







INRAE







**2017-2021 HR Action Plan Review**  
Status report as of 30.04.2020

# Contents

## **Part 1: Developing our skills in an inspiring and respectful environment** **p.3**

-  **Theme 1: Quality of life for the employee in the workplace**
-  **Theme 1: Quality of life for the employee for the benefit of the workforce**
-  **Theme 2: Strategic management of skills targets**
-  **Theme 3: Ethics of knowledge and integrity**

## **Part 2: Ongoing policy action on fundamentals** **p.6**

-  **Pillar 1: Management and coordination of the statutory framework**
-  **Pillar 2: Helping modernize support functions**
-  **Pillar 3: Establishment of a multi-year prevention plan**
-  **Pillar 4: Career and skills development**

# Part 1: Developing our skills in an inspiring and respectful environment

## Theme 1: Quality of life for the employee in the workplace



Career development – Access to research training and continuous development – Stability and permanence of employment – Recognition of the profession – Non discrimination – Gender balance – Working conditions – Research environment – Access to career advice – Evaluation/appraisal systems – Recruitment – Supervision - + (Workplace diversity and equality labels)

Priority	Measure	Implemented	In progress	On stand-by
Provide career support	Review of the new mobility policy	●		
	Provide more information about personal training accounts ('CPFs')	●		
	Promote and support personal training programs	●		
Pursue contractual staff policy and build skills among managers	Pursue implementation of the Skills Passport and implement follow-up		●	
	Implement follow-up for end-of-contract interviews			●
	Carry out quantified reviews			●
	Implement a management interview for long-term contractual staff (> 1 year)	●		
Retain the "HR Excellence in Research" label	Obtain a favourable outcome from the external audit	●		
Obtain the "Diversity and Equality" label	Obtain a favourable outcome from the external audit	● (Four centres)	● (Others)	
Prevent psychosocial risks (RPS)	Multi-year action plan for INRA (2018) and for the units (2021)	●		
	Hire a quality of work life (QWL) engineer	●		
	Initiate a QWL barometer	●		
	Work with ANACT (France's national agency for the improvement of working conditions) to develop said action plan and help make it a reality	●		
Build flexibility in the workplace	Implement work-from-home schemes	●		


# Part 1: Developing our skills in an inspiring and respectful environment

## > Theme 1: Quality of life for the employee in the workplace



Career development – Access to research training and continuous development – Stability and permanence of employment – Recognition of the profession – Non discrimination – Gender balance – Working conditions – Research environment – Access to career advice – Evaluation/appraisal systems – Recruitment – Supervision - + (Workplace diversity and equality labels)

Remodel the annual review for engineers and technicians			●	
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 **Theme 1: Quality of life for the employee for the benefit of the workforce**

 Career development – Access to research training and continuous development - Access to career advice - Working conditions – Research Environment – Supervision – Value of mobility - Good practice in research

Priority	Measure	Implemented	In progress	On stand-by
<b>Enhance project management skills</b>	Promote and develop the use of ephemeral circles in the digital roadmap			●
	Highlight the importance of leadership at EPMRA (the Institute's applied school of agronomic research management)			●
	Pursue project management training courses		●	
<b>Lend support to the launch of Mercure</b>	Launch phase 2: development of uses with support from mentor/relay networks	●		
	Employer Charter on digital practices		●	
<b>Skills building for managers</b>	Overhaul of training programs for unit directors	●		
	Remote management training		●	
<b>Digital literacy initiatives</b>	Support the implementation and adaptation as needed of digital roadmap measures			●
	Enterprise social networking		●	
<b>Establish a framework for processing mobility requests and handling incoming/outgoing stays</b>	Analysis of 'international' working group proposals and implementation possibilities	●		
	Implementation of initial proposals	●		
<b>Establish time flexibility solutions</b>	Benchmarking	●		
	The Saclay experiment		●	

## Theme 2: Strategic management of skills targets



Recruitment - Career development - Access to research training and continuous development - Access to career advice - Value of mobility - Intellectual property rights - Co-authorship - Research freedom - Ethical principles - Professional responsibility - Contractual and legal obligations - Good practice in research - Dissemination, exploitation of results - Public engagement

Priority	Measure	Implemented	In progress	On stand-by
<b>Expand the HR planning strategy (GPEC)</b>	GPEC assessment of DICSDAR, IT, IST support		●	
	Establish four- to five-year resource planning for Saclay	●		
	Establish four- to five-year resource planning at the international level		●	
<b>Sustain GPEC dialogue and develop summaries</b>	Obtain DGDA approval for regular consultation on an annual basis with the divisions	●		
	Launch first seminar with divisions before end 2018 (DG, CD, PC)	●		
	Organize seminar with HR stakeholders on 1 February 2018	●		
<b>Develop complementary policies in line with training, recruitment, mobility and skills alliance levers</b>	Review of the use of levers to achieve the skills targets	●		
<b>Promote innovation in the HR Excellence in Research label</b>	Promotion in the context of the audit	●		
	Implementation of joint measures for innovation with the DPTI		●	

## > Theme 3: Ethics of knowledge and integrity



Intellectual property rights – Co-authorship – Research freedom – Ethical principles – Professional responsibility – Contractual and legal obligations – Good practice in research – Dissemination, exploitation of results – Public engagement

Priority	Measure	Implemented	In progress	On stand-by
<b>Support in managing misconduct and cases of multiple concurrent postings</b>	Creation of a support and follow-up unit for difficult individual cases	●		

## Part 2: Ongoing policy action on fundamentals

### > Pillar 1: Management and coordination of the statutory framework



Priority	Measure	Implemented	In progress	On stand-by
<b>Provide career support</b>	Reinvigorate the process approach to facilitate the harmonisation of our practices		●	
	Publish a presentation leaflet to boost the visibility of the HR division (DRHDD) and what it does	●		
	Develop communication to enhance existing and /or new practices		●	
	Clarify and optimize the scope of skills (linked to work on proximity)		●	
<b>Advise on new approaches to international hosting, expatriation and rapidly changing frameworks</b>	Creation of a cross-functional DRHDD/ International relations (DRI) unit for international mobility	●		
<b>Develop a more transparent compensation policy</b>	Management memorandum on the IT bonus		●	
	Inclusion of list of number of annual performance bonus (CIA) recipients in social reporting		●	
	Elaborate on the compensation scheme in memorandums		●	
	Information sheet with list of existing bonuses and staff concerned		●	
<b>Review of promotion schemes</b>			●	





## Pillar 2: Helping modernize support functions



Recognition of the profession – Stability and permanence of employment - Career development – Access to research training and continuous development - Access to career advice - Research Environment

Priority	Measure	Implemented	In progress	On stand-by
<b>Process approach with digital support</b>	Pursue the identification of best practices via business networks, promote individual initiatives		●	
	Encourage the analysis and description of processes		●	
<b>Encourage assessments of service quality</b>	Make progress on confidentiality (CNIL, professional bodies, etc.)		●	
	Develop internal oversight			●
	Conduct satisfaction surveys			●
<b>Facilitate the adoption of recently implemented tools via change management</b>	Ariane and Sharepoint for generic tools	●		
	Shift to on-line annual review process for contractual staff	●		
<b>Modernisation of human resources activities</b>	Skills development and career development for those in HR roles			●
	Empower staff to steer their career development (scope: HR roles)	●		



## Pillar 3: Establishment of a multi-year prevention plan



Research Environment – Working conditions – Good practice in research

Priority	Measure	Implemented	In progress	On stand-by
<b>Expand the use of risk assessment and control</b>	Develop and adapt the risk assessment information system by incorporating an assessment method into the Institute's prevention management tool (OPPI)			●
	Promote a global approach to risk management via an organisational memo	●		
	Map and define dangers and risks			●
<b>Provide management teams with risk prevention management tools</b>	Dashboards for centres and units	●		
<b>Maintain good relations within the Committee for Health, Safety, and Working Conditions (CHSCT)</b>	Update training for CHSCT members	●		
<b>Develop the coordination of the network of prevention assistants and advisors</b>	Provide a content strategy for the coordination of prevention assistants	●		
	Re-introduction of Risk Prevention and Environment Newsletter		●	
<b>Improve incident oversight</b>	Identification of events involving damage to property via a procedure for reporting accidents and incidents using Ariane	●		
	Promote the assessment of accidents and incidents (new procedure)	●		
	Share information with staff in the form of reviews	●		
<b>Respect the environment</b>	Training to raise awareness among staff about the importance of protecting the environment			●
	Pursue support for ISO 14001 certification of units	●		
	Pursue the regularization of classified and other installations in line with French legislation on water management		●	



## Pillar 3: Establishment of a multi-year prevention plan



Research Environment – Working conditions – Good practice in research

Prepare for emergencies	Use mapping to continually update the list of hotspots		●	
	Establish continuity plans for centres	●		
	Systematize the implementation of exercises for continuity plans		●	

## Pillar 4: Career and skills development



Career development – Access to research training and continuous development – Access to career advice – Stability and permanence of employment – Recognition of the profession – Research Environment

Priority	Measure	Implemented	In progress	On stand-by
<b>A strong training policy</b>	Launch of training conferences		●	
	Policy framework		●	
<b>Appropriate methods and approaches to training</b>	Adapt to new learning methods and continue to innovate and harness new digital technology opportunities by enriching the e-learning platform	●		
	Pursue the sharing of best practices, local/national discussions, a shared vision of the profession of educational engineering		●	
<b>HR stakeholders who are attuned to needs</b>	Build a training offer that supports scientific priorities		●	
	Pursue the development of career paths and consolidate career, training, and mobility guidance.	●		



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