



# **Note on the 2021-2025 Human Resources Road Map**

**Frozen version (14/11/2021)**



## Introduction

This note describes INRAE priorities for human resources support, management and coordination between now and 2025.

Developed jointly following the merger of INRA and IRSTEA and throughout the months of the COVID-19 pandemic, this roadmap reflects INRAE's history and its status as a world-class research institute. It is among the top 10 internationally ranked public research institutions in the fields of agriculture, food and the environment. Research conducted at INRAE is targeted, combining basic and applied sciences, disciplinary and cross-disciplinary approaches. Humanity and the planet face a global shift that creates new imperatives for research in relation to climate change and the health and safety of humans and the planet. Encouraging the emergence of new skills and new professions, attracting talent, and supporting the development of rich and evolving career paths will be major challenges.

For the Institute to successfully meet the challenges faced in its activity sectors and to produce knowledge and innovation of the highest academic level, it needs an efficient workforce and organisational structure; effective information, coordination and cohesion, as well as mutual and reciprocal recognition among employees and between communities. This efficiency must be maintained at the highest level. It must therefore anticipate changes to come in the medium and long term, and adapt at the rapid pace of change already under way. As such, the roadmap is part of INRAE's 2022-2025 plan to modernise support functions (PMFS).

The actions in this roadmap are intended to serve the overall strategy of the Institute as described in its INRAE2030 orientation document. In addition to its five scientific priorities, INRAE has set itself three policy priorities. The first priority is to place science, innovation and expertise at the centre of dialogue between the Institute and civil society in order to strengthen its culture of impact. The second is to strengthen the Institute's engagement with several major universities in France, including Université Paris-Saclay, and make INRAE a leader in European and international partnerships. The third is to establish a Social and Environmental Responsibility (SER) strategy as a collective and institutional objective. This SER strategy incorporates respect in the conduct of research, and ethical and deontological principles of responsibility, impartiality, integrity, dignity and probity in its management practices. It also defines INRAE as an employer committed to continuous improvement which contributes to individual development and collective success.

**This roadmap may be updated later, if needed, to take into account the conclusions of the High Council for Evaluation of Research and Higher Education (Hcéres)'s assessment of the Institute, expected in 2022, and any changes linked to laws on public transformation and research programming which are not yet known.**

## INTRODUCTION

This new Human Resources (FRH) roadmap builds upon the previous one (2017-2021). It is based on important actions – including HR Excellence certification – and the progress made. It incorporates the Sustainable Development Goals (SDGs) and their 17 priorities.

For the Institute, an employer demonstrates its commitment to its workforce on a daily basis: in its organisational approach to work, in building solidarity among teams, in the robustness of its risk prevention measures, and in the considerate, well-structured management support provided to employees in building their careers and career paths. This commitment also means anticipating internal and external change in order to manage, support and turn it into opportunities for individuals and teams.

This policy and its resulting actions are developed and implemented by everyone with a role in human resources activities at the Institute and at all levels (national and regional). The associated network of HR partners in the divisions and centres – the main points of contact for staff – link the local to the national level.

The 2021-2025 roadmap is divided into two priority areas:

- **Priority Area 1:** Consolidating and modernising human resources activities in the interest of all
- **Priority Area 2:** Anticipating change by supporting staff and work communities

Major priorities are listed for each priority area, together with Actionable Priority Coordination Sheets (APCS) which will be used to monitor implementation.



## PRIORITY AREA 2

Consolidating and modernising human resources activities in the interest of all



### Theme 1: People – the heart of human resources management and coordination

In line with the previous roadmap, promoting a transparent and fair human resources policy remains a major objective for us. The aim is to improve the quality of services provided to staff and to the community through a process of continuous improvement. Drivers on which particular attention will be focused are the optimisation and sustainability of the organisation, in particular with the sharing of rules and expertise across HR networks; the development of a management culture at every level of the Institute, and skills enhancement for all levels of management.

#### **1.1.a Mobilising expertise and sharing the same human resources management culture as a common basis for ensuring equal treatment of staff**

In the context of the French law on the transformation of public services (LTFP) and the law on research programming (LPR), the Institute must incorporate regulatory changes in terms of both remuneration and labour relations. Together with the development of remote work and a subsequent trend towards hybrid work, these changes impel us to re-think how we welcome staff, how we work, and how we coordinate communities. Human resources teams must therefore work to implement these changes, supporting work communities so that each employee has a sense of belonging and can perform their job in the right conditions.

##### **> Actionable priorities**

- Implement the compensation reforms resulting from the LPR and compensation convergence between Public Scientific and Technical Research Establishments in France (EPST) (APCS# 1)
- Roll out, accompany and align individual and collective support tools (APCS# 2)
- Establish specific HR needs to be developed for managing incoming and outgoing international stays (APCS# 3)
- Monitor regulatory developments in order to anticipate and assist in their roll-out across the Institute (APCS# 4).
- Continue to develop HR expertise by taking networking activities to the next level (APCS# 5).

#### **1.1.b Supporting managerial commitment to collective success and individual development**

In order to be efficient, a community needs to be clearly structured to give each member a clear picture of the community's objectives and how he or she contributes to achieving them in a respectful and pleasant working environment. The role of managers is crucial on several levels: on one hand to define and coordinate major strategic directions, and on the other to structure and organise the Institute's workforce while ensuring a culture of

listening, solidarity, inclusion, equality and consideration. To ensure the correct functioning of the Institute at every level and promote good managerial practices, it will be necessary to continue and develop efforts to accompany and train supervisors as part of career development at the institute.

#### > Actionable priorities

- Implement and update skills development plans for unit directors and direct managers. (APCS# 6).
- Accompany managers and senior executives in their tasks and in building their career (APCS# 7).



## Theme 2: Responsible processes and action focused on employee needs

Ensuring working conditions that respect all forms of diversity and a good standard of living that strike a balance between professional and personal spheres are key priorities for INRAE. After investing in this area for several years, our reputation as a committed and caring employer is well established. In this respect, the "Quality of Life at Work" (QWL) barometer is a valuable tool for quantifying the expectations of employees. Our human resources teams will build upon what has been achieved and continue in the same direction, mobilising two drivers: the transformation of organisations and networks to make them more efficient and the expansion of our data collection resources, which, furthermore, will be made paper-free whenever possible.

### **1.2.a Developing and maintaining a safe, sustainable and supportive working environment so that everyone benefits from working conditions that respect employees**

Health and safety at work for all is an absolute priority at every level (individual, unit, centre, division, Institute). Every employee plays a role, both as a beneficiary of measures and an actor in their implementation. Risk prevention and social policy – which include the limitation of psychosocial risks – are two important pillars of quality of life at work at the Institute. The aim will be to continue the thrust of continuous improvement launched in recent years, and even completely overhaul practices and processes where necessary.

#### > Actionable priorities

- Continue to develop a shared policy on risk prevention, health, safety and working conditions (APCS# 8).
- Modernise the link between INRAE and ADAS (APCS# 9).

### **1.2.b Improving HR data quality and how it is used**

Reliable and consistent information at every step of a process is fundamental to the coordination of any human resources policy. We are committed to continuous improvement in this area.

#### > Actionable priorities

- Coordinate to improve HR data and how it is used (APCS# 10).
- Develop HR information systems: digitalisation of processes and user support (APCS# 11).
- Secure data: GDPR compliance, access rights, archiving and clipping (APCS# 12).



## PRIORITY AREA 2

### Anticipating change by supporting staff and work communities



#### Theme 1: INRAE – an attractive institute that fosters individual talents

As a world-class institute for targeted research, INRAE must be attractive to potential employees and provide a rewarding experience for the people behind its excellent reputation, today and in the future. With the world changing at an accelerated pace, our task is to anticipate change and adjust processes, tools and organisations to support each and every employee in building a meaningful and value-driven career, regardless of the duration of the collaboration, while ensuring that quality of life at work for all remains a priority.

#### **2.1.a Building and promoting the INRAE employer brand and identity to retain our workforce and attract the skills needed to achieve the Institute's ambitions**

INRAE must inform its workforce and those it wishes to recruit of the opportunities offered in terms of working environments (openness, independence, work/life balance, etc.) and HR services (career development, personal support, healthcare support, etc.). In order to do this, the Institute must establish its identity and values as an employer and express them through visible action. The aim is to highlight the Institute's innovative measures as drivers of attractiveness.

##### **> Actionable priorities**

- Develop the visibility of our recruitment offer and develop a successful candidate experience (APCS# 13).
- Enhance our HR culture and service offer (APCS# 14).
- Develop career engineering (APCS# 15).

#### **2.1.b Making international mobility a driver of strategy, resources and influence**

As a world-class research institute, INRAE seeks to continue its international expansion by facilitating employee work abroad and by providing a comprehensible and attentive welcome to visitors and new employees from all parts of the world.

##### **> Actionable priorities**

- Contribute to developing the international internalisation plan (APCS# 16).
- Track international mobility (APCS# 17).



#### Theme 2: INRAE: implementing innovation in human resources management

For several years now, INRAE has developed an innovative approach to human resources management which is applied at every level and encourages forward planning for future

trends. At a time when the pace of change is accelerating, jobs, skills, careers, organisational and operational frameworks must be adapted and sometimes completely rethought. To accompany this transition, strategic human resources targets will need to be defined in order to meet the challenges linked to the Institute's scientific ambitions and thus anticipate and structure solutions. Lifelong learning, individual and team support, structural innovation and a process-oriented approach provide the means for developing and implementing relevant solutions.

### **2.2.a Anticipating needs in terms of skills with a Human Resources planning strategy 2.0 and innovative training policy**

Some 80% of the jobs of 2030 are still unknown. To support the implementation of the INRAE2030 roadmap, the Institute must adopt an approach that aligns its ambitions with the skills needed to achieve them. This will involve anticipating needs for new skills and providing agile resources to support their acquisition, in particular by developing tailored and innovative training initiatives, while encouraging individual development.

#### **> Actionable priorities**

- Identify strategic HR targets to carry the ambitions of INRAE 2030 (APCS# 18).
- Coordinate and support the evolution of skills through an ambitious skills development plan (APCS#19).
- Re-shape recruitment policy and incorporate major social and societal changes (APCS# 20).

### **2.2.b Supporting staff and communities in a sustainable digital transition with a strong people-centred focus**

Digital technologies are evolving at a fast pace, generating innovation that creates new opportunities both in terms of professional tools and scientific investigation and approaches. A certain digital divide already exists within teams. This applies to every division. It will therefore be necessary to train and accompany employees and communities as part of a programme, centred on needs/uses, which supports trends in the field adapted to the evolution of the organisation of work generated by the impact of digital technology.

#### **> Actionable priorities**

- Develop a common digital culture, shared and appropriated by all at INRAE (APCS# 21).
- Anticipate and support changes linked to the impact of digital technology on the organisation of work, jobs and skills (APCS# 22).

### **2.2.c Providing the Institute with management and decision support tools for the changing, agile environment of human resources**

With its 11,000 employees, INRAE is a large institute, the operations of which must be coordinated at all levels. Human resources teams already use several management tools, particularly in the area of risk prevention. Our aim is to strengthen these and, more broadly, develop management tools for all areas of human resources operations based on a functional map and process-oriented approaches shared by all of the Institute's HR professionals.

#### **> Actionable priorities**

- Develop tools for the coordination of HR operations: risk assessment, monitoring tools and feedback (APCS# 23).

- Train employees in the development of functional maps for process-oriented approaches (APCS# 24).
- Steer change on the HR functional map by organising regular reviews of HR processes (APCS# 25).

#### **2.2.d Promoting organisational innovation for collective success and individual development**

Expectations, values and the re-organisation of work (with the development of hybrid, in-office/remote working in a multi-location organisation) have changed considerably in recent years. The COVID19 pandemic accelerated this change immensely. Multiple questions arise as to how to accompany this change while continuing to offer enjoyable and rewarding working conditions. The challenge for INRAE is therefore to take an innovative and experimental approach to organisational and operational transition at the Institute. Due to constraints and a need for increased efficiency, INRAE must support its workforce day to day, and in the process of adapting together to institutional change.

##### **> Actionable priorities**

Work collectively to develop an action plan to brainstorm, propose, test and, where applicable, roll out new organisational work solutions at every level (unit, centre, division, Institute) (APCS# 26)