

HR Excellence in Research approach

The Open, Transparent and Merit-based Recruitment approach (OTM-R)

Purpose: Internal assessment of the situation as of May 2022: findings, work to be carried out and traceability documents.

Topics covered:

- the candidate assessment process
- the appointment phase
- miscellaneous items

Document compiled in preparation of the audit by the European Commission

Important changes since the version of 1 May 2018

- Generalisation of video conference calling for competition exams
- Creation of a more open competition for researchers from 2020 onwards, open to all candidates who propose their own project.
- Plans to offer training to ALL selection committee members from 2023 onwards, in particular on gauging unconscious bias in the context of preventing and fighting discrimination.

1 - SUMMARY

Strengths	Opportunities for improvement
Regulations that allow for positive answers to questions concerning the composition of selection committees.	To be continued: training for all committee members with a focus on implicit bias and stereotypes.
Documentation (guides) in English and French for selection committee members and candidates prior to the exams.	Increase the number of videos presenting open competition job offers for researchers.
The addition of videos produced by the recruitment teams to certain open competition job offers with a presentation of the working environment, research subjects and the professional benefits of working at INRAE.	
The widespread use of video conference calling for candidates as well as members of selection committees.	
Choice of on-line or paper registration for the competitions	
The inclusion on selection committees of researchers trained in human resources.	
The creation of nine videos for INRAE recruiters on implicit bias, to prevent and eliminate discrimination during the recruitment phase.	
The publication of a guide to international mobility, in the form of a website, to facilitate the arrival and stay of foreign scientists at the Institute.	

2 – DETAILED PRESENTATION

Evaluation item in the OTM-R reference grid	Situation – May 2022	Planned action and timetable	Regulatory framework and traceability documents available or to be prepared	Comments and clarifications	
4 – Do we make sufficient use of e-recruitment tools?	<p>The dematerialisation of external competitions for the recruitment of researchers (from on-line registration to the dissemination of results) has been completed. Dematerialisation continues for other human resources processes (i.e., mobility).</p>	<p>In compliance with current regulations, video conference calling is used at different stages of the competition, subject to strict prerequisites (such as a secure, stable internet connection). Video conference calling is used to interview researcher recruitment competition candidates who live abroad (and in the French overseas departments and territories).</p>	<p>A guide to international mobility is available, in the form of a website, to facilitate the arrival and stay of foreign scientists.</p>	<p><i>Documents available:</i></p> <p>User guides for the IT platform used for dematerialisation</p> <p>On-line registration guides for candidates</p> <p>Decree No.2017-1748 of 22 December 2017 and the Order of the same date, establishing the conditions surrounding the use of videoconferencing for civil service recruitment</p> <p>Decree No. 2020-1695 of 24 December 2020 for the application of Articles 7 and 8 of Order No. 2020-1694 of 24 December 2020 on the organisation of examinations and competitions during the health crisis arising from the Covid-19 pandemic</p>	<p>The on-line registration interface is available in French and English.</p> <p>Dematerialisation facilitates the recruitment process at all stages of the competition for all stakeholders: candidates, selection committee members and administrative personnel.</p>
			<p><i>Interface available:</i></p>		

<p>15 – Do we keep the administrative burden to a minimum for candidates?</p>	<p>Candidates need only provide a copy of their degree or diploma (and their employment contracts for positions requiring research experience).</p>	<p>“Guide to international mobility” website: https://guide-accueils-internationaux.inrae.fr/</p>	<p>The guide for applicants is available in French and English.</p>
	<p>Otherwise, if they do not hold one of the required degrees or diplomas they must submit a request for equivalence. This request is reviewed by an interministerial commission.</p>	<p><i>Documents available:</i></p> <p>Explanatory information on the on-line registration interface.</p>	
	<p>Documents written in a language other than French or English must be translated into French by a sworn translator.</p>	<p>A guide for applicants.</p>	

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<p>16 - Do we have clear rules governing the appointment of selection committees?</p>	<p>The Human Resources division establishes a calendar for the competition that includes a pre-selection and final selection phase. Selection committee chairpersons compose their committee in accordance with regulatory guidelines. The Human Resources division approves the proposed committees. Definitive calendars for selection phases are published on the INRAE jobs website.</p>	<p><i>Documents available:</i></p> <p>Selection phase calendar for 2022 competition campaigns</p> <p>Decree No. 84-1207 of 28 December 1984 on the special status of INRAE civil servants</p>
<p>17 – Do we have clear rules concerning the composition of selection committees?</p>	<p>The rules on the composition of selection committees are specified in the regulations. For example, selection committees must include a researcher trained in human resources who acts as a HR representative.</p> <p>These rules are contained in the Guide for chairpersons of selection committees.</p>	<p>Decree No. 84-1207 of 28 December 1984 on the special status of INRAE civil servants (regarding quorum)</p> <p>Law No. 2012-37 of 12 March 2012 specifying in particular the rules on parity.</p> <p><i>Documents available:</i></p> <p>Memo from the Human Resources division dated 24 April 2018 on the role of HR representatives (internal memo to heads of divisions)</p> <p>Guide for selection committee members</p>

<p>18 – Are committees sufficiently gender-balanced?</p>	<p>A minimum ratio to be respected in the nomination and appointment of men and women with the necessary qualifications is set at 40%.</p>	<p>Law No. 2012-37 of 12 March 2012 on access to tenured employment and improvement of the conditions of employment of contractual staff in the civil service, the fight against discrimination and various provisions relating to the civil service</p>	
	<p>This ratio is always respected.</p>	<p><i>Documents available:</i></p> <p>Brochures on the composition of the selection committees</p>	
<p>19 – Do we have clear guidelines for selection committees which help judge ‘merit’ in a way that leads to the best candidate being selected?</p>	<p>The guide for applicants presents the assessment criteria. In open competitions for researchers, candidates and selection committees consult the job offer form to better understand what is expected. This sheet is a reference: it gives information on the skills and training required.</p>	<p><i>Documents available:</i></p> <p>Guides for applicants</p> <p>Guide for selection committee members</p> <p>Profile sheets for open competitions for researchers</p> <p>Memo from the Human Resources division dated 24 April 2018 on the role and positioning of HR representatives</p> <p>Training material for HR representatives</p>	<p>The guide for applicants is available in French and English, as are the profile sheets published for open competitions for researchers.</p>
	<p>The guide for applicants to competitions based on calls for proposals presents in detail the roles and responsibilities of research staff and specifies selection committee expectations, selection criteria and recommendations.</p>		
	<p>Members of selection committees are free to fine tune the recruitment criteria</p>		

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	<p>provided that it complies with the rules applicable to all public service competitions, regarding non-discrimination and impartiality, for example.</p> <p>Training on recruitment is provided to the HR representatives who sit on selection committees for open competitions for researchers.</p>		
20 – Do we inform all applicants at the end of the selection process?	Results of the competition are published on the INRAE Jobs website. At the end of each stage, candidates receive an email informing them of the results.		Personal letters informing candidates of results are always written in French, as these are official documents sent by a French public authority.
21 – Do we provide adequate feedback to candidates?	<p>Selection committee decisions are final, and deliberations are confidential under French civil service law.</p> <p>Therefore candidates do not receive written assessments of exams from the selection committees. However, at the end of the final phase of the competition, candidates can contact the chair of the committee to obtain information about their assessment.</p>	The regulations do not allow for an improvement in the level of transparency.	<p><i>Documents available:</i></p> <p>A guide for applicants</p> <p>A guide for selection committee members</p>
22 – Do we have an appropriate complaints mechanism in place?	In the event of litigation, the candidate must submit an appeal in accordance with the regulatory framework for administrative litigation.		