

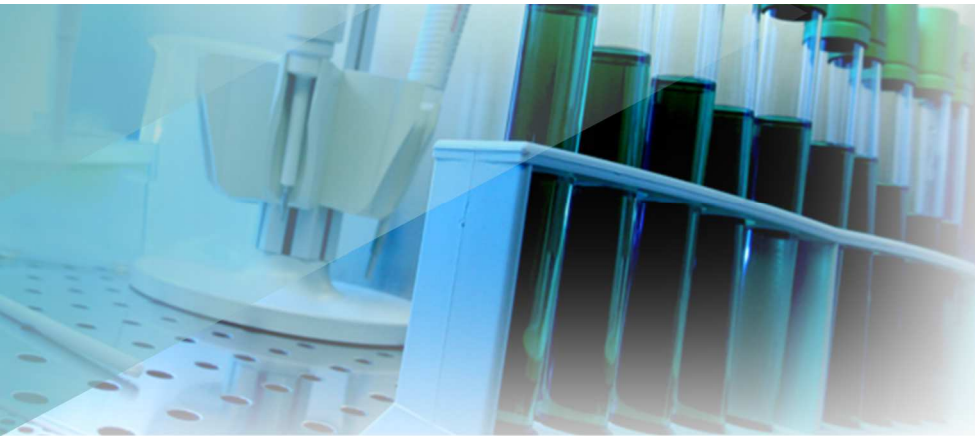
HRS4R Strategy - INSA Lyon

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. 	

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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".

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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.

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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.

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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.

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<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>

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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	<p>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.</p> <p>The Administrative Department of Research has been reorganised to provide support to ECs from the early stages through to the completion of research projects.</p>
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)	<p>Trend in scientific subjects popularised over the years</p> <p>Number of participants in 'my thesis in 180 seconds'</p>	Completed	<p>Communication by email, Flyers</p> <p>6th edition of the thesis prizes launched</p> <p>INSA SO days (open access day INSA Lyon, 20 October 2022)</p>
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)	<p>Creation and use of this roadmap</p> <p>Number of training courses to improve employability competencies "Lean Empowerment"</p> <p>In 2018, 2019, 2020 2 trainings was carried out</p> <p>Target : 2 trainings must be carried out in 2021 (two per year)</p>	In Progress	<p>An individual training agreement is in place, covering the training courses requested by doctoral students.</p> <p>During thesis monitoring committees, the future professional career is discussed.</p> <p>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.</p>

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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.

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<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	

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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.