Finally, a general follow-up of the action plan is carried out during the implementation committees (06/12/2021 - 21/04/2022 - 23/01/2023).

New actions arising from regulatory changes, the work of the Transitions Steering Groups (GrAnT) as part of the "Ambitions 2030" strategy, and internal proposals from the implementation committee, have been incorporated into the action plan with the identification of a pilot and a deadline for implementation.

In order to prepare for the interim evaluation, the Implementation Committee decided to relaunch the four working groups that participated in the initial evaluation (one working group per major theme). In addition to this initial call, the directors of our research laboratories invited their teams to take part in this work. The initial pilots led this interim evaluation. These were the Director of Research Administration for the Ethical and Professional Aspects working group, the Head of the HR Department's Teacher-Researcher Unit for the Recruitment working group, the Head of the HR Department's Career Support Unit for the Working Conditions and Social Security working group, and the Director of Training through Research and Doctoral Studies for the Training working group. Each working group reviewed all the principles of its subject area in order to analyse the changes that had taken place and measure their impact in terms of strengths and weaknesses. It was also responsible for verifying the completeness of the actions undertaken. The work of the working groups was presented, in order, to the Social Board of Directors on 22 June 2023, the Scientific Council on 29 June 2023, and the Research Steering Committee on 4 July 2023.

In order to monitor progress, an Excel spreadsheet has been created to compile all the indicators. It is accessible to all members of the implementation committee and is updated regularly.

This table details how the indicators are constructed and calculated, the location of the data sources and the people who monitor them. All this information ensures that the monitoring process is sustainable.

The recruitment of a decision-support IS manager at the beginning of 2021 has made it possible to launch the construction of a decision-support information system, which has made it possible to set up a data warehouse from our business IS designed to produce reliable statistics.

From 2024, a business intelligence tool, based on this warehouse, will be gradually deployed throughout the institution. It will provide easy access to HR and financial dashboards and indicators, as well as detailed monitoring of research contracts and a better understanding of the profile and development of the institution's students.

Preparing for the external evaluation :

INSA Lyon must take advantage of the European Commission's feedback on the self-evaluation and the experts' recommendations in order to improve the HR strategy. A consultation with the research community, based on a comparative analysis of the initial situation and that resulting from the action plan, will also be carried out during the 36 months preceding the external evaluation. The report of the European Commission's experts and the results of this consultation will be observed by the Implementation Committee in order to feed our strategy and update our action plan.

The monitoring and coordination of the implementation of actions by the Implementation Committee will enable us to prepare effectively for the external review.

As part of the implementation of the school's Ambitions 2030 strategy, the 49 objectives are assessed annually. This assessment of the school's trajectory will also feed into the work of the implementation committee to add actions in certain areas, if necessary.

The institution must also continue to involve the entire research community in the label process. With this in mind, the working groups responsible for implementing the actions will always seek the participation of this community. The communication initiatives already in place will be maintained and strengthened, in particular by publishing extracts from the Pytheos management tool on our intranet site. This will enable us to communicate more regularly on the deployment of our action plans and improve understanding of the overall logic of the Ambitions 2030 strategy.

As part of the engineering college (a partnership between INSA Lyon, ENTPE, Mines Saint Etienne and Centrale Lyon), we will need to think about ways of sharing practices so that we can continue to make progress in the areas covered by the label.

Partie 3 : Strengths and weaknesses of the current practice

1 – Ethical and professional aspects

The initial self-assessment revealed a lack of harmonisation in the internal rules of the laboratories and the processes for welcoming newcomers. In response to this need, INSA has worked closely with the other institutions responsible for the laboratories to draw up a model IR. This model will gradually be implemented in all the laboratories and will make it possible to harmonise the information given to staff on their rights and duties.

The institution is in the process of appointing a new scientific integrity officer, following the retirement of the previous one. A new mission statement has been drawn up and will be published shortly. The expected profile is that of a teacher-researcher. An appointment must be made as soon as possible in order to continue discussions on this subject. As part of their training, doctoral students must take a compulsory 15-hour module on "research ethics" run by the COMUE Université de Lyon.

The plagiarism detection tool, compilatio, was set up and tested over the period 2018-2022 and its use was made official after validation by the Board of Directors in 2021. This stage is now included in the thesis defence timetable. A procedure is initiated if more than 10% plagiarism is detected.

As part of a continuous improvement initiative to support lecturer-researchers in setting up and monitoring their research projects, the Research Administration Department has been reorganised to include the 3 staff who were previously assigned to the contracts unit of the Financial Affairs Department. Since 01/01/2023, the Research Administration Department has provided support to research professors at every stage in the life of a contract, from the initial set-up to the final payment. This new reorganisation has harmonised procedures and increased the skills of the support service.

INSA has strengthened its commitment to open access :

- By setting up a HAL INSA LYON portal and coordinating the deployment of the Hal Groupe INSA collection, thus providing a global overview of the themes and research work carried out in the institution.
- By setting up an Open Science Barometer, a local version of the national barometer set up by the Ministry of Higher Education and Research. The aim is to measure the development of Open Science in the institution.
- By raising awareness and providing support for staff : drafting of an Open Science guide, training for new arrivals, creation of an idhal (unique digital identifier), organisation of an Open Science day, etc.
- By setting up a working group, led by the Scientific Advisory Board, on research data management (drafting a data management plan, reflecting on data collection, preservation and re-use, reflecting on the development of tools, etc.).

2 – Recruitment and selection

The recruitment policy for full professor-researchers has a solid regulatory framework on which the institution relies and which enables it to establish the principles of open, transparent and merit-based recruitment (OTMR). However, there is still room for improvement in terms of the way in which human and interpersonal skills are taken into account by selection committees when recruiting lecturers. At present, the regulations do not allow an HR specialist to sit on selection panels, which may result in certain human aspects that are important in team research being overlooked. This point could be addressed by setting up tests prior to interviews and by involving an HR specialist in selection committees, or by increasing the skills of lecturer-researchers in these areas. The institution could also make progress in the same way, by taking human and interpersonal skills into account during the tenure phase for our senior lecturers.

There is a strong desire to provide a framework and tools for selection committees. This is reflected in the implementation of a framework note used when recruiting tenured lecturers, which is revised annually to ensure that it is as up-to-date as possible.

With regard to recruitment under research contracts or agreements, there is currently a lack of coordination between the Human Resources Department, the Research Administration Department and the laboratories. The institution has room for improvement in terms of giving more visibility to HR departments and more tools to laboratories and project managers in the way recruitment is carried out and communicated. Our subsidiary INSAVALOR faces similar problems when recruiting. The initial action plan highlighted the need to harmonise the institution's recruitment procedures with those of our subsidiary, for contracts of more than one year. For reasons of prioritisation of the many projects to be carried out, this work has not yet been carried out, and should be completed during the next period.

The move to Extended Responsibilities and Competences (RCE) in 2021 has given the institution greater powers in terms of recruiting contract staff (who represent 36% of our staff) and has led to the implementation of an internal policy in this area with the overhaul of the charter for contract staff. This work is in response, on the one hand, to changes in regulations (the law on the transformation of the civil service of 6 August 2019), which provides new opportunities for the recruitment of contract staff by guaranteeing the conditions for objective recruitment, and on the other hand, to a strong political will to better recognise the commitment and contribution of staff to the success of the establishment, through the social security scheme. This commitment is reflected in the school's strategy, which includes an ambitious HR policy as part of its social transition. The work carried out with the HR department and the social partners on the charter for contract staff has led to the creation of a multi-year trajectory which includes an annual update of certain aspects.

In accordance with the national situation of the job market in 2023, INSA Lyon is experiencing a lack of attractiveness for its positions. This point needs to be monitored over the next few years in order to decide, if necessary, on the measures to be implemented.

3 – Working conditions

The working conditions of the research community and all INSA Lyon staff have been improved thanks to the renovation of the DOUA campus buildings. The "Lyon cité Campus" plan, which was launched in 2016 with the aim of modernising the buildings on the DOUA campus, has continued over the period 2021-2023 and has led to the creation of new buildings and the modernisation and improvement of their thermal performance. In all, more than 13 INSA Lyon buildings have been involved in this vast project, which is due to be completed at the end of 2023. The refurbishment of buildings will continue thanks to funding obtained under the CPER (Contrat Plan Etat Région). In response to requests and following an analysis by the occupational physician, a large number of workstation adjustments have also been made (169 since 2021), again with the aim of improving the working environment and ergonomics.

The initial Disability Master Plan covering the period 2016 - 2022 has been reworked, with a second version for the period 2023 - 2026 approved by the Board of Directors on 4 May 2023. It comprises the following four areas : "Student welcome and support"; "Training and research in the field of disability"; "Human resources policy" and "Inclusive campus". To complete INSA's commitment to inclusion issues, a Gender Equality Master Plan was also drawn up and voted on by the Board of Directors on 4 May 2023. It is broken down into the following five areas : "Guaranteeing professional equality between women and men ; "Combating discrimination and sexist and sexual violence ; "Developing and disseminating a culture of equality ; "Mixed career paths and engineering professions ; and "Integrating the gender dimension into training and research. Concrete actions have already been put in place to meet the objectives of these two plans :

- Implementation of a professional equality plan with respect for work-life balance,
- Creation, in September 2021, of a listening, support and information unit to combat discrimination, harassment and gender-based and sexual violence (approved by the Board of Directors in March 2020). To better manage the follow-up of reports and improve the current system, the social transition group (as part of the school's strategy) is proposing a project due to start in September 2023,
- A Time Charter on work-life balance is currently being drawn up.

The Research Programming Law (LPR - Law no. 2020-1674) for the period 2021-2030, enacted on 24 December 2020, has enabled the following measures to be implemented :

- RIPEC (Régime indemnitaire des personnels enseignants chercheur), which provides an individual bonus linked to the quality of activities and professional commitment
- Increase in the remuneration of doctoral students to €2,300 gross per month by 2025
- Reprofiting of lecturer-researchers by allowing the promotion of MCFs to PUs over the period 2021 - 2025 and changes of corps for BIATSS staff contributing to research activity
- Minimum remuneration for MCFs, equivalent to twice the minimum wage (SMIC)
- Junior professorship, allowing access to PU status after 3 years of practice.

Following a major overhaul by a working group comprising members of the Technical Committee, the HR Department and the General Manager, the charter for contract staff was approved by the Board of Directors on 30 September 2021. New provisions, particularly on remuneration, were included and voted on at the Board meeting of 30 June 2022. The aim of this charter is to improve the professional situation of contract staff, in terms of recruitment, remuneration and the durability of contracts.

The current teleworking arrangement, which allows two days' teleworking per week and ten days' teleworking over the year, changed in March 2022. The minimum seniority requirement of one year on the job has been relaxed, as has the application period, which can now be made at any time during the year. The fixed teleworking allowance has also been increased as of 1 January 2023. Currently 277 BIATSS staff benefit from teleworking days, compared with 45 in 2019.

At the beginning of 2021, a reimbursement of €15 per month for supplementary health insurance contributions was introduced.

The "sustainable mobility" package was increased in September 2022 to €300 per year for staff using "soft" modes of transport (bicycles, scooters) or coming to work by car pool.

Since INSA Lyon's accession to the Extended Responsibilities and Competences (RCE) in January 2021, the number of posts open to competitive examinations has fallen from around twenty per year to two or three. This political decision aims to stabilise the institution's finances over the coming years.

The institution continues to be faced with the gap between the number of female professors and the number of female lecturers. The single social report for 2022 clearly shows this : while 31.1% of MCFs are women, they represent only 19.2% of PUs. This is a national problem, and the 2021 data from the Ministry of Higher Education and Research shows that in the field of science and technology the proportion of women is as follows : MCF = 34%, PU = 20% (all fields combined : MCF = 54%, PU = 29%). We must continue to work on this issue.

The funding of 5 annual Research Quality Bonus (RQB) projects, with a total budget of 150,000 euros, aimed at young lecturers, is still in place and encourages the initiation of research projects.

In addition to the 'Pre-maturation' calls for projects run by the Insavalor development subsidiary, 3 projects involving SATT Pulsalys and of potential interest to INSA laboratories : Circle, SciTy DDM and SciTy VDBI are being implemented to develop innovative projects as part of the PIA ANR Premat-Mat call for projects.

4 – Training and development

The initial self-assessment revealed a wide range of practices in terms of thesis supervision. To improve on this point, the institution has been running seminars on thesis supervision since November 2021. One or two seminars are held each year (each seminar consists of 4 sessions of 4 hours + 1 workshop of 2 hours). Each session is led by a person specialising in professional support and brings together, on a voluntary basis, around ten supervisors from a variety of backgrounds and experiences. The seminars have been very well received by participants, but it is difficult to get enough applications to open each session. Discussions are underway on the format of these seminars, as well as on the introduction of a policy to encourage participation.

There are a number of good practice guides and advice on supervising a thesis (Axelera guide), but they are not widely known by teaching and research staff and are not widely distributed.

A thesis co-supervision procedure has been in place since 2007 to enable students to gradually take on the role of supervisor with a view to preparing an HDR. To complement this, a procedure for recognising international co-supervision will be introduced at the end of 2021. This new procedure, which is complementary to co-supervision, makes it easier to recognise the involvement of researchers in co-supervision.

Consideration is currently being given to possible exemptions for supervising doctoral students in doctoral schools (such as E2M2) which, from September 2023, will no longer accept directors or co-directors without an HDR.

The introduction of an incentive policy for HDRs, in the form of a service release, has helped to restore a sustainable number of defences. In fact, every year for the last three years, the number of HDRs defended and awarded has stabilised at around fifteen, which is consistent with previous years.

The department dedicated to training through research and doctoral studies, FEDORA, offers all INSA doctoral students, regardless of their funding source, the following specific training courses.

- PEPS Doc" training course on "soft skills" (human and managerial skills), available in French ("Promouvoir et Explorer les compétences professionnelles du DOCTORAT") and English ("Promote and Explore your Professional Skills of your DOCTORAL experience"). This course is an evolution of the "Future doctors: sharpen your skills" / "Lean Empowerment" seminar.) One session in French and one in English are planned each year.
- Training for teaching professions run by ATENA. One session has been planned each year since 2019.
- Sustainable Development and Social Responsibility training led by the Sustainable Development and Social Responsibility unit. A session has been planned each year since 2021.

These actions are counted as part of the volume of training to be taken by future PhD students. Doctoral students are informed by email and by the distribution of a flyer, as well as during various welcome days.

Since 2022, INSA has been a co-sponsor of a site project to raise awareness of the skills of doctorates in the private sector (2/3 of INSA doctoral students go on to work for companies). This course, approved by the CDEFI (Conférence des directeurs des écoles françaises d'ingénieurs) as part of the "Skills for Business" programme, will be launched at the start of the 2023 academic year.

In 2021, INSA has also set up a Doctorate by validation of acquired experience (VAE), which follows a specific procedure governed by the general decree concerning VAE.

Overall, INSA has a very good dynamic in the organisation and creation of new training courses, run by several departments in a decentralised and concerted manner. These events are aimed at a wide range of people, from doctoral students to experienced researchers.

However, these courses are not well known. To improve access to information on training courses managed or co-managed by Fedora, a dedicated website was launched in September 2022 (<https://fedora.insa-lyon.fr/>).

Exchanges between the entities (ATENA, Fedora, the HRD's APP division) are sustained when joint training courses are organised, but there is a lack of regular interaction on the specific courses offered by each of the units, as well as on their training policy and strategy.

In order to acculturate young researchers to good practice in terms of securing the long-term future of their work, laboratory notebooks are made available and their use is encouraged on a regular basis, with consideration currently being given to a digital version, already in place at CNRS level.

Daily interaction within the second cycle classes creates a sense of belonging that seems to be lacking among doctoral students, both within the doctoral student community and within the school. To improve this, each year FEDORA takes part in the doctoral days organised by the various entities. Lastly, a graduation ceremony for doctoral students will be introduced at the end of 2023.

5 - Assessment of the Open, Transparent and Merit-based Human Resources Policy :

The recruitment policy based on the principles of openness, transparency and judgement on merit was formalised in 2021. This document has been available, in French and English, on the INSA Lyon website since March 2021.

The framework note used during selection committees (CoS) is updated annually, taking into account feedback from CoS chairs. Each year, a meeting is organised by the HRD's teacher-researchers department to present this note to the teacher-researchers who make up the CoS.

The working group that carried out the interim self-evaluation on recruitment principles highlighted two points on which the institution still needs to make progress :

- Improve the way in which the human and interpersonal skills of the candidates interviewed by the CoS are taken into account.
- Improve coordination between the Human Resources Department, the Research Administration Department and the laboratories for recruitment under research contracts or agreements.

These two points are included in the action plan and will be considered by the Label Monitoring Committee.

Part 4 : INSA Lyon's action plan

The initial action plan included 26 actions, 50% of which were completed. Meetings of the monitoring committee have the plan by providing more details on certain actions, which have been broken down into sub-actions (e.g. sub-actions 5.2; 5.3). These working meetings also led to the emergence of three new actions to enable the institution to improve the roles and responsibilities within research laboratories.

The current action plan therefore comprises :

Total actions and sub-actions	42 = 29 actions + 13 sub-actions
New actions and sub- actions	5
Action cancelled	1
Late actions or sub-actions - extended deadline	3
Actions or sub-actions in progress	14
Actions or sub-actions completed	21

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
<p>1 - For associated teams, draft rules and regulations for the laboratories (in accordance with the proposed template). For Joint Research Units (UMR), update and standardise them.</p> <p>Communicate all rules and regulations, and explain their content to teaching and research staff, researchers, PhD students and laboratory staff.</p>	1 – 2 – 3 – 4 - 5	<p><i>(Initial schedule)</i> Semester 2 – 2021</p> <p>Extended schedule Semester 2 - 2024</p>	Administrative Department of Research	13 Règlements intérieur sont rédigés/ mis à jour	Extended	Following the order of 15/12/2021, certain provisions concerning intellectual property rights and trainees, in particular, must be updated on the CNRS form.
<p>2 – Overhaul of the charter for contracted staff.</p>	4 – 5 II (12 – 21) 22	Semester 2 – 2021	Managing Director	Charter amended, approved (vote by the Board of Directors - CA) and communicated	Completed	
<p>2.1 - Further work on the charter for contract staff, particularly on the remuneration section.</p>		Semester 1 – 2022		Charter amended, approved (vote by the Board of Directors - CA) and communicated	Completed	Vote at the Board of Directors' meeting of 30 June 2022 on additional annual remuneration for BIATSS contract staff
<p>3 - Document our recruitment practices for teaching and research staff, researchers and PhD students through an open, transparent and merit-based policy (OTM-R policy).</p>	II (12 – 21)	Semester 2 – 2024	Department of Human Resources	OTM-R policy formalised, approved and communicated	Completed	
<p>3.1 - Set up a working group (HR, DirRec, a member of the Scientific Council and/or a lab director, DirCom) to work on recruitment for researchers (postdocs), PhD students and recruitment on research contracts.</p>				New	<ul style="list-style-type: none"> • Work has been carried out to make job offers for doctoral and post-doctoral students more visible by creating a link between the laboratory websites and the FEDORA website, which can be accessed from the INSA Lyon website. • The reorganisation of the DARREC with the integration of the research contracts department, which was initially part of the DAF, has made it possible to secure recruitment and funding. • Salary scales have been harmonised and are applicable and respected. 	

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
4 - Align the recruitment procedures of INSAVALOR and INSA for appointments of longer than 12 months	12 - 13	(Initial schedule) Semester 1 – 2021 Extended schedule Semester 2 - 2024	INSAValor	Formalised procedures	Extended	
5 - Ensure the security and storage of research data for reuse, traceability and historical value. 5.1 - Building a data center.	7	Semester 1 – 2024	Directeur du Numérique Directeur adjoint CISR		In Progress	
5 - Ensure the security and storage of research data for reuse, traceability and historical value. 5.2 - Deployment of an Electronic Document Management (EDM).	7	Semester 2 – 2023	Department of Steering Support and Continuous Improvement Information Systems Director		Completed	
5 - Ensure the security and storage of research data for reuse, traceability and historical value. 5.3 - Set up a working group on research data : "data.gouv.fr" platform set up by the government.	7	Semester 2 – 2024	Administrative Department of Research		In Progress	Working groups set up by the Scientific Advisory Board on research data have been in place since May 2023. The institution participates in working meetings as part of the preparation of responses to the call for proposals launched by rech data gouv "data workshops".

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
6 - Keep working on the security, storage and dissemination of research data through implementation of the Data Management Plan (DMP) requested by the ANR and extend it to all tenders.	7 - 8	Semester 1 – 2021	Administrative Department of Research	Implementation of Data Management Plans	In Progress	A first version of a DMP has been created, but needs to be perfected. This work will continue with the new members elected to the Scientific Council (January 2023). Since the beginning of 2023, the Open Science Officer has been taking part in project start-up meetings to explain what is expected in terms of publications and the DMP.
6.1 - Put in place a guide to answer the questions posed by the DMP, and work with the players who can answer these questions (DPO, DAPAC, DSI, FSD, RSSI). Feedback from researchers on the use of the DMP.		Semester 2 – 2022			New	
7 - Engage in a comprehensive and multidisciplinary discussion at the institutional level on scientific integrity and ethics.	1 – 2 - 3 - 6 – 7 - 8 - 32	Semester 2 - 2024	Scientific Integrity Officer	Framework document created, approved and communicated	In Progress	Scientific integrity officer pending appointment
8 - Work on the issue of authorship of publications, citing all the authors and only the authors of the work.	2 – 3 – 8 - 32	Semester 2 - 2024	Scientific Integrity Officer	Framework document created, approved and communicated	In Progress	This point is included in the training given to new researchers During 2020, doctoral students had the opportunity to follow MOOCs (1 on scientific integrity, 1 on ethics).
9 - Implementation of a system to monitor the integrity of theses to identify plagiarism in order to stop their defence or publication (FEDORA, BMC and DAJ [Department of Legal Affairs] working group).	3 – 36 - 40	Semester 2 - 2020	FEDORA (Department of Training through Research and Doctoral Studies)	Procedure formalised, approved and communicated Number of plagiarised documents/total number of documents analysed	Completed	Formalised procedure operational since 2020. End 2022 Board vote on stage 2 : transmission of results Compilatio to rapporteurs of thesis manuscript + certificate of analysis to be included in thesis manuscript.

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
10 - Improve the management of gender and equality issues to achieve parity in four years. → Drafting of a Gender Equality Master Plan in accordance with the regulations → Produce a comparative (M/F) status report and implement an associated action plan	10 - 27	Semester 2 - 2020	Department of Human Resources	Drafting and communication (on the intranet) of a Gender Equality Master Plan Annual report Comparative status report and associated action plan	Completed	Vote on the Gender Equality Action Plan at the Board meeting of 11/03/2021
10.1 - Set up a listening unit to deal with discrimination, harassment and sexual and gender-based violence.		Semester 2 - 2021	Department of Human Resources IGB		Completed	Unit in place since September 2021
10.2 - Drawing up a time charter to work on the work-life balance.		Semester 1 - 2022	Department of Human Resources		Completed	
10.3 - Organise a prevention campaign on the health of family carers in partnership with MGEN and Mutualité Française.		Semester 1 - 2022	Department of Human Resources		Completed	
11 - Assess actions to help lower the internal recruitment target and consider areas for improvement	II (12 – 21)	Semester 1 - 2020	Department of Human Resources		Cancelled	
12 - Engage in a discussion around HDRs to consider variations in the rate of obtaining this authorisation. Consider an incentive-based HDR policy.	37 – 38 - 40	Semester 2 - 2022	FEDORA (Department of Training through Research and Doctoral Studies)	Number of HDRs per year 2017 = 6 2018 = 6 2019 = 14	Completed	Thesis "co-direction" procedure (specific to INSA). We have noted an increase in requests for co-direction of theses. Following the 2nd co-supervision, incentive for the HDR, 3rd and 4th co-supervision may be refused if the HDR is not accepted. INSA HDR incentive procedure (release from service hours). INSA repyramidage process : encourages candidates to take the HDR.

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
12.1 - Set up two ERCs dedicated to HDR candidates.			Vice President of Research		Completed	
13 - Work on thesis supervision at INSA Lyon - duties and responsibilities (to be set out and formalised) - Promote training/awareness of thesis supervisors, based on the recommendations of the decree and existing guides	IV (36 – 40)	Semester 2 - 2024	FEDORA (Department of Training through Research and Doctoral Studies)	Formalisation of job descriptions (thesis supervisor) Number of training/awareness activities with the associated records	In progress	3 editions of the managers' training course set up and run (~10 participants/edition). 4th edition cancelled due to lack of participants. Consideration to be given to an annual rather than biannual event. Consideration being given to encouraging young HDRs and MCF/CRs to take part. Reflection on a guide to supervision, including the pre- and post-thesis phases.
14 - Consider how to improve career development for teaching and research staff : - Engage teaching and research staff to give rise to ideas for assignments in addition to teaching and research assignments.	20 - 22 – 28 – 30 - 38 - 39	Semester 2 - 2022	Department of Human Resources	Indicators to monitor the progress of the project	Completed	The new research programming law (LPR) has made it possible to : - raise the salaries of teacher-researchers with retroactive effect, - implement an allowance scheme for teaching and research staff - create additional promotion opportunities for technical and administrative staff who contribute to research in our laboratories, - create a new funding channel via junior professorships.

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
<p>15 - Develop and maintain training courses through the ATENA unit to refresh the knowledge of teaching and research staff on educational issues.</p>	28 – 33 - 39	Semester 2 - 2022	ATENA	<p>Number of teaching staff attending the training courses on educational issues college year 2018 - 2019 = 154 college year 2019 - 2020 = 194 college year 2020 - 2021 (first semester) = 221</p> <p>Number of training actions on educational issues offered each years : college year 2017 -2018 = 8 college year 2018 - 2019 = 16 college year 2019 - 2020 = 13 college year 2020 - 2021 (first semester) = 13 Target for the second semester of 2020 - 2021 = 9</p>	Completed	
<p>16 - Maintain training courses for teaching and research staff, researchers, postdoctoral researchers and PhD students on preparing funding applications (Data Management Plan). Extend this to teaching and research staff and new staff.</p>	5 – 38 - 39	Semester 2 - 2020	Administrative Department of Research	<p>Number of training courses (associated records) In 2019 one training was carried out In 2020 one training was carried out Target : One training must be carried out in 2021 (one per year)</p>	Completed	<p>Training courses in place (via Convergence) organised by the Support Unit for Public Research Projects and the DAF contract unit for managers.</p> <p>Information for the whole laboratory (CE, PhD students, post-docs) Targeted training on specific subjects (e.g. Open Access ; public research projects)</p>

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
16.1 - Set up visits to laboratories by the DARREC to present the Department's missions to ECs, researchers and PhD students.	5 – 38 - 39	Semester 1 - 2022	Administrative Department of Research		Completed	The Administrative Department of Research works on specific subjects and organises meetings in response to the needs of laboratories, teacher-researchers, researchers and doctoral students. The Administrative Department of Research has been reorganised to provide support to ECs from the early stages through to the completion of research projects.
16.2 - Setting up mentoring schemes to respond to calls for projects.		Semester 2 - 2024	Vice President of Research		In Progress	The Vice President of Research and her 5 deputies are currently proofreading some of the responses to major calls for projects in order to improve the drafting and optimise the chances of obtaining funding.
17 - Undertake and maintain communication and training activities for PhD students on the popularisation of science.	8 - 9	Semester 2 - 2022	FEDORA (Department of Training through Research and Doctoral Studies)	Trend in scientific subjects popularised over the years Number of participants in 'my thesis in 180 seconds'	Completed	Communication by email, Flyers 6th edition of the thesis prizes launched INSA SO days (open access day INSA Lyon, 20 October 2022)
18 - Consider putting in place a roadmap for PhD students with information, training and support activities throughout their career. Include the issue of employability of postdoctoral researchers.	22 - 30 IV (36 – 40)	Semester 2 - 2022	FEDORA (Department of Training through Research and Doctoral Studies)	Creation and use of this roadmap Number of training courses to improve employability competencies "Lean Empowerment" In 2018, 2019, 2020 2 trainings was carried out Target : 2 trainings must be carried out in 2021 (two per year)	In Progress	An individual training agreement is in place, covering the training courses requested by doctoral students. During thesis monitoring committees, the future professional career is discussed. INSA Lyon is co-sponsor of the "Compétence Pour l'Entreprise" course, which has been awarded the CDEFI label. This will be launched in Sept. 2023. Broad support for UdL training courses.

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
19 - Formalise and disseminate a mobility guide for teaching and research staff → More active policy on the international mobility of teaching and research staff. → HR strategy to enable mobility	29 - 24	<i>(Initial schedule)</i> Semester 2 – 2021 Extended schedule Semester 2 – 2024	Department of European and International Relations	Creation and communication of a mobility guide (update planned)	Extended	
20 - Make the new staff guide available and update it every year. (Overhaul)	24 - 36 - 40	Semester 2 - 2020	Department of Human Resources	New staff guide updated and communicated	Completed	
21 - Put in place training for new teaching and research staff at INSA Group level (new staff training) with mandatory training and awareness activities.	7 - 8	Semester 2 - 2022	ATENA Vice President of Research	Rate of participation in these training days Number of new staff who request training over four years	Completed	In place : mandatory on Training. An optional day on Research was held in 2019, in 2021 and 2022, cancelled in 2020 (because of Covid). The aim is to make this second day focusing on mandatory.
22 - Provide information on the workload variation system in place for teaching and research staff.	5 - 24 - 33	Semester 2 – 2023	Department of Human Resources	Number of applications to benefit from the system	Completed	
23 - Share information between the various entities (laboratories, departments and support services) : - Roles of each department and entity - Interactions - Undertake communication campaigns targeted at teaching and research staff on current internal training, personal and professional support schemes.	29 - 30	Semester 2 - 2024	Managing Director		In Progress	The Career Development Unit provides laboratory managers with opportunities to present its activities. Since September 2022, a strategy and keys to management module has been included in the training programme for new entity directors. This module presents the missions of the Career Development Unit and those of the DAPAC.
24 - Increase channels of communications for better dissemination of national, European and international news on research developments.	5 – 6 - 8	Semester 2 - 2022	Communication Department Vice President of Research	Number of consultations	In Progress	The future INSA Lyon intranet site is currently being finalised, but there have been delays due to problems with the service provider.

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
<p>25 - Consider communication to improve the visibility of research expertise and the popularisation of innovation in research to improve communication.</p>	8 – 9 - 22	Semester 1 – 2020	<p>Communication Department</p> <p>Vice President of Research</p>	<p>Number of research studies available on the intranet and Internet Currently : 116 Target : all current research studies must be available on the website and intranet</p> <p>Number of research studies presented at scientific events</p> <p>Number of consultations</p>	Completed	<p>Information sheets summarising all the research projects in which INSA Lyon is involved have been available on the school's website since 2018. These sheets specify the funders, partners and budget.</p>
<p>26 - Keep communicating the importance of disseminating research work in open access archives (HAL)</p> <p>→ In accordance with the Open Science Roadmap 2022, 2023 and 2024 presented to the Board of Directors on 15/12/2023.</p>	8 - 9	Semester 2 – 2020	<p>Administrative Department of Research</p>	<p>Bibliometrics indicator.</p> <p>Number of theses in open access archives (HAL) 2017 = 195 2018 = 222 2019 = 375 2020 = 233</p>	In Progress	<p>The introduction of an IDHAL (unique identifier) for each INSA EC is underway. Currently, around 80% of ECs have an IDHAL. This makes it possible to have all the publications for each teacher-researcher.</p> <p>INSA Open Science Barometer published on the HAL portal in order to monitor changes in the number of open access publications (71% by 2022).</p>
<p>26.1 – Organise an Open Science Day :</p> <ul style="list-style-type: none"> - Open access publishing, - Managing and opening up research data. 		Semester 2 – 2022	<p>Administrative Department of Research</p> <p>Director of the Common Documentation Service</p>	<p>Number of participants</p>	Completed	

Proposed actions	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Status	Comments
27 - Draw up mission statements for lab directors, setting out the institution's expectations of them in a common "chapeau" (similar to the mission statements for the management team).	2 - 23	Semester 2 - 2024	Vice President of Research	Mission statements drawn up and communicated	New	Associated units : <ul style="list-style-type: none"> ▪ Department of Human Resources ▪ Department of Steering Support and Continuous Improvement
28 - Set up job descriptions for laboratory managers with a common heading to harmonise their tasks.	11 - 12	Semester 2 - 2024	Department of Human Resources	Job descriptions drawn up and communicated	New	Associated units : <ul style="list-style-type: none"> ▪ Vice President of Research ▪ Department of Steering Support and Continuous Improvement ▪ Administrative Department of Research
29 - Set up laboratory sheets to be sent specifically to laboratory directors, as some information is confidential.	3 – 4 – 5 – 7 – 8	Semester 1 – 2023	Administrative Department of Research		Completed (New)	The laboratory fact sheets show, over a given period : <ul style="list-style-type: none"> - a breakdown of research projects by funder, - the distribution of research projects according to the 5 challenges, - indicators of the laboratory's scientific output, - The number of mentions of the institution in specialist journals.