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# Inserm

La science pour la santé  
From science to health



HR EXCELLENCE IN RESEARCH

# HRS4R at Inserm

## The internal review for renewal assessment

July 2023



# Inserm

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From science to health



HR EXCELLENCE IN RESEARCH

## Organisational information

# Staff & Students | April 2022

Staff & Students	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	5124
Of whom are international (i.e. foreign nationality) *	1266
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	2100
Of whom are women *	2780
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor *	2232
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	593
Of whom are stage R1 = in most organisations corresponding with doctoral level *	959
Total number of students (if relevant) *	46
Total number of staff (including management, administrative, teaching and research staff) *	9549

## Research funding | April 2022

Research funding	Amount
Total annual organisational budget	1 161 000 000 €
Annual organisational direct government funding (designated for research)	701 500 000 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	217 200 000 €
Annual funding from private, non-government sources, designated for research	100 400 000 €

## Ethical and professional aspects (1/3)

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- The Institute has strengthened its policy about ethical and responsible research.
- We have a new national contact point for quality since 2019 and a committee for deontology since April 2020.
- A new programme and a dedicated website about this thematic have been launched: [LORIER](#). The LORIER programme is supported by researchers at institutional level and is linked to the [Strategic Plan 2025 of the Institute](#).
- The dedicated website offers services, resources and information regularly updated for an ethical and responsible research. It covers various related topics: ethic, responsibility, integrity, deontology, reproducibility, open science, quality, etc. The objective is to improve our practices, to reduce the negative incentives measures and create positive one to encourage and facilitate the changes.

## Ethical and professional aspects (2/3)

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- In the framework of the LORIER programme, in 2022, several actions have been implemented:
  - ▶ **Workshops** with Regional offices Directors and others with General Secretaries
  - ▶ A **survey** in order to collect anonymously the experience and the ideas of researchers to develop an ethical and responsible researchers all together (<https://www.recherche-responsable.fr/>). Already 261 ideas and expertise have been submitted.
  - ▶ “**RDV LORIER**”: each month, a webinar will deal with a topic linked the LORIER programme. Speakers will highlight methods, approaches or tools for a better ethical and responsible research.
- Shortly, others will be implemented (specific trainings, LORIER ambassadors network, allow the Institute to reach international standards concerning ethical and responsible research, etc.). Concerning the LORIER network, in July 2023, 111 people have already chosen to become ambassadors for this programme.

## Ethical and professional aspects (3/3)

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- On the new website [Inserm Pro](#), a specific heading has been created for this topic with various subtopics such as scientific integrity, deontology, ethic, quality, personal data, open science, etc. Dedicated posters have been realised for laboratories (they are also available on Inserm Pro).
- Moreover, in 2021, three articles about responsible research and five articles about Open Access have been published on Inserm Pro.

## Recruitment and selection (1/4)

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The Institute has implemented a strong policy to develop the career perspectives of researchers at Inserm. This policy is based **on three pillars** : recruitment, career evolution and financial aspect.

### Concerning recruitment:

- Job vacancies will be increased in 2022:
  - ▶ 40 tenure positions for Research Directors will be opened for recruitment, against 33 in 2021.
  - ▶ 67 tenure positions for researchers will be opened for recruitment, against 60 in 2021.
- Moreover, in June 2023, a person has been recruited for the recruitment strategy at Inserm and the attractiveness of the Institute.



## Recruitment and selection (2/4)

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### Concerning career evolutions:

- In 2018, for researchers, a new category has been created to make their career more attractive with a new grid of remuneration (Outstanding Researcher).
- In 2020-2021, evolution possibilities increased for various research profiles :
  - ▶ there were 24 possibilities (against 18 the previous year) to be promoted to the position "Senior Research Director" (Directeur de recherche 1).
  - ▶ there were 60 possibilities (against 40 in 2018-2019) to be promoted to the position "Outstanding Researcher" (Chargé de recherche hors classe).
  - ▶ there were 3 more possibilities to be promoted to the position "Outstanding Research Director" (Directeur de recherche hors classe).

## Recruitment and selection (3/4)

### Concerning financial aspects:

- Since the 1st January of 2022, there is a new financial compensation scheme for researchers to make their career more attractive and to better recognise their work (RIPEC).
- This new financial compensation scheme for researchers is composed of three parts. The amount of the first one is defined by the Minister and cannot be changed. It is given to all researchers. The second part is allocated according to a predefined grid, according to the profession (estimated percentage of beneficiaries: 25% + non Inserm beneficiaries if they are eligible). For the allocation of the third and last one, it is allocated on individual request and according to the following criteria: scientific activities, pedagogical activities, and tasks of general interest. The Inserm management guidelines of this new financial compensation scheme have been updated for this third part. This way, a readjustment has been done, among the beneficiary (women/men) and among the amounts that have been allocated (estimated percentage of beneficiaries at the end: 45%).
- The different parts of the allowance and how it will be implemented are explained on Inserm Pro: <https://pro.inserm.fr/ripec-le-nouveau-regime-indemnitare-des-chercheurs-de-linserm>

## Recruitment and selection (4/4)

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- Since 2010, the curve of the employment rate for disabled researchers is continually rising at Inserm. In 2020, this rate is higher than 6%.
- Nevertheless, the Institute continues to develop new actions to improve their working conditions, to give them the opportunity to express their specific training needs, to make the information accessible for all, etc. One disabled researcher has been recruited after the implementation of the action "DuoDay" (see action n°66).
- We have a new website: [Inserm Pro](#). The objective is to gather all the information available for research professionals in only one website.
- In 2021, three articles about gender equality and two articles about disability have been published on Inserm Pro.

## Recruitment and selection | Remarks (1/3)

- To support newly recruited researchers, Inserm offers a 3 500€ research and doctoral supervision bonus (gross value) to junior researchers and a 6 000€ research and doctoral supervision bonus (gross value) to senior researchers. This systematic grant is disbursed over three 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 junior researchers), in order to meet their needs in terms of functioning and/or lab equipment within the institute.
- There is some flexibility regarding the appointment of the newly recruited researchers. If necessary (fixed-term contract on going, alignment with the personal situation, etc.), the appointment date can be postponed.
- Concerning the information available in English for foreign researchers, we publish in English as much as we can. Nevertheless, a national law indicates that, as we are a French organisation, we have to publish in French on our website. Moreover, we lack of resources to translate everything. That is why the whole website is not in English.

## Recruitment and selection | Remarks (2/3)

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- However, various campaigns (recruitment, ATIP-Avenir, Junior Professor Chairs, etc.) and documents are published in French and in English on [Inserm Pro](#) and [EVA 3](#). We also publish on EURAXESS, Nature Jobs and through the embassies.
- Inserm has nine theme-based institutes that coordinate and organise research on major scientific fields. They take stock of the current state of each theme, contribute to facilitating the scientific community, and define strategies and major objectives. Some of them (such as Cancer and Neurosciences) publish Inserm job offers in its newsletters that are spread all over the world.
- When the network of Inserm ambassadors will be in place, it will be also a way to communicate our jobs offer abroad (see action n°6).
- In our social networks, we publish in both languages (for example: recruitment campaigns). It is important to note that in 2019 we had 50 000 followers in [LinkedIn](#). In 2021, they are 114 221. This means that this page is really visible and well followed.

## Recruitment and selection | Remarks (3/3)

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- Moreover, for each recruitment campaign, we have between 33 and 35% of foreign applicants (according to the two last campaigns). And we have between 25 and 28% of recruited researchers who are from abroad.
- 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.
- Therefore, even if we do not publish everything in English, we adopt a strategy of kindness regarding the foreign researchers.
- Concerning the accessibility of the information, with the creation of the new website Inserm Pro, the information is progressively gathered in one website. This way, it will be easier to find it and more information is available without a password.

# Working conditions (1/5)

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## Gender Equality

- Since October 2021, we have a new National Contact Point for Gender Equality. She manages all the regional contact points as well as contact points based directly in the units.
- Moreover, a [Gender Equality Plan](#) has been published for the 2021-2023 period (available on the institutional website. It is available in French and in English.
- Several actions have already been implemented. Each action implemented are detailed here: <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/plan-2021-2023/le-plan-pour-legalite-en-actions>
  - ▶ **April 2023:** Inserm brings a financial support to replace or extend a contract in case of a maternity leave on a research contract. This way, woman will not have to postpone their project of maternity.
  - ▶ **November 2022 (action 46):** The Institute implements an external instrument dealing with reporting and supporting to victims of gender-based and sexual violence.

## Working conditions (2/5)

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- ▶ **November 2022 (action 46):** Inserm shows its involvement against gender-based and sexual violence with [awareness campaigns](#) on Inserm Pro
- ▶ **October 2022:** the Institute reminds the existence of a solidarity scheme. It is possible to make spontaneous donation of day off from Inserm staff to a colleague who need to take care of a family member.
- ▶ **October 2022 (action 16):** Inserm publishes a guide about parenthood.
- ▶ **June 2022:** the Institute includes some provisions about gender equality in the template of the agreement with the other partners of a unit as well as in the guidelines to write the standing orders.
- ▶ **June 2022 (action 44):** the Institute now takes into account the analysis of the bonus allocation criteria in view of gender in the management guidelines of the new financial allowance for researchers (RIPEC).



## Working conditions (3/5)

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- ▶ **March 2022 (action 16):** Inserm published its Timer Charter.
- ▶ **February 2022 (action 36):** Inserm trains the members of social watch units to identification, prevention and management of sexual and gender-based violence.
- ▶ **February 2022:** Inserm provides the members of the Gender Equality network with a communication kit
- ▶ **January 2022 (action 42):** Inserm establishes 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.)
- ▶ **June 2021:** Inserm implements a Gender Equality Network. In April 2023, there are 234 appointed people over 139 units.

## Working conditions (4/5)

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- ▶ **June 2021 (action 39):** the Institute involves each unit director with the signature of a letter in favour of Gender Equality with various and specific measures. In March 2023, 42% of the unit directors have already signed this letter.
  - ▶ **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.
- Some regional offices also organise their own awareness actions. For instance, the Region “Occitanie Pyrénées” has organised with the other organisations of the region (CNRS, INRAe) a “Parenthood day” to raise awareness among the young parents to the stakes of parenthood and to the balance between professional and personal life. They are currently investigating on gender and professional equality among Inserm unit in Occitanie Pyrénées in order to report how is the balance between professional and personal life in the region, the gender-based and sexual violence, etc. For now, they have received 280 answers. Finally, they also get a funding in order to realise a virtual exhibition about the mixed-sex of the jobs at Inserm during two years and accessible to everyone (2nd sem. 2023).

## Working conditions (5/5)

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### Fixed-term contracts

- Moreover, the [Charter for the recruitment and monitoring of fixed-term contract employees \(CDD\)](#) of Inserm has been updated to take into account new type of fixed-term contract for researchers.
- All the temporary positions are published on EURAXESS.

### Mediation

- Since September 2022, there is an ombudswoman at Inserm. Independent and neutral, she intervenes in order to re-establish the relationship in case of conflict (between two people, between groups or between one person and the administration).

## Working conditions | Remarks (1/3)

- Researchers with fixed-term contract 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. Nevertheless, with the sanitary crisis, it was not possible to keep all the actions, especially the interviews at the beginning of contract (lockdown and then the regional offices were not open to the public). Each regional office hopes to put the interviews back as soon as possible.
- From 2022, researchers will have the possibility to express their training needs through an online platform ([EVA 3](#)). It will allow us not only to strengthen our practices but also to implement new actions.
- Staff representatives take part to various working groups (update of the Charter for the recruitment and monitoring of fixed-term contract employees (CDD), new financial compensation scheme for researchers, etc.) to bring the vision of researchers.
- Since January 2023, Inserm has implemented a medical monitoring for Master Students who are also exposed to risks during their internship. This measure only exists in our Institute. The objective is to raise awareness among them and train them to the potential risks linked to their research.

## Working conditions | Remarks (2/3)

### Mobility

- Researchers can also 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.

### Process of educating doctoral students

- For each PhD student, there is an individual thesis follow-up committee which is defined by a law (Article 13 de la loi de 25 mai 2016, modifié par l'article 11 de l'arrêté du 26 Août 2022). According to the law, "the individual thesis follow-up committee provides support for the latter throughout the doctorate. It must meet before registration in the second year and then before each new registration until the end of the doctorate." Therefore, this committee deals with all the contingencies of the thesis.
- The university and the doctoral school where the PhD Student is registered implement this committee.

## Working conditions | Remarks (3/3)

### Complains/appeals

- To ask for advice or report a conflictual situation at work, Inserm staff can go and see their human resources manager, their superior, the occupational health doctor, the union representatives or their prevention assistant.
- In some cases, they can seek assistance from specific bodies:
  - the ombudsman: in case of conflict between staff members or with the administration
  - the Professional Ethics Board: in case of conflict about the researchers' professional duties
  - the Office for Research Integrity: in case of scientific conflicts
  - the external instrument dealing with reporting and supporting to victims: in case of discrimination, harassment or gender-based and sexual violence
  - the social watch units: in case of psychosocial risks
- Every specific body is described on Inserm Pro with the dedicated contacts:  
<https://pro.inserm.fr/rubriques/linstitut/devoirs-et-protection-des-personnels/protection-et-accompagnement/dispositifs-de-soutien-et-de-saisine>

## Training and Development (1/2)

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- Inserm already offers a wide range of training, both in the field of professional development and soft skills. All the trainings are available to all researchers on a dedicated platform. Once a year, researchers can express their need of specific training (see action n°27).
- We are aware that we cannot implement all the training we would like because we have to respect the annual budget and that's why we have to prioritise our actions.
- Nevertheless, we do all our best to find new solutions to reach our goals. That is why in the first trimester of 2022 we have applied for a funding in order to implement a new training (e-learning about management) and our project has been selected for funding. It will allow us to set up this new action (action 2.6. of our updated action plan). At the same time, we have also obtained two other funding to implement trainings about gender balance (actions 4.9 and 4.11 of our updated action).

## Training and Development (2/2)

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### Foster European careers

- A dedicated team for European projects has been implemented at institutional level with contact points for strategic European programmes (ERC, MSCA, Health, EIC Pathfinder). The aim is to support researchers to apply for European funding and to develop their career with European and international collaborations (see actions n°61, 63 and 66).



## Training and Development | Remarks

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- The sanitary crisis has made us organise new trainings to help team leaders with remote management (191 trainees) and to help supervisors with remote supervision and the preparation of the period after the lockdown (334 trainees).
- Concerning integrity and gender equality, 100 people (who have been nominated as contact point for equality) have been trained to the major concepts of gender professional equality in 2021 and the very beginning of 2022.



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## Priorities and strategic decisions

## Have any of the priorities for the short and medium term changed? (1/3)

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- Yes, especially concerning **gender equality**. First of all, our new CEO is fully concerned by this issue. It is also the case of our new HR Director. That is why a National Contact Point has been finally nominated and actions foreseen several years ago have been discussed and revised. Then, the [Gender Equality Plan](#) has been published with new actions to implement. Therefore, some actions of the previous action plan have been revised and replaced by others according to this Gender Equality Plan.
- The Institute also adopts a **real management policy** in order to train the member staff who are destined to supervise a team before they become leader. The objective is to help them to understand what is at stake when you are a team leader and to train them before they become a leader in order to give them all the good practices, all the tools to manage well their future team. In this way, we have also launched a survey about psychosocial risks. We have noted that poor management is one of the reasons of the arrival of psychosocial risks.

## Have any of the priorities for the short and medium term changed? (2/3)

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- Besides, even if many actions in favour of **disabled researchers** have already been implemented at institutional level, a new disabilities and placement officer has been recruited in June 2022. She has numerous ideas to go further on this issue. For instance, strengthen awareness campaigns about disabled recruitment, involve the Institute in favour of a digital accessibility policy, strengthen the support for staff with invisible disabilities, etc.
- Moreover, 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 wanted 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.

## Have any of the priorities for the short and medium term changed? (3/3)

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- Finally, in October 2022, Inserm signed the agreement of the Coalition for Advancing Research Assessment (CoARA) and the Agreement on Reforming Research Assessment. CoARA-Europe foresees the creation of national chapters and thematic working groups about what is at stake when we talk about **assessment**. Inserm co-leads the national working group with Aix-Marseille University. There are 42 signatories in France. From now on, the qualitative analysis, the economic and social impact, the collaborative research and the Open Science have the place of honour.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

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- With the **unprecedented sanitary crisis**, it was necessary to propose new tools to deal with the situation and avoid the arrival of new psychosocial risks. For instance, we have organised online trainings for managers about remote management (because of the lockdown and then the home office which has been extended). Indeed, it was not easy for managers to keep a good management with their teams in this situation and, for some member staff, it was not easy to work at home (small space of work, not equipped as if s/he was at the office with printer, double screens, feeling of isolation, etc.).

## Are any strategic decisions under way that may influence the action plan?

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- The publication of the [Gender Equality Plan](#) has obviously influenced the action plan as some actions have been revised, or suppressed, and new have been foreseen.
- With the publication of the new [Contract of Objectives, Means and Performance signed between the State and Inserm \(2021-2025\)](#), we can note two important points :
  - ▶ the implementation of an attractive mechanism to attract hospital practitioners in our laboratories in order to get their particular expertise in research projects
  - ▶ the implementation a new way of recruitment to become Research Director
- Strengthen the development of an open and responsible science is one of the four priorities of the Contract. That is why we have more actions on this issue (see previous remarks).