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HRS4R at Inserm

Internal Review for Renewal Assessment OTM-R policy

July 2023



HR EXCELLENCE IN RESEARCH

OTM-R system

1. Have we published a version of our OTM-R policy online (in the national language and in English)? **Status | +/- Yes, substantially**

- Inserm has an open, transparent and merit-based policy for recruitment.
- It is open to everyone:
 - In the 2021 and 2022 recruitment campaigns, between 33% and 35% of applicants were from abroad. They account for 25% to 28% of researchers recruited.
 - The employment of researchers with disabilities has increased at Inserm. In particular, the number of beneficiaries of the employment obligation has almost tripled, from 15 to 44 people between 2014 and 2022.
 - The Institute implement a policy of professional equality with a dedicated plan built around four axes: launch a collective and operational institutional action; create the conditions for equal access to responsibilities and career development; improve the articulation between different life stages and better support parenthood; fight against discrimination, sexism, and sexual violence (including LGBTQ+).
 - Researchers can benefit from individual mobility during their career. It could be for various reasons:
 - to galvanise his/her research career with an evolution of the scientific environment and his/her partnerships;
 - to correlate the professional activity with personal obligations;
 - to head towards a career in supporting research job;
 - etc.
 - Therefore, individual mobility can vary from just a change of posting to other administrative positions such provisional assignment or placement to another organisation (in France or abroad). It could be in the academic or non-academic sector.
- It is transparent. Each process of recruitment (researchers' competitions, fixed-term contracts, disability recruitment, and call for proposals) are detailed on Inserm Pro and EVA 3. The mobility process is also detailed on Inserm Pro and EVA 3.
- It is merit-based as each applicant is assessed on predefined criteria that are available among the reference documents of each recruitment process.

Related link:

- <https://pro.inserm.fr/rubriques/ressources-humaines/hr-excellence-in-research>

2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?

Status | ++ Yes, completely

- On Inserm Pro, there is a dedicated section with the OTM-R procedures and practices for all types of positions:



- This section explains how join Inserm: through competitions, call for proposals or specific bridges between medical staff and researcher.
- For each campaign (researchers competition, recruitment with fixed-term contract, call for proposals), there is a guide that explains and details the whole procedure.
- For researchers' competitions and for some call for proposals, those documents are available in French and in English.
- Concerning the recruitment with fixed-term contract, as it is published on EURAXESS, it is in English.
- Individual mobility offers are published in French on the HR website.

Related documents:

- Researchers competitions: Guide of applicants - [French version](#) | [English version](#)
- Temporary positions: Charter for the recruitment of fixed-term contracts - [French version](#)
- Recruitment via call offers: all the related documents (guide for applicants, call for proposals, evaluation criteria, etc.) are available on the [different dedicated webpages](#).

3. Is everyone involved in the process sufficiently trained in the area of OTM-R?

Status | ++ Yes, completely

- All evaluation committee members receive a training about OTM-R. The assessment by the Scientific Specialised Committees meets the European standards and follows the ethical and moral rules of objectivity, of equal treatment, of transparency and of impartiality.
- For the recruitment of temporary researchers, a national training has been implemented. Each year, 12 people are trained to recruit effectively their scientific team.
- Since January 2022, there is a "guarantor" for each recruitment and promotion campaign. The objective of this "guarantor" is to implement good practices:
 - Favour evaluation criteria which are not tacitly favourable towards one gender

- Implement evaluation criteria in the same way for all the applicants
- Ensure the same quality and quantity for the exchanges for each applicant
- Take into account positively career break.

Related link:

- <https://eva3-accueil.inserm.fr/sites/eva/instances/Pages/default.aspx>

4. *Do we make (sufficient) use of e-recruitment tools?*

Status | -/+ Yes, partially

- If the EURAXESS Jobs platform is well used, we plan to go further on this issue.
- We plan to get a software to handle job offers and to spread more widely the job offers with a professional LinkedIn webpage.

5. *Do we have a quality control system for OTM-R in place?*

Status | +/- Yes, substantially

- Since January 2022, Inserm has established the role of “gender equality guarantor” in each recruitment and promotion committee (more largely a guarantee to avoid all the bias in recruitment: handicap, profile, etc.).
- Statistics are provided at the end of each evaluation process.
- Each year, a Unique Social Report is realised with all the statistics concerning recruitment, gender balance, disabled researchers, etc. This document is available on Inserm Pro.
- Moreover, all the views are copied on EVA website for each applicant.

Related link:

- <https://pro.inserm.fr/bilan-social>

6. *Does our current OTM-R policy encourage external candidates to apply?*

Status | ++ Yes completely

- Our offers are open to all researchers, whatever their organism.
- We publish through various channels to reach the best researchers all over the world: magazines (Nature, Science), social networks (LinkedIn, Twitter, EURAXESS), theme-based institutes newsletters (some of them are followed by people all over the world), posters in some theme-based institutes and embassies.

7. *Is our current OTM-R policy in line with policies to attract researchers from abroad?*

Status | ++ Yes completely

- Our offers are open to all researchers, whatever their nationality. According to the two last campaigns, we have between 33 and 35% of foreign applicants and between 25 and 28% of recruited researchers who are from abroad.
- Concerning researchers’ competitions, the campaigns are available in French and in English. During the application, it is possible to submit the application in both languages. During the audition, both languages are also accepted.

- Finally, they can contact the administrative staff by phone or email in English if they need more information about specific topics.
- Temporary positions are published on EURAXESS. Therefore, there are accessible to everyone.
- Some of the call for proposals are published in French and in English on EVA 3.

8. *Is our current OTM-R policy in line with policies to attract underrepresented groups?* **Status | ++ Yes completely**

- In January 2021, Inserm make its involvement clear about gender equality with the publication of its Gender Equality Plan 2021-2023 and the creation of a dedicated section on Inserm Pro.
- Since January 2022, Inserm has established the role of “gender equality guarantor” in each recruitment and promotion committee (more largely a guarantee to avoid all the bias in recruitment: handicap, profile, etc.).
- In February 2022, Inserm has trained the members of social watch units to identification, prevention and management of sexual and gender-based violence.
- In 2022, all the members of our scientific specialised commissions (their aim is to evaluate the researchers’ careers) have been trained with a specific focus on gender balance. Soon, each new member will receive the training online. This e-learning training will be composed of four modules: learn more about bias, train to careers in research, how to recruit without bias, how to promote without bias.
- Women are strongly encouraged to apply for national (e.g. ATIP-Avenir) and European (ERC, MSCA, etc.) call for proposals.
- They are also strongly encouraged to apply for promotion campaign. Next fall, a letter signed by the HR Department and the Program Assessment and Follow-up Department will be sent to all the women eligible for a promotion to become research director in order to foster applications among women.
- There is a dedicated campaign for disabled researchers.
- In June 2022, a new person in charge of disabled issues has been recruited. Numerous actions have been planned such as the publication of a guide for disabled people about key points about their career: recruitment path, measures to keep disabled workers in the workforce, career evolution, etc.

9. *Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?* **Status | ++ Yes completely**

- The Institute offers attractive working conditions for researchers:
 - **Personalized remote working.** Employees and their managers decide, for the year to come, which days of the week they wish to work remotely. For greater flexibility, they can also choose floating days. This combination makes it possible to reconcile the needs of staff and teams to adapt to events that escape the weekly rhythm.

- **Leave.** Working at Inserm also means benefiting from up to 32 working days of leave and up to 13 additional rest days from reduction of working hours per year for full-time employees.
 - **Social benefits.** Inserm offers its staff social benefits (in French), particularly for children, housing and vacations.
- The social action is composed of 16 social workers, including one especially dedicated to provide a specific support to foreign researchers. She helps them with the administrative procedures but she also gives them information about housing, social protection, childcare, etc.
- Some agreements have been signed with various partners to help researchers to find a place to live (e.g.: since January 2017, Inserm has signed an agreement with « Residhome Estudines ». They offer functional apartments and services to suit researchers' needs and are located in big university towns and neighbourhoods with good public transportation networks. This measure is also proposed to foreign researchers hosted in Inserm laboratories. In 2023, this agreement has been renewed).
- To support newly recruited researchers, Inserm offers a 3 500€ research and doctoral supervision bonus (gross value) to CRCN (junior researchers) and a 6 000€ research and doctoral supervision bonus (gross value) to DR2 (senior researchers). This systematic grant is disbursed over 3 years. These amounts are given in the framework of the third part of the new financial compensation scheme.
- In addition, a 30 000€ endowment is dedicated to the recruitment of researchers (only CRCN - junior researchers), in order to meet their needs in terms of functioning and/or lab equipment within the institute.

Related link:

- Social benefits: <https://pro.inserm.fr/rubriques/ressources-humaines/laction-sociale-a-linserm/les-prestations-sociales-a-linserm>
- <https://pro.inserm.fr/rubriques/ressources-humaines/laction-sociale-a-linserm/protection-sociale-et-mutuelles>

10. Do we have means to monitor whether the most suitable researchers apply? **Status |** -/+ Yes, partially

- At the end of the evaluation session, the committee members have to indicate whether the applicants were in line with Inserm expectations and objectives.

Advertising and application phase

11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions? **Status |** +/- Yes, substantially

- Researchers' competitions are published in an announcement of the Official Journal, in the press, on posters in the relevant theme-based Institutes and on EVA 3 and the HR website.

- The announcement in the Journal Officiel details the number of positions available for each grade and in each group of disciplines (specialized scientific committees). It also indicates opening and closing dates for applications submission.
- This information is regularly updated on Inserm's websites. It can be obtained from the Regional Offices and on request from the HR Development Service (Headquarters) too.
- Guidelines for unit directors explain how to recruit civil servants and temporary contracts. Regional offices can also help them with the recruitment process.
- There is a template for individual mobility offers.
- All fixed-term contracts for researchers are published on EURAXESS. Each lab can publish its own offers. However, there is no guidelines to publish on EURAXESS.
- In June 2023, a new person in charge of the recruitment strategy and the attractiveness of the Institute has been recruited. Among her objectives, she will first provide an overview of all these temporary job offers. Then, she will link all these offers to the Inserm page in order to give them more visibility, to homogenise the information provided for each offer and to centralise all the offers.

Related documents:

- Researchers competitions: Guide of applicants - [French version](#) (p.7) | [English version](#) (p.8)
- Guidelines for unit directors (in French): <https://pro.inserm.fr/rubriques/support-a-la-recherche/gerer-une-unite#attachment19309>

12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? **Status | ++ Yes, completely**

- For each recruitment campaign (researchers' competitions and call for proposals) references to all key documents are given, regardless of the job advertisement support (EVA3, Inserm Pro, Nature Careers, etc.)

13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? **Status | +/- Yes, substantially**

- All offers are published on EURAXESS. Each lab can publish its own offers. However, these offers are not always clearly linked to Inserm.
- In June 2023, a new person in charge of the recruitment strategy and the attractiveness of the Institute has been recruited. Among her objectives, she will first provide an overview of all these temporary job offers. Then, she will link all these offers to the Inserm page in order to give them more visibility, to homogenise the information provided for each offer and to centralise all the offers.

14. Do we make use of other job advertising tools?

Status | ++ Yes, completely

- We have various job advertising tools: national websites (Inserm Pro / EVA 3), social networks (LinkedIn, Twitter), journals (Nature, Science) national/regional newsletters, in some theme-based institutes' newsletters, posters and embassies.

15. Do we keep the administrative burden to a minimum for the candidate?

Status | +/- Yes, substantially

- Some of our recruitment processes are dematerialised in order to keep the administrative burden to a minimum for the applicant. It is the case for researchers' competitions, Inserm Chairs and some recruitment processes through call for proposals.

Selection and evaluation phase

16. Do we have clear rules governing the appointment of selection committees?

Status | ++ Yes, completely

- First, there is a decree concerning the appointment of selection committees:
 - Decree no. 2013-908 of 10 October 2013 regarding the procedure for the appointment of the members of the admissions committees for the recruitment and promotion of civil servants in the public service of the state, the public service on a regional level and the public inpatient healthcare service
- Inserm staff and people who contribute actively to the activity of the Institute elect half of the Scientific Specialised Committees members. The Chair of Inserm appoints the other half. They are elected/appointed for 5 years.
- Last elections took place in November 2021. Everyone was encouraged to submit his/her application in order to be elected.

17. Do we have clear rules concerning the composition of selection committees?

Status | ++ Yes, completely

Competitive recruitment of researchers:

- Researchers are recruited via a competitive process **based on** their qualifications and previous work. This process is opened by government order and includes a short list stage and a final acceptance stage.
- There are several admissions committees to cover all of the disciplines of Inserm. They are composed of members with diverse areas of expertise and skills. At least 40% of the members must be male and at least 40% female.
- When justified for the purposes of a scientific expert opinion on a piece of research, the admissions committee can be supplemented, but constitute no more than 20% of its members, by qualified people chosen by the Chairman-

General Manager of Inserm on the basis of the opinion of the Chairman of the committee. These people will participate in the examination of the submissions and, if necessary, in interviews of applicants, and attend the deliberation sessions of the admissions committee in order to provide advice.

- Each recruitment committee comprises of subcommittees; two assessors are appointed for each applicant, who study the applicant's application; the subcommittees conduct the interviews.
- There is one single recruitment committee for all the positions within a single category. Chaired by the Chairman-General Manager of Inserm (or his representative), it is composed of 10 scientists, who may or may not belong to the Institute, whose rank is at least equal to that of the applicants for the positions which need to be filled. Five of them must be members of the Scientific Advisory Board of Inserm.
- He will produce, based on the short list of applicants, a list of the accepted applicants in order of merit and, if necessary, an additional list.

Calls for proposals:

- There are several admissions committees to cover all of the disciplines of Inserm. They are composed of members with diverse areas of expertise and skills and of different nationalities.

18. *Are the committees sufficiently gender-balanced?*

Status | ++ Yes, completely

- All the committees should include at least 40% of women and at least 40% of men among the members. The minimum threshold is valid for both. It is not possible to have less than 40% for one gender. For instance, it is impossible to have the following sharing: 70% of women and 30% of men.

19. *Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?*

Status | +/- Yes, substantially

- The "guarantor" of the selection committee must ensure that the identified gaps between women and men are only due to the assessment of the scientific merits or the matching of the applicant profile with the position.
- During researchers' competitions, applicants are evaluated in the following manner:
 - **Quality of career, assessed in terms of:**
 - the reputation of the laboratories where the applicant worked as a student and as a post-doctoral researcher
 - the variety of topics studied by the researcher and the different places where the applicant has worked
 - **Scientific project, assessed in terms of:**
 - quality (originality, interest of the question asked, scientific approach, methodology)

- adequacy of resources (equipment, funding, human resources) and
- suitability in relation to the missions of Inserm
- the potential for the creation of economic, medical and social value.
- ▶ **Publications, assessed in terms of number, quality and impact, taking into account the rank of authorship:**
 - original publications on an international level
 - generalist journals
 - better specialist journals
 - other specialist journals
 - publications made in the context of international conferences
 - works and journal papers
- ▶ **Value creation and technology transfer, assessed in terms of:** the participation of the applicant in patent applications, industrial contracts or any other outcome resulting from the creation of value based on the work of the researcher.
- ▶ **Scientific management and teaching skills, assessed in terms of:**
 - national or international scientific collaborations
 - oral presentations on selected posters
 - participation in conferences and seminars
 - management positions in projects (CR1)
 - the teaching of theory to third-year students

Appointment phase

20. Do we inform all applicants at the end of the selection process? **Status** | ++ Yes, completely

- According to the process, the applicants are informed via the web site and/or with e-mails and letters.
- For researchers competitions (junior as senior), the list of preselected applicants, the list of admissible applicants and the list of successful applicants (which are not subject to be modified), are published on the Inserm website (<https://eva3-accueil.inserm.fr> / Result). A mail is also sent to all candidates, regardless of the results.
- For each call for proposals, the results are given on the different dedicated webpages.

21. Do we provide adequate feedback to interviewees? **Status** | ++ Yes, completely

- According to the type of recruitment, the applicants could receive either a written report or an oral feedback.

22. *Do we have an appropriate complaints mechanism in place?* **Status | ++ Yes, completely**

- For researchers' competitions (junior and senior), unsuccessful applicants receive a letter with the result and the complaints mechanism.
- The latter is, in accordance with the article R.421-1 of the Code of Administrative Justice, a two-month period upon the receipt of this letter.

Overall assessment

23. *Do we have a system in place to assess whether OTM-R delivers on its objectives?* **Status | ++ Yes, completely**

- Inserm has a Strategic Plan and Objective-based contract (2021-2025). It gathers statistics about candidates from abroad, foreigners, women in the activity report and in the social data.
- We also produce many indicators for various strategic and institutional documents:
 - the Annual Activity Report: <https://www.calameo.com/read/005154450f65065942f4e>
 - the Unique Social Report: <https://pro.inserm.fr/bilan-social>
 - the Scientific Advisory Board Report