



## HRS4R at Inserm

### Internal Review for Renewal Assessment Action Plan

May 2016 | First submission

December 2018 | Interim Assessment

March 2022 | Award Renewal

## 1. Inserm: at the heart of life and health sciences

Founded in 1964, the French National Institute of Health and Medical Research (Inserm) is a public scientific and technological institute that operates under the joint authority of the French Ministry of Health and French Ministry of Research.

The 265 research units of Inserm are located throughout France. Most of them have been set up in universities, hospitals or other research organisations, which involves a national and regional management.

As the only French public research institute to focus entirely on human health, in 2008 Inserm took on the responsibility for the strategic, scientific and operational coordination of biomedical research. This key role as coordinator comes naturally to Inserm thanks to the scientific quality of its teams and its ability to conduct translational research, from the laboratory to the patient's bed.

In light of this role of coordinator, the French National Alliance for Life Sciences and Health (Aviesan) and 9 thematic institutes in association with Inserm were created. The roles of the institutes are mainly coordination of strategic analysis, scientific monitoring and operational implementation of life and health science research in France.

The main strategic objectives of the Institute are:

- Promote creativity and excellence
- A commitment to social responsibility and health policy
- Strengthen research and research training in universities
- Focus on translational and clinical research
- Forging strategic partnerships with industry
- Completion of the European Research Area: in the frame of Horizon 2020, Inserm has signed 97 ERC projects and 103 Marie Skłodowska-Curie Actions projects
- Contribute to the international exposure and the attractiveness of the Institute
- Acting through the French alliance for health and life sciences: Aviesan

## 2. Context: Participating in the HRS4R process

For many years, Inserm set up international researcher centres equipped competitively to attract the very best researchers, PhD graduates and students. Therefore, Inserm signed the "*Declaration of Commitment to the Principles of the European Charter of Researchers and Code of Conduct for the Recruitment of Researchers*" in 2006.

Furthermore, in 2011 the directorate general of Inserm decided to get involved in the second cohort of the European Commission's Institutional HR Strategy Group in order to obtain the logo "*HR Excellence in Research*".

The same year, the French Government signed a protocol of agreement to define the objectives relative to the career of the fixed-term contract employees.

In 2013, the Institute established a "*Charter for the recruitment and monitoring of fixed-term contract employees (CDD) of Inserm*" whose principles are very similar to those expressed by the European Commission. It was developed in consultation with trade unions. It sets out a framework and reference principles to involve better and empower managers in managing the careers of their personnel. This means a systematic support of human resources poles, a clear display of the conditions and criteria of recruitment, a reminder of the principles defining the remuneration policy, a reinforced follow up during the contract, etc. All are priorities highlighted by this charter. Actually, this Charter is being updated to include new type of fixed-term contracts for researchers.

Inserm has also signed the "*Charter of deontology for careers in research*." This charter is a national variation of the main international instruments in this field: the European Charter for Researchers (2005); the Singapore Statement on Research Integrity (2010); the European Code of Conduct for Research Integrity (SFS-ALLEA, 2011).

The texts on the human resources regulations are available on the HR website of Inserm and accessible to all audiences.

In addition, to better support the researchers with fixed-term contract and permanent positions throughout their careers, the national training office evaluates the training needs of both individuals and teams in order to construct a suitable response (group training, individual training...).

Inserm has been involved in the construction of the European Research area for several years now. Under Horizon 2020, as it was already the case under the seventh framework programme (FP7), the Institute was still the first European coordinator and the first European partner in collaborative projects in Health. Inserm is also a leading European research organism to host ERC (Panels Life Sciences) and MSCA winners.

The European position of Inserm will be maintained or even improved during Horizon Europe. To do this, Inserm will continue to provide practical information and training to its scientific and administrative staff on the different instruments offered by Horizon Europe.

### 3. The approach

The Institute has received the “*HR Excellence in research*” award in 2016. At the beginning of 2019, we realised the internal review for the interim assessment. Even if some correctives actions were required, the European Commission declared that the HRS4R was embedded in the Institute.

Three years later, we are now doing our internal review for the award renewal assessment.

As previously, we have made an assessment of the actions that have been implemented during the last 3 years. We have also taken into account the remarks of the European Commission in order to improve our HR practices. Finally, during various working groups with the different services and departments of the Headquarters, and the Regional offices, we have foreseen new actions for the next three years.

These departments were:

- Human Resource Department
- Partnerships and External Relations Department
- Program Assessment and Follow-up Department
- Scientific Information and Communication Department
- Research Integrity Office
- International Review Board for Ethics
- US48-LORIER unit

Staff of the Human Resources involved were those in charge of:

- fixed-term contract follow-up
- gender balance
- health and work safety
- personal regulation
- researcher follow-up
- social policy
- training and continuous development
- handicap
- ethical and responsible research

Researchers also contribute to the continual improvement of our HR practices. Staff representatives take part to various working groups to bring the vision of researchers. Moreover, from 2022, researchers will have the possibility to express their training needs through an online platform. And some surveys are launched to have their feedback on various topics (ex. Psychosocial risks). It will allow us not only to strengthen our practices but also to implement to new actions.

Finally, the action plan updated has been validated by the Directorate General.

## 4. The Action Plan

The actions planned are part of the strategic orientations of Inserm. Several axes were preferred to improve in particular those actions that had been implemented recently:

- **Recruitment of “CDD”**
  - › The "Charter for the recruitment and monitoring of fixed-term contract employees (CDD) of Inserm" signed in April 2013, is applied. It involves the implementation of procedures and tools for supporting young researchers. Recruitment offers are automatically published on Euraxess via Inserm exchange platform. In 2022, this Charter is being updated to include new type of fixed-term contracts for researchers.
  - › National and regional events have been organised to inform and advise postdocs on the career prospects offered to them in the academic and private sectors. Fixed-term contract researchers have interviews at the beginning and at key moments of their contracts, receive a brochure with administrative and regional information and can ask for individual meetings as soon as they need it.
- **Career development and evaluation of researchers**
  - › Researchers may be recruited on permanent positions through competitive recruitment. For these researchers, it is necessary to improve the support in their careers.
  - › An awareness of the evaluation commission has been established on topics related to mobility issues. Peers consider intersectoral and interdisciplinary mobility as an asset when worn by a scientific goal.
  - › Recognise the involvement of the researchers in the European Research Area is also important for the Institute. That is why a specific allowance has already been implemented for ERC winners and for permanent researchers who have obtained MSCA Individual Fellowships. Nevertheless, the Institute wants to go further by improving the scientific evaluation and taking into account in the career evolution the involvement of researchers in European projects.
  - › New actions have been implemented and foreseen for the next 3 years to improve the researchers' career perspectives.
- **Working conditions**
  - › Inserm implements and deploys a several year strategy of assessment and mitigation of occupational risks in order to comply with regulations and to provide safety and health at work for all its research staff.
  - › Inserm is particularly concerned about the welfare of its staff and the prevention of psychosocial risks.
  - › Moreover, in this context of sanitary crisis, Inserm had to adapt its working conditions and to guide the researchers during the different steps of the crisis (lockdown, return to work with specific sanitary conditions, etc.).

- **Gender equality**
  - With the adoption of the new plan for gender equality, the actions indicated in the previous action plan have been revised and new actions have been foreseen for the next three years. They answer to the following topics : initiate a collective and operational action at institutional level ; guarantee an equal access to responsibilities and career evolutions ; reconcile better family and professional life and fight against discrimination, sexism and sexual violence (regardless of their sexual orientation).
  - The Institute is also concerned by social issues. That's why some actions have been foreseen to handle it for the next 3 years, always with the objective to better conciliate professional and personal life.
  
- **Non-discrimination/disability**
  - Since 2010, the curve of the employment rate for disabled researchers is continually rising at Inserm. Nevertheless, the Institute continues to develop new actions to improve their working conditions, to give them the opportunity to express their specific needs, to make the information accessible for all, etc.
  - The conclusion of a new multi-year agreement with the Fund for Integration of Persons with Disabilities in the Public Service will allow the Inserm approach to be strengthened for the integration of disabled people by taking new actions.
  
- **Ethical principles and professional responsibility (NEW | 2022-2024)**
  - The importance of an ethical and responsible research has been reinforced the last three years. Researchers have been trained to optimise their research practices with the respect of research ethics and scientific integrity. But the Institute wants to go further on this issue. This is the objective of the programme LORIER. The Institute wants to develop actions (for instance training programme about integrity, participative elaboration of new methodologies and procedures) to improve researchers' working methods about ethics, responsibility, integrity, deontology, open sciences, quality, etc.
  
- **Good practices in research (NEW | 2022-2024)**
  - In a context of continual improvement, it is important to note all the actions that will be implemented in order to better monitor the researchers during their whole career. The improvement of our HR practices is a way to improve their working conditions and their career development.

Abbreviations used

- CSS : Scientific specialised committees
- HR : Human Resource Department
- DPRE : Partnerships and External Relations Department
- DESP : Program Assessment and Follow-up Department
- RIO : Research Integrity Office
- DISC : Scientific Information and Communication Department
- IT : thematic institutes

## 5. Actions to be implemented

### Nota Bene:

- Actions in grey have been implemented ;
- Actions in green were not foreseen in the previous work plan but are important actions that have been implemented during the last 3 years ;
- Actions in white are in progress.

Objectives	How?	Done When?	To implement When?	Who?	
1. Recruitment	1.1.	Increase the dissemination of job offers and the transparency of temporary and permanent recruitment at national and international level (systematic publication of offers on different sites: exchange platform of Inserm, Euraxess, embassies, multilingual information on the modalities recruitment, distribution of the list of Inserm laboratories and their managers, etc.).	2017		HR, DISC, DESP
	1.2	Improve the help given to researchers who are relocating to France from abroad: <ol style="list-style-type: none"> <li>give researchers more help with the administrative procedures that are required due to their relocation (welcome booklet and administrative documents translated in English, helps for getting visa, network of correspondents "mobility", etc.)</li> <li>facilitate access of researchers to housing</li> <li>improve the access of researchers to French training</li> <li>improve the awareness of unit directors to the obligations relative to the researchers' hosting</li> </ol>	2017		HR
	1.3.	Set up a working group to determine actions to implement for the future of young researchers at the end of their contracts. <u>Extended</u> : Homogenise regional practices (see. Action 7.2)	In progress	2 <sup>nd</sup> sem. 2024	Regional offices (HR)
	1.4.	Get a software to handle job offers and spread it more widely	In progress	2 <sup>nd</sup> sem. 2022	HR
	1.5.	Spread more widely the job offers with a professional LinkedIn webpage	In progress	2 <sup>nd</sup> sem. 2022	DISC, HR
	<i>Make career perspectives more attractive</i>				
	1.6.	Create a new grade for researchers (stage R3) called "outstanding" in order to improve their remuneration	2018		HR
	1.7.	Increase the number of promotion and career evolution possibilities	2020		HR
	1.8.	Increase the number of recruitment possibilities : <ol style="list-style-type: none"> <li>for researchers</li> <li>for research directors</li> </ol>	In progress	a. 1 <sup>st</sup> sem. 2022 b. 2 <sup>nd</sup> sem. 2022	HR
	1.9.	Implement a new top-up allowance for researchers to improve their remuneration	In progress	2 <sup>nd</sup> sem. 2022	HR
	1.10.	Implement an annual new way of recruitment to become Research Director (Junior Professor Chair)	In progress	1 <sup>st</sup> sem. 2022	HR
1.11.	Attract hospital practitioners in our laboratories in order to get their particular expertise in research projects	In progress	2 <sup>nd</sup> sem. 2023	HR	

Objectives	How?	Done When?	To implement When?	Who?	
<b>2. Career Development and Research evaluation</b>	2.1.	Inform researchers on the development of their careers: a. improve and reorganise the site dedicated to the evaluation of researchers and structures (EVA website)	2017	<u>Extended action</u> : improving institutional site (2019)	HR, DESP, Researchers
		b. improve and reorganise the site that provides human resources information and tools for career development (HR website)	2017		
	2.2.	Strengthen the follow up process and optimise the evaluation of researchers throughout their careers: a. establish a trades and skills observatory in order to determine what the Institute needs to do to improve the guidance given to researchers	2018		DESP, HR, CSS, IT
		b. establish HR interviews at key moments of the researcher's career	2018		HR
		c. support researchers at the end of their career (knowledge transfer, mentoring, etc.)	2018		HR
		d. decrease the frequency of evaluation and review each case more thoroughly and in line with the assessment of the host lab to help the best the researchers	2018		DESP, HR, CSS, IT
	2.3.	Value international experience in scientific careers: a. provide researchers with the tools needed to develop international research collaborations (information guide, language support, network of correspondents "mobility", etc.)	a. 2017		DESP, DPRE, HR, CSS, IT
		b. giving a role of "Inserm ambassadors" to Inserm permanent researchers working abroad	b. not to implement		
	2.4.	Broaden the assistance loan for those either relocating within France or those moving to France from abroad.	2017		HR, DPRE
	2.5.	Train and sensitise those concerned with issues of scientific integrity	Updated, see 6.1-6.14		RIO, HR
	2.6.	Train all newly recruited researchers, who will be required to supervise a group (team, unit), to the main concepts of management (e-learning)	In progress	1 <sup>st</sup> sem. 2023	HR
2.7.	Implement trainings in order to stimulate and help researchers to apply for European projects	In progress	1 <sup>st</sup> sem. 2023	HR, DPRE	
2.8.	Better recognise the involvement of researchers in the European Research Area (ERA) : a. implement a specific allowance for coordinators of collaborative projects	In progress	a. 2 <sup>nd</sup> sem. 2022 b. 2 <sup>nd</sup> sem. 2023	HR, DPRE, DESP	
	b. update the scientific evaluation to take into account the involvement in European projects in the career evaluation				
<i>New website for all the research professionals</i>					
2.9.	Realise a new website in order to gather and find easily all the information about research at Inserm, including the information still available in the HR website (Inserm Pro)	2021		DISC	
2.10.	Implement a working group to add the information available on the website dedicated to the evaluation of researchers (EVA website) in Inserm Pro	In progress	1 <sup>st</sup> sem. 2023	DISC, DESP	
2.11.	Give the opportunity to researchers to express annually their training needs through an online platform (EVA website)	In progress	1 <sup>st</sup> sem. 2022	HR, DESP	



Objectives	How?	Done When?	To implement When?	Who?	
<b>3. Working conditions</b>	<b>3.1.</b>	Implement the National Commission of psychosocial risk prevention in charge of proposing and evaluating prevention policies and training members of the relevant committees to psychosocial risks.	2017		HR
	<b>3.2.</b>	Strengthen action and increase the visibility of the monitoring groups responsible for preventing and managing individual or collective situations of discomfort at work. <u>Extended</u> : dedicated webpage	2019		HR
	<b>3.3.</b>	Recognise the status of family caregivers to better reconcile professional and personal life	In progress	2 <sup>nd</sup> sem. 2023	HR
	<b>3.4.</b>	Implement a partnership with the Ministry to get places in childcare centre	In progress	1 <sup>st</sup> sem. 2022	HR
	<b>3.5.</b>	Implement a partnership with university campus to help researchers to find a place to live	In progress	2 <sup>nd</sup> sem. 2022	HR
	<b>3.6.</b>	<u>COVID-19</u> : Train team leaders to remote management	2020		HR
	<b>3.7.</b>	<u>COVID-19</u> : Implement plans to maintain the activity despite the lockdown and then to assist and support the units and staff with the resumption of the activity (Experience feedback for next crisis)	2019-2020		HR
	<b>3.8.</b>	<u>COVID-19</u> : Give assistance to Inserm Units to implement the actions plan in the framework of the sanitary crisis. Regular updating advice sheet "WHAT TO DO - COVID-19"	2020-2021		HR
	<b>3.9.</b>	<u>COVID-19</u> : Create and publish safety sheets to prevent psychosocial risks during the lockdown and then to assist staff to get back to work after the lockdown (Experience feedback for next crisis)	2019-2020		HR
	<b>3.10.</b>	<u>COVID-19</u> : Implement medical teleconsultations with occupational physicians	2019-2020		HR
	<b>3.11.</b>	Include psychosocial risks in the evaluation of professional risks	2019		HR
	<b>3.12.</b>	Update brochures about preventing mental and sexual harassment	2022		HR
	<b>3.13.</b>	Create a "Time Charter" about time management and effective collective interactions at work	2021		HR
	<b>3.14.</b>	Set a working group up to improve management practices by taking the psychosocial risks into account	In progress	2 <sup>nd</sup> sem. 2023	HR
	<b>3.15.</b>	Implement a platform : a. to make inventories of all hazardous products and items handled by researchers at their workplace b. to implement a better monitoring of occupational exposures at work (retirement, etc.)	In progress	2 <sup>nd</sup> sem. 2024	HR
	<b>3.16.</b>	Implement activity-centered ergonomics in order to analyse activities, resume at-risk situations and strengthen effectiveness	In progress	2 <sup>nd</sup> sem. 2024	HR
	<b>3.17.</b>	Publish a guide about safety while working in animal housing facilities	In progress	2 <sup>nd</sup> sem. 2022	HR

*Nota Bene: actions foreseen in the previous action plan for the section “Gender Equality” have been revised since the adoption of the Gender Equality Plan 2021-2023. That is why they have been changed for new actions but which are linked to the previous one for some of them.*

Objectives	How?	Done When?	To implement When?	Who?	
<b>4. Gender Equality (1/2)</b> * GE NCP: Gender Equality National Contact Point	<b>4.1.</b> Educate and inform researchers on gender issues: a. inform on the inventory b. inform on national and international actions	Action revised		HR	
	<b>4.2.</b> Educate and inform researchers on gender research: a. inform about seminars on gender research b. inform about calls for monitoring gender studies	Action revised		HR	
	<b>4.3.</b> Create a portal "Gender equality" at Inserm	In progress	1 <sup>st</sup> sem. 2023	HR, DISC	
	<b>4.4.</b> Establish mentoring programs	Action revised		HR, DESP, Researchers	
	<b>4.5.</b> Train Unit Directors and members of committees to gender issues	Updated, see 4.9-4.10	1 <sup>st</sup> sem. 2022	HR	
	<b>4.6.</b> Strengthen information on the services offered to reconcile better family and professional life (help with childcare in different situations such as conferences, etc.). <u>Extended</u> : home office implemented	2019		HR	
	<b>4.7.</b> Update the guide about pregnancy and work	2022		HR	
	<b>4.8.</b> Increase awareness among all researchers with an online training (webinar) about major concepts of gender equality	2021		HR	
	<b>4.9.</b> Train the regional contact points for gender equality to the challenges and tools for professional equality	In progress	1 <sup>st</sup> sem. 2022	HR	
	<b>4.10.</b> Train the members of social watch units to identification, prevention and management of sexual and gender-based violence	In progress	1 <sup>st</sup> sem. 2022	HR	
	<b>4.11.</b> Develop a Serious Game about professional equality	In progress	1 <sup>st</sup> sem. 2023	HR	
	<i>Initiate a collective and operational action at institutional level</i>				
	<b>4.12.</b> Create in each unit a group of people in charge of equality issues with various profiles	In progress	1 <sup>st</sup> sem. 2022	GE NCP*	
<b>4.13.</b> Involve each unit director in this issue with the signature of a letter in favour of Gender Equality with various and specific measures	In progress	1 <sup>st</sup> sem. 2023	GE NCP		

Objectives	How?	Done When?	To implement When?	Who?	
<b>4. Gender Equality (2/2)</b> * GE NCP: Gender Equality National Contact Point	<i>Guarantee an equal access to responsibilities and career evolutions</i>				
	4.14.	Guarantee a good valorisation of women researchers and of the women experts at Inserm in medias and communities, at regional and national levels	2022		GE NCP, DISC
	4.15.	Implement a e-learning module about gender issues, fight against discrimination, sexism and violence	In progress	2 <sup>nd</sup> sem. 2022	GE NCP
	4.16.	Raise awareness among committees members about bias that could have an influence in the recruitment and evaluation processes	In progress	2 <sup>nd</sup> sem. 2022	GE NCP
	4.17.	Create a job that will guarantee gender equality in each recruitment and promotion committee (but more largely a guarantee to avoid all the bias in recruitment: handicap, profile, etc.)	In progress	1 <sup>st</sup> sem. 2022	GE NCP
	4.18.	Foster new applications to position with responsibilities: <ul style="list-style-type: none"> <li>a. stimulate vocations and increase the number of women as unit directors, team leaders, responsible of platform, etc.</li> <li>b. identify next women applicants, whatever their status, from a pool realised by the employers</li> </ul>	In progress	2 <sup>nd</sup> sem. 2023	GE NCP
	4.19.	Guarantee a fair remuneration policy : analyse the eligibility criteria for bonus in light of gender issues and draw lessons from the results	In progress	2 <sup>nd</sup> sem. 2023	GE NCP
	<i>Reconcile better family and professional life (and guide better parenthood)</i>				
	4.20.	Help researchers to better organise their work thanks to the implementation of the Time Charter adopted by the Institute	In progress	2 <sup>nd</sup> sem. 2023	GE NCP
	<i>Fight against discrimination, sexism and sexual violence (regardless of their sexual orientation)</i>				
4.21.	Include this risk in our health and security at work : <ul style="list-style-type: none"> <li>a. implement an external instrument dealing with reporting and supporting to victims</li> <li>b. realise a communication campaign about this external instrument</li> <li>c. train resource people</li> </ul>	In progress	2 <sup>nd</sup> sem. 2023	GE NCP	
4.22.	Write annual articles about gender equality with a approach of continual improvement	2021		DISC	

Objectives	How?	Done When?	To implement When?	Who?	
<b>5. Non-discrimination Handicap</b>	<b>5.1.</b>	Develop recruitment of disabled researchers conducting awareness and communication actions with different audiences (disabled, doctoral schools, universities, etc.) on the trades of Inserm, as is done for technicians and engineers, and create a pool of scientists candidates	2017		HR
	<b>5.2.</b>	Open positions for disabled researchers	2017		HR
	<b>5.3.</b>	Implement the DuoDay action (annual): give the opportunity to disabled researchers to work with Inserm staff in order to discover their activities during one day	2020	Next DuoDay : 2 <sup>nd</sup> sem. 2022	HR
	<b>5.4.</b>	Implement a specific follow-up for researchers suffering from mental disability in partnership with a dedicated association	2021		HR
	<b>5.5.</b>	Set a partnership up with a dedicated site to publish our job vacancies for disabled researchers	2022		HR
	<b>5.6.</b>	Improve the description of our job vacancies : help laboratories to better describe their environment and the main features of the job offer	In progress	2 <sup>nd</sup> sem. 2022	HR
	<b>5.7.</b>	Realise a guide about handicap with actors from the Headquarters and the Regional offices	In progress	1 <sup>st</sup> sem. 2022	HR, Regional offices
	<b>5.8.</b>	Implement a pilot group with the person in charge of handicap issues, the doctor and the social worker to follow better disabled people	In progress	1 <sup>st</sup> sem. 2022	HR
	<b>5.9.</b>	Get a new grant to improve more our working arrangements, awareness campaign and specific follow-ups	In progress	2 <sup>nd</sup> sem. 2022	HR
	<b>5.10.</b>	Give the possibility to disabled researchers to declare their specific needs on the website dedicated to researchers (EVA website)	In progress	2 <sup>nd</sup> sem. 2022	HR
	<b>5.11.</b>	Raise awareness of the necessity to recognise a disability by the dedicated structure	In progress	2 <sup>nd</sup> sem. 2022	HR
	<b>5.12.</b>	Meet students in universities to give them career perspectives and the follow-up of the Institute	In progress	2 <sup>nd</sup> sem. 2023	HR
	<b>5.13.</b>	Write annual articles about non-discrimination & handicap with a approach of continual improvement	2021		DISC
	<b>5.14.</b>	Make the annual wishes from the CEO accessible for all : simultaneous written transcription of the CEO's speech	2022		DISC
	<b>5.15.</b>	Train the staff from the information and communication department to web accessibility in order to improve the website and make it accessible for all	In progress	2 <sup>nd</sup> sem. 2022	DISC

Objectives	How?	Done When?	To implement When?	Who?	
<b>6. Ethical and responsible research</b>	<b>6.1.</b>	Train the researchers to optimise their research practices with the respect of research ethics and scientific integrity	2019		HR
	<b>6.2.</b>	Realise and print posters about responsible research (available on Inserm Pro website) for laboratories	2021		DISC, RIO
	<b>6.3.</b>	Create a web platform dedicated to research ethics and scientific integrity : the LORIER portal	2022		DISC, RIO, US48-Lorier
	<b>6.4.</b>	Develop actions to improve researchers' working methods about ethics, responsibility, integrity, deontology, open sciences, quality, etc.	In progress	2 <sup>nd</sup> sem. 2022	RIO, HR, US48-Lorier

Objectives	How?	Done When?	To implement When?	Who?	
<b>7. Good practices in research</b>	<b>7.1.</b>	Turn regional actors professional: <ul style="list-style-type: none"> <li>a. train them to better monitor the researchers during their whole career (professional interview)</li> <li>b. make them able to help the researchers to build their professional project</li> <li>c. train them to better guide the researchers when they wish to move towards another job</li> </ul>	2019 2019 In progress	c. 2 <sup>nd</sup> sem. 2022	HR, Regional offices
	<b>7.2.</b>	Homogenise HR practices in all Regional offices to better guide the researchers	In progress	2 <sup>nd</sup> sem. 2024	HR, Regional offices
	<b>7.3.</b>	Strengthen mentoring	In progress	2 <sup>nd</sup> sem. 2024	HR
	<b>7.4.</b>	Implement an annual infoday for newly recruited researchers in order to present them the Institute and key information (evaluation, promotion, integrity, European projects, etc.)	In progress	1 <sup>st</sup> sem. 2023	HR
	<b>7.5.</b>	Implement a working group to establish new actions in order to recognise and thank researchers who are about to retire	In progress	2 <sup>nd</sup> sem. 2024	HR
	<b>7.6.</b>	Add the "HR Excellence in research" logo in the template for job offers	In progress	2 <sup>nd</sup> sem. 2022	HR
	<b>7.7.</b>	Give better career perspectives to our young researchers (PhD students and young postdoctoral researchers) presenting them European projects (Marie Skłodowska-Curie Actions - MSCA)	In progress	1 <sup>st</sup> sem. 2022	HR
	<b>7.8.</b>	Implement a hosting agreement for foreign young researchers with foreign fixed-term contracts in order to give them a top-up allowance to improve their life conditions (accommodation, subsistence, etc.)	In progress	2 <sup>nd</sup> sem. 2022	HR, Regional offices

<b>8. Evaluation</b>	<b>8.1.</b>	Implement a self-assessment every two years	2018		
	<b>8.2.</b>	Implement an external evaluation four years after acknowledgement	2020		
	<b>8.3.</b>	Implement the internal review for renewal assessment	2022		