



**INRAE**



## **Internal charter on contractual staff**

**Recruitment, integration and support**

# INTERNAL CHARTER ON CONTRACTUAL STAFF

## INTRODUCTION

The National Research Institute for Agriculture, Food and Environment (INRAE) is a French public establishment that performs targeted research to build solutions for multi-performance agriculture, quality food and the sustainable management of resources and ecosystems. The international dimension of the Institute, the complexity of its activities and its multi-partner projects have resulted in a more diverse and evolving workforce, making it necessary to gradually and continuously adapt its approach to skills management.

In this new context, contractual staff now constitute an important part of INRAE's workforce and contribute fully to its activities, dynamism and attractiveness. Diverse in their professions, skills and length of employment at the Institute, they form, together with tenured staff, a single workforce dedicated to meeting INRAE's challenges.

This charter is a component of the "Human Resources Excellence in Research" certification scheme, which the European Commission has awarded to the Institute since 2010 for its human resources policy for researchers. INRAE's adherence to the principles developed in the European charter – principles that must apply to all research staff, both permanent and contractual – resulted in the creation of an "Internal charter for the integration of doctoral researchers and contractual PhD students at INRAE", which is supplemented by the present, more general charter. In addition to the principles stated in this charter, INRAE is committed to the inclusion of employees with disabilities.

This charter expresses INRAE's strong commitment to a responsible approach towards all its staff – both permanent and contractual – and reaffirms the Institute's attachment to the values of solidarity, mutual respect and collective action for the sake of equity and respect of rules and individuals. The charter thus applies the principles of the European Charter to all INRAE contractual staff.

The charter applies to all contractual staff, regardless of the reason for their recruitment under contract:

- "training in and through research" for young doctoral researchers;
- "research practice" for post-doctoral fellows and senior researchers;
- "research support" for engineers, technicians and all operational staff at the Institute.

This charter is divided into four commitments, each of which is subdivided into actions.

The principles set out in this charter for the recruitment, integration and support of contractual staff are the driving force and reference point of our human resources policy.

These principles take the form of operational implementation memos and are complemented by guides developed as part of an ongoing, adaptive and professional documentation process.

# THE FOUR COMMITMENTS OF INRAE

## 1 A CLEAR AND RECIPROCAL FRAMEWORK FOR CONTRACTUAL STAFF

**With this charter, INRAE commits to implementing a framework for contractual staff that guarantees transparency, equal treatment and fairness.**

This implies for INRAE:

- **ACTION 1:** Clearly stated rights and obligations that are applicable to all
- **ACTION 2:** A clear and reciprocal contractual commitment
- **ACTION 3:** A transparent and uniform salary grid
- **ACTION 4:** The extension and adaptation of social policy to contractual staff
- **ACTION 5:** Guaranteed trade union and representation rights for contractual staff

## 2 TRANSPARENT AND COMPREHENSIBLE RECRUITMENT PROCESSES AND DECISIONS

**With this charter, INRAE commits to implementing an employment and skills management policy that guarantees transparency, equal treatment and fairness in the recruitment of contractual staff.**

This implies for INRAE:

- **ACTION 6:** Clarification of recruitment needs prior to a recruitment decision
- **ACTION 7:** Clear and widely publicised job offers
- **ACTION 8:** A transparent and ethical selection process that reflects diversity

## 3 COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

**With this charter, INRAE commits to facilitating the onboarding of every employee and to offering appropriate support.**

This implies for INRAE:

- **ACTION 9:** the implementation of a collective approach by all levels of authority to the Institute's professional responsibilities
- **ACTION 10:** Closer attention paid to positioning and integration in the host unit
- **ACTION 11:** The development of ongoing communication and reviews with the unit director
- **ACTION 12:** The establishment of a "Skills passport"

These commitments are in addition to the reaffirmed commitment to employees with disabilities to provide a diversified range of disability accommodation services together with disability policy representatives.

## 4 SUPPORT AT THE END OF THE CONTRACT TO STRENGTHEN EMPLOYABILITY

**With this charter, INRAE commits to improving the quality of support for staff at the end of their contract and to consolidating their future employability in accordance with the nature of their job.**

This implies for INRAE:

- **ACTION 13:** Systematic access to information regarding the end of the contract
- **ACTION 14:** Systematic scheduling of a review interview at the end of the contract
- **ACTION 15:** A role in the sustainability and development of future employability.

## Commitment n°1

### A CLEAR AND RECIPROCAL FRAMEWORK FOR CONTRACTUAL STAFF

#### Action n°1

##### Clearly stated rights and obligations that are applicable to all

Newly recruited contract staff must have access to the same material and human resources as those available to permanent civil servants, as a result of their status as staff employed by a public research organisation:

- information developed and published nationally and/or locally on the rights and obligations of public officials, such as freedom of thought, expression and opinion, the right of access to administrative files, the right to professional immunity, and the principles of non-discrimination and equal treatment;
- the obligation of confidentiality and professional discretion;
- the rules applicable to intellectual property rights and the protection of scientific work against plagiarism and theft;
- the rules applicable to professional conduct and ethics, in particular the IT charter, the professional ethics charter, and rules regarding multiple activities;
- internal regulations relating to the operation of the unit, working hours, prevention, health and safety.

By keeping contractual staff well informed of all legal and contractual obligations, INRAE wishes to guarantee SAFE working conditions for its employees and provide them with the resources they need to achieve their goals.



## Commitment n°1

### A CLEAR AND RECIPROCAL FRAMEWORK FOR CONTRACTUAL STAFF

#### Action n°2

##### A clear and reciprocal framework

INRAE strives to protect the social rights of its contractual staff by improving the quality and completeness of employment contracts.

Employment contracts must contain the following important elements:

- the legal and internal reasons for recruitment;
- the position, its level and conditions;
- detailed description of the role and responsibilities;
- the duration of the contract and probation period;
- remuneration;
- the rules concerning confidentiality and intellectual property in particular;
- the rules concerning workplace health and safety policy.

In the case of recruitment of staff from other countries, the entire contract is translated into English to ensure the information is understood.

A copy of the contract in French and its translation into English for information purposes are sent to the person concerned.

Only the contract in French is signed by the parties and binding. The contract in English is for the new employee only.



## Commitment n°1

### A CLEAR AND RECIPROCAL FRAMEWORK FOR CONTRACTUAL STAFF

#### Action n°3

##### **A transparent and uniform salary grid**

INRAE establishes and implements a nationally uniform salary grid that is applicable to all contractual staff. This salary grid, which is determined independently of funding sources, enables the sound and transparent management of public funds earmarked for the Institute's activities.

INRAE thus guarantees sustainable financing over the full course of the employment contract, for major elements such as remuneration as well as incidental elements (travel and mission expenses, working time account, etc.).

Finally, when hiring a candidate or renewing a contract, INRAE intends to better clarify its assessments of progress to be envisaged and the consideration of previous or acquired professional experience.



## Commitment n°1

### A CLEAR AND RECIPROCAL FRAMEWORK FOR CONTRACTUAL STAFF

#### Action n°4

##### **The extension and adaptation of social policy to contractual staff**

INRAE reaffirms its objective of implementing social policy that meets the needs expressed by all its employees, regardless of their grade, status, job or length of service.

The Institute will therefore continue and strengthen its offer of employee benefits by proposing a variety of resources to contractual staff: loans and assistance for securing accommodation or rental accommodation (via a tenancy guarantee scheme), childcare assistance, social loans, social and cultural activities offered by INRAE's social and cultural development association (ADAS), etc.

To ensure equal access for all staff to benefits, INRAE undertakes to widely distribute information, memos and social policy guides summarising existing measures, and to include this content in the INRAE employee handbook, which is given to new employees when they sign their contract. In order to facilitate a better understanding of these resources, an English version is also available.

Existing resources for employees with disabilities remain in force.



## Commitment n°1

### A CLEAR AND RECIPROCAL FRAMEWORK FOR CONTRACTUAL STAFF

#### Action n°5

##### **Guaranteed trade union and representation rights for contractual staff**

INRAE intends to strengthen social dialogue on the employment framework for contractual staff and is particularly committed to informing those concerned of the day-to-day work of the Institute's bodies on these matters, in particular the joint advisory board for contractual staff (CCPNT).

More broadly, INRAE's national and local bodies are responsible for ensuring that the conditions of recruitment, integration and support of contractual staff are taken into account within their respective scopes of action.





## Commitment n°2

# TRANSPARENT AND COMPREHENSIBLE RECRUITMENT PROCESSES AND DECISIONS

### Action n°6

#### Clarification of recruitment needs prior to a recruitment decision

The recruitment of contractual staff is justified by the mission assigned to them. These must be consistent with the Institute's objectives and meet a need, whether temporary or permanent, strategic or justified by the requirements of ensuring continuous public service, once the permanent need corresponding to a tenured position has been offered to the Institute's tenured staff.

INRAE is thus committed to ensuring that all of its national and local structures – units, scientific divisions and centres – can eventually take part in defining this need and in drafting employment plans upstream of each activity or programme, particularly employment contracts based on own resources or the French Stimulus Initiative, for which contractual recruitment is expected.

When missions are intended to be long-term, and in accordance with the principle that tenured positions should be filled by civil servants, INRAE wishes to prioritise the recruitment of tenured staff through external open competitions. The Institute provides contractual staff access to all its resources for such functions in order to prepare them for possible open competitions.

Temporary missions that do not later allow a contractual employee to compete in an open competition, INRAE remains attentive to the quality of the assignments entrusted to the employee and to the professional support they receive.

The collective definition of the need for short-, medium- or long-term contractual recruitment helps secure the careers of non-permanent staff and makes it possible to offer contracts adapted to the reasons for recruitment and the functions performed. This clarification must be a source of enrichment for every recruited employee.



## Commitment n°2

# TRANSPARENT AND COMPREHENSIBLE RECRUITMENT PROCESSES AND DECISIONS

### Action n°7

#### Clear and widely publicised job offers

To implement the employment framework for its contract agents, INRAE is committed to ensuring transparency in recruitment by improving the quality of the content of offers and by providing open, efficient and internationally comparable processes.

Staff involved in the recruitment of a contractual employee – unit directors, project leaders, human resources departments – clearly explain the roles and responsibilities of the position.

The job offer must state:

- the details of the mission and tasks involved;
- desired skills;
- the job location;
- the job environment;
- the start date;
- the duration of the contract;
- the proposed remuneration;
- any obligations the position involves.

Conditions for the integration and selection of contractual staff should also be specified to ensure uniformity in practices and the full availability of information for candidates. Candidates must be aware of the application procedure (the need to send a CV and covering letter, for example), as well as the stages involved in the recruitment process (i.e. one or more interviews).

Lastly, INRAE is committed to posting accurate job offers on its INRAE Jobs website (<https://jobs.inrae.fr/>). In order to attract the most applications possible and support effective recruitment, communication via other media or information channels is strongly recommended.



## Commitment n°2

# TRANSPARENT AND COMPREHENSIBLE RECRUITMENT PROCESSES AND DECISIONS

### Action n°8

#### **A transparent and ethical selection process that reflects diversity**

From the selection stage onwards, INRAE aims to promote a fair evaluation process based on a wide range of criteria.

As such, recruitment is based exclusively on the skills, qualifications, experience and/or objectives of candidates. No distinction may be made on the basis of age, origin, state of health or disability, family status, religious beliefs, or political or trade union activities.

INRAE also ensures that there is no discrimination on the basis of career breaks or the reputation of the candidate's previous employer(s).

Recruiters must take into account, at all stages of the selection process, all experience acquired by the candidate and prioritise a global approach to applications that reflects individual potential. Value can therefore be derived from multi-dimensional career paths and geographical, cross-sector and cross-disciplinary mobility, both in the public or private sector.

Where necessary, processes must be adapted to facilitate the hiring of foreign candidates, such as translating the job offer into English and conducting interviews in English as well.

At the end of a selection process to fill contracts of more than one year, INRAE undertakes to contact all candidates who interviewed but were not selected, to inform them of the decision. Recruiters should also be available to explain the strengths and weaknesses of each candidate who is interviewed after an initial selection phase.

Throughout the selection process, INRAE guarantees the absolute right to privacy of the candidates and the confidentiality of the information provided.



### Commitment n°3

## COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°9

#### **The implementation of a collective approach by all levels of authority to the Institute's professional responsibilities**

As representatives of human resources at INRAE, staff at every hierarchical level play a role in the application of this charter.

Upon the arrival of new recruits, INRAE undertakes to ensure that the local human resources departments and staff provide any useful support needed to allow recruits to take up their post.

To this end, each centre regularly organises onboarding days to provide newly recruited staff all necessary information on their status, rights and working conditions at the Institute. The translation of speeches into English is strongly encouraged to promote the integration of staff from other countries.

INRAE also recommends the implementation of an onboarding programme organised by the human resources department within the first few days of the employee's arrival. This programme should be an opportunity to meet every key person at his/her centre and is the starting point for a global professional approach, throughout the contract, involving the unit director or direct manager, the continuing education and career guidance services, and any other human resources employee whose participation would be relevant to the issue raised.



## Commitment n°3

# COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°10

#### **Closer attention paid to positioning and integration in the host unit**

Local managers, including the unit director, team leader and/or project leader ensure the successful integration of new recruits at their host unit. INRAE strongly encourages the appointment of a contact person whose role is to train the newcomer in his/her duties and organise the transfer of knowledge.

When training on specific techniques or tools is needed, the recruitment team, the direct manager, the members of the host unit, or contact person will share their assessment of the new hire's training needs. INRAE intends to support any action that seeks to take the specific and individual needs of each employee into consideration to the furthest extent possible.

The mobilisation of experienced staff in the unit and at the employee's centre is also desired, so that they can devote particular attention to their multiple roles as contact person, career advisor, project coordinator or network facilitator.

Lastly, contractual staff should be encouraged to take part in any collective scientific event or commitment that helps them integrate into life at the research unit, centre or division and/or helps them build their career.



## Commitment n°3

# COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°11

#### **The development of ongoing communication and reviews with the unit director**

INRAE considers that it is the Institute's duty to ensure that a contractual staff member's time in a unit is a rewarding stage in their career in terms of skills acquisition, with a view to a sustainable and open career.

INRAE therefore recommends at least one mid-contract interview with the local manager for each twelve-month period of employment.

For these contracts, the development of a structured and regular relationship between the contractual employee and the line manager or his/her representative is strongly encouraged. The purpose of this communication is to set objectives to be achieved for a given period and their subsequent evaluation. This involves clarifying and/or re-specifying the employee's tasks to determine the skills needed to carry them out, and any training needed to acquire or improve these skills.

Regular meetings with the direct manager are also an opportunity to discuss the exact date of the end of the contract and help prepare the contractual employee's future career, both internally and externally. The "Skills passport" (see Action # 12) is a potentially useful tool for these interviews.

Personalized follow-up with career counsellors is offered as part of an assessment-counselling process if the employee so wishes.

Through the implementation of close professional support, the institute also intends to guarantee throughout the contract the principle of non-discrimination in all its dimensions, set out in Article L-1132-1 of the Labour Code, as well as career promotion.



## Commitment n°3

# COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°12

#### The establishment of a “Skills passport”

INRAE intends to provide special professional support for its contractual staff by training them for the job for which they have been hired and to guide them in their career (with training that is useful to their mission and professional future).

In this respect, the Institute is committed to widely publicising its training offer, and every recruited employee receives a “Skills passport” intended to accompany him/her throughout his/her contract.

The passport is initially developed by the contractual employee personally, based on a reference framework provided by INRAE, and is enriched throughout the career, with the help of the employee’s managers and the human resources, training and career guidance departments. The aim of this scheme is to promote the future employability of the contractual employee.



## Commitment n°4

# COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°13

#### **Systematic access to information regarding the end of the contract**

With regard to the course of the contract, INRAE ensures that every contractual employee is informed of the renewal or non-renewal of his or her contract within the legal deadlines, as well as the duration of the proposed renewal(s) or new contract(s).

INRAE shall ensure that no contract shall be terminated before its term in the event of medically certified pregnancy, maternity, paternity or adoption leave, or during a period of four weeks following the end of any of these leaves, nor in the event of any health-related absence.

In the event of non-compliance with these principles, INRAE guarantees an efficient internal appeal procedure for contractual staff.





## Commitment n°4

# COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°14

#### **Systematic scheduling of a review interview at the end of the contract**

Before leaving the unit, and at a minimum for all staff with INRAE for more than one year already, a meeting with the local manager (unit director, team leader and/or project leader) is systematically organised in order to prepare the employee's departure as well as possible and to allow him/her to benefit from a review of his/her performance. This is an appropriate time to validate the "Skills passport" documented by the employee throughout his or her time at INRAE (see Action # 12).

The interview focuses on the skills demonstrated and developed while carrying out tasks, and aims to highlight the skills and personal qualities that the employee can use in their future job search.

Support in preparing for external open competitions is offered to employees who wish to apply for a position within INRAE or with another institution or public employer.



## Commitment n°4

# COMPREHENSIVE INTEGRATION AND SUPPORT THROUGHOUT THE CONTRACT PERIOD

### Action n°15

#### **Role in the sustainability and development of future employability**

INRAE ensures that employees at the end of their contract can benefit from the support needed to continue their career (help in finding a job and writing a CV, preparation for job interviews, help in formalising skills, support in articulating career goals, etc.).

INRAE has made it a priority to help its contractual staff identify and formalise their professional and personal skills and potential. The involvement of training and career guidance services is strongly encouraged at this stage.

At the end of their contract and in the four years that follow, contractual staff are invited (if they so wish) to provide INRAE with information necessary to monitor the evolution of their career. These elements are collected by staff who implement the Human Resources Planning Strategy, from data collected for every contractual employee recruited at the Institute.

INRAE does this to improve its knowledge of the Institute's contractual staff in order to effectively adapt its human resources policy and provide responses best suited to the needs and characteristics of this staff.





**Human Resources Department**  
147 rue de l'Université – 75338 Paris cedex 07  
Tél. +33 1 (0) 42 75 90 00

Follow us:



<https://jobs.inrae.fr/en>



**National Research Institute for  
Agriculture, Food and Environment**



**RÉPUBLIQUE  
FRANÇAISE**

*Liberté  
Égalité  
Fraternité*

**INRAE**