

**1. ORGANISATIONAL INFORMATION**

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	481,9
<i>Of whom are international (i.e. foreign nationality)</i>	111,3
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	114,8
<i>Of whom are women</i>	156,8
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor</i>	257
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	69,4
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	155,5
<i>Total number of students (if relevant)</i>	4 311
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	950,1
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	94 782 569,91 €
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	3 936 297 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	7 095 099,27 €
<i>Annual funding from private, non-government sources, designated for research</i>	7 291 255,25 €
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p><i>The National Polytechnic Institute of Toulouse (Toulouse INP) was founded in 1969 by three engineering schools: INP-ENSAT (Institute of agriculture and life sciences), INP-ENSIACET (Institute of engineering in materials, chemical &amp; industrial engineering) and INP-ENSEEIH (Institute of engineering in electrical engineering automation, electronics, computer science, applied mathematics, hydraulics and telecommunications).</i></p> <p><i>Toulouse INP's main missions are: initial and continuing training; research (scientific and technological research, exploitation of results, and dissemination of scientific culture); national and international outreach through industrial partnerships; international cooperation; and professional integration and orientation.</i></p> <p><i>Toulouse INP offers engineering training, as well as integrated preparatory classes in more than 15 specialities; and is strongly linked with 17 research units in the region and nine doctoral schools.</i></p>	

**2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE**
**Ethical and professional aspects**

With the support of the quality department, the head of the DRED and the Research VP have mapped out the practices of the doctoral schools for which Toulouse INP is co-habilitated. Although it was initially suggested that at least one individual follow-up committee be organized for each doctoral student 18 months into the doctorate, it was decided in consultation with the doctoral schools that an individual follow-up committee

would be organized within 24 months, as this is a minimum requirement to be admitted to the 3rd year of the PhD.

The Research VP reminded the Academic Council (CAC) of November 2019 that in the case of a change of internal INP laboratory, the CAC must be informed (this reminder will be made annually in CAC, which gathers the members of Toulouse INP's Research Commission as well as the Studies and Student Life Commission – CFVU-).

A number of actions were carried out between 2019 and 2021 in order to raise awareness on the cross-cutting actions undertaken by the Well-Being Cell (which has evolved into the Quality of Life at Work Observatory as of Sept. 2020) or by mixed staff/student Sustainable Development & Social Responsibility associations (clean walks, Eco-gestures Campaign, annual Student Sustainable Development week, digital clean-up campaign). Since Sept. 2019, all staff and students have been invited to participate to the "Climate Education Kick-off" (3-hour workshops to raise awareness on climate change issues and discuss the place of Research within the energy transition).

In order to improve the visibility of Toulouse INP's research and to diversify its researchers, the institution has implemented actions such as the online publication of all PhD and post-doc research topics on the laboratories' websites (last quarter of 2019), and the development of an instruction manual for publishing offers on EURAXESS (presented to the Operational Committee for Research –CoOpeR- in the first quarters of 2019 and 2020). In addition, Toulouse INP's website in English is online since 2019, targeting non-French speaking researchers and students. Finally, the institution's Communications Department has updated the website so that links to job offers and research topics published by laboratories and doctoral schools are available.

In late 2019, the Research VP launched a work group on Scientific Integrity (SI) that developed an action plan including drafting terms of reference and launch a call for applications for a SI advisor and in parallel set up a SI committee that promotes actions around SI, and receive reports of breaches, organizing a half-day of awareness on SI (Jan. 2020), creating content on Toulouse INP's website including main charters, useful websites, links to MOOCs on scientific integrity and ethics and identifying and relaying existing training (Plagiarism, copyright, data management plan...), provided by different organizations and departments (SCD INP, CNRS, INRAE, UPS, URFIST...).

On March 2021, a Toulouse Open Access Week took place: 9 online conferences were organized by the Toulouse University Libraries Network, the URFIST Occitanie and the Toul'AO group with the support of the Federal university. The event gathered 14 speakers and nearly 400 participants (of which 30% were researchers). The topics discussed included, 'Translation and Open Science: issues', and 'State of play and perspectives, Behind the scenes of science: research data'.

In March 2021, a survey was conducted by the Communications Department on the digital workspace targeting all staff. The objective is to improve the content sharing system and allow better access to information for all users.

It should be noted that some actions are behind schedule, mainly because of the health crisis (see below), for example the organization of awareness training on sexist and sexual violence for incoming professors and target candidates for an accreditation to supervise research (HDR). The training initially scheduled on April 2020 has been postponed to 2022.

### **Recruitment and selection**

Since January 2020, the mention "post-doctoral fellow" was included in the contracts drawn up in Toulouse INP's human resources management software SIHAM. However, it should be noted that technically, this mention is indicated in a free text field, because the software does not have a grade code that corresponds to a post-doctorate. In 2020, 135 researchers have been recruited to do a post-doctorate in the institution.

In addition, at the end of 2019 the director of the Research and Doctoral Studies Department (DRED) made the doctoral school directors aware of the importance of the authenticity of diplomas (principle 19) and the importance of filling out the individual follow-up form on ADUM annually (the PhD application space). This reminder could be done every year.

In order to ensure that the laboratories affiliated to Toulouse INP publish their offers on the EURAXESS website, instructions for creating an account, as well as a job offer template, were given to all laboratories in January 2020. A reminder of this approach was done during February 2020's CoOpeR. As of June 2021, 11 laboratories out of 15 have created EURAXESS accounts (LAAS, IMFT, Genphyse, IRIT, CIRIMAT, LGC, LAPLACE, LCC, LCA, LGP and Toxalim).

However, there is a significant delay in publishing the procedures for recruiting researchers due to the pandemic, but also due to the change in governance (prioritization of other actions during the transition) With respect to principles 12. Recruitment, 14. Selection (Code) and 16. Judgment of merit (Code), the publication of recruitment procedures for professors, ATER, doctoral students, post-doctoral students and tenured research engineers compatible with the OTM-R principles is currently being finalized. These procedures will be published on the intranet, as well as on Toulouse INP's French and English websites. The procedures will soon be available in both languages. To complete this action, a guidance document for open, transparent and merit-based recruitment at Toulouse INP has been published on the internet and intranet.

### Working conditions

In July 2019, the Board of Directors voted to include in the "Charter for teacher-researcher's framework for time equivalencies" a process for monitoring alerts in case of work overload. This process includes an individual interview at the beginning of the academic year when the Forecast Activity Sheets (FAP) are published. This interview is organized by the school directors with the teachers-researchers whose work overload has been the cause of an alert. The process foresees the possibility of organizing another interview at the end of the academic year, during the validation stage of the Real Activity Sheets (FAR).

Regarding Toulouse INP's researchers working conditions, particularly their career development, Toulouse INP created in December 2019 on its intranet a section dedicated National Council of Universities' (CNU) sections. This section explains the role of the CNU, its missions, and provides the list of elected members for 2019-2023.

On April 20, 2020, after 6 weeks of lockdown, a questionnaire elaborated by the CHSCT and Toulouse INP's presidency was sent to all staff of which 613 people responded. The objective of this survey was to measure the impact of lockdown on the working conditions of the teams. The CHSCT was thus able to propose preventive actions in this particular context.

Following the announcement of the Minister of Higher Education on April 23, 2020, the National Research Agency (ANR) announced the automatic extension of 6 months for projects whose scientific end date was after March 17, 2020, as well as projects funded under the action plan of the. Compensatory funding has also been announced to allow the extension of thesis contracts, post-doctoral fellowships, as well as engineers and technicians on fixed-term contracts funded by ANR projects. For Toulouse INP, this means the extension of 14 doctoral contracts (duration from 2 to 7 months) for a total amount of 137 001.48€ for the year 2021.

The renewal of Toulouse INP's governance led to the appointment in September 2020 of a Quality of Work Life Vice President (VP QVT in French) by Toulouse INP's new President. On Nov. 11, 2020, the VP QVT published on the Intranet advice to help staff to better cope with the health situation and to help them in the organization of telework. Two practical sheets were made available: "Teleworking in Lockdown" and "Remote Supervision". On November 26, the VP QVT presented to all the staff the fields and areas of work of her new mission. In December 2020, the first QVT workshops were held; open to all staff, with the objective of comparing the participants' work experiences in order to develop an action plan. At the end of April 2021, following exchanges with the CHSCT, the VP QVT also made available to all Toulouse INP staff a space for free expression on working conditions, in the form of a suggestion box.

As of October 2020, in order to improve access to information and to share the ongoing projects in the institution, the minutes of the weekly meetings of the President's Office (President; Head Administrator; VPs of Research, Board and Student Life; School Directors; Director of the Preparatory School and Ipst-Cnam's Director) were made available to all staff on the intranet.

In Dec. 2020, a second survey was launched to assess the evolution of working conditions in the health context

and draw up a new action plan. 378 people responded and the analysis of the results was published in Feb. 2021, showing that 75% of the researchers and teachers-researchers consider their workload to be higher or much higher in the covid-19 context than in normal conditions. However, the results also showed that the staff learned to adapt to new working methods and in particular to comply with health regulations on site or in telework.

On March 2021, as part of the improvement of the prevention approach of the institution and its schools, the occupational health and safety register was dematerialized to facilitate its accessibility to all staff and students. The aim is to facilitate the reporting of any risks observed or incurred, accidents or incidents seen or experienced, any malfunction or non-functioning of an installation or safety device, any situation related to the work environment and any observation or suggestion related to health, safety and working conditions.

In addition, Toulouse INP has developed a 2021-2023 action plan for professional equality. This action plan is an obligation under the 6 August 2019 law on the transformation of the public service. Within the institution, this action plan is carried by the Gender Equality Mission Coordinator. It has been presented and voted by the governing bodies (CT, CA) and is also available on the Intranet.

### **Training and development**

In order to determine the level of access to research training and continuous learning in the institution, the number of views of the pages dedicated to the Training Plan and Pedagogical Dynamics sections of the intranet will be measured every year. For the "Pedagogy" section there are between 1/09/2018 and 31/08/2019 a total of 85,601 Views and 56,135 unique Views. From 1/09/2019 to 30/06/2020 there are 111 Views. This decrease can be explained by the fact that the Toulouse INP's Teaching Dynamics service chose in September 2019 to put their news on the internet in order to make it accessible to all Toulouse INP schools. It is therefore no longer possible to monitor the statistics of visits to these pages.

On February 2021, the LGC laboratory developed a tutorial so that doctoral students and supervisors can systematically share information on ADUM in order to plan their skills development during the thesis (and in particular to exchange on the choice of trainings). This tutorial has been transmitted and is available on the intranet of the laboratory in the improvement process section. This good practice will be presented to other laboratories in 2021 for widespread deployment.

Since February 2021, all teachers and teacher-researchers at Toulouse INP can participate in training courses offered by the schools' pedagogical engineers or by the institution's partners (How to introduce active pedagogy into one's teaching, support for CPP requests, presentation of tools for teaching, etc.).

Teachers-researchers and tenured teachers can benefit, at their request, from a training action called Leave for Pedagogical Project (CPP). The CPP is a training mechanism that recognises the pedagogical investment of higher education and research staff. Information on its implementation and the conditions of attribution and exercise of a CPP can be found on Toulouse INP's intranet. The conditions of attribution and exercise of a CPP are specified in the 2019-0040 Circular of 16 November 2019. Toulouse INP's Teaching Dynamics service organised a workshop to present this mechanism on March 18th, 2021.

Since April 2021, the Language Department of the Toulouse Midi-Pyrénées Federal University has been offering distance learning courses for students, doctoral students, post-doctoral students, teachers, teacher-researchers, researchers and administrative staff registered or working in the member institutions of the Federal University. Three types of training are possible: group evening courses for FLE (French as a foreign language) and English, evening courses for other languages, and individual courses.

None of the actions related to the Toulouse INP training plan could be implemented due to the health crisis in 2020. Therefore, the publication of the new training plan has been delayed and this work will be carried out in 2022.

### **Have any of the priorities for the short- and medium term changed?**

An election was held at Toulouse INP on March 3, 2020 for the complete renewal of the Board of Toulouse INP, the Studies and Student Life and the Research Commissions. However, the rest of the electoral process had to be suspended due to the general lockdown caused by the health crisis. The exceptional circumstances of the COVID-19 epidemic led the Parliament to adopt the emergency law n°2020-290 of March 23, 2020. Article 15 of this law states that "The terms of office, expired since March 15, 2020 or which would be expired before July 31, 2020, of presidents, directors and persons who, whatever their title, exercise the function of head of establishment in establishments covered by Title I of Book VII of the Education Code, as well as those of the members of the councils of these establishments, are extended until a date is appointed by the Minister in charge of Higher Education, and at the latest until January 1, 2021". This resulted in the fact that the electoral process at Toulouse INP was suspended until the end of the emergency health measures (without calling into question the electoral results already obtained on March 3<sup>rd</sup>).

Thus, the mandate of Olivier SIMONIN, President of Toulouse INP (and consequently that of the Vice-Presidents and Mission Coordinators) was extended until July 1st 2020 by the ministerial decree of application of article 15 of the health emergency law. In this context, the electoral calendar of Toulouse INP was adapted and resumed to allow the newly elected members of the Board to proceed with the election of the new President, Catherine XUEREB, on June 29<sup>th</sup> 2020. The new President appointed new VPs to carry out the institutional project, including Irène GAILLARD as VP for Quality of Life at Work (QVT) and Roman TEISSERENC as VP for Greening (*écologisation*). In September 2020, a new Head of Administration, Frédéric BOUSQUET, joined the institution after the departure of the previous Head of Administration and a new Director of Human Resources and Deputy Head of Administration, Olivier DE SOUZA took office in December 2020. Finally, a Director of Financial Affairs (DAF) and Deputy Head of Administration, Christelle ASSEMAT was recruited in April 2021 to strengthen the team. The Governance team has therefore been completely renewed between 2020 and 2021.

This change of governance implies the beginning of a reflection on the policy currently being carried out, and that which will be carried out in the years to come for Toulouse INP. The Quality Department will ensure the continuity of the actions planned and submitted to the European Commission in 2019, and will work closely with the new governance in order to implement them and explore new actions to improve the working conditions of the institution's researchers.

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

#### **Measures implemented by Toulouse INP during lockdown**

As of Monday, March 16, 2020, Toulouse INP closed all access to students. The implementation of the institution's continuity plan (PCA) was initiated that same day with the securing of buildings and laboratory experiments. For students and teachers, educational continuity measures have been put in place by the schools. In order to respect the rules of social distancing, all the staff whose presence was not essential were asked not to go to the offices and telework instead. A special phone line was opened on March 17 to answer urgent questions from students, staff, partners or suppliers. A survey carried out by the CHSCT with the Governance was launched in April 2020 to assess the conditions under which all remote staff carry out their activities (613 respondents).

#### **Toulouse INP and the lifting of lockdown restrictions (May2020)**

An activity resumption plan was issued to support resumption of activities on site in compliance with the current sanitary rules. It was agreed at the site level that it was the responsibility of the hosting institution to guarantee the proper conditions for the resumption of activities. The resumption of activity required prior preparation of the premises (access authorizations to the premises, offices and collective spaces) and access to the experimental equipment was programmed in such a way that a minimum number of people crossed paths in the various experimental zones. The reservation of equipment had to be strictly followed.

Each site had to produce a resumption plan including its laboratories, namely: INP-ENSEEIH, INP-ENSAT, INP-ENSIACET, IPST-CNAM, IMFT and central services. Each laboratory was asked to work with its host school on the practical aspects to be included in the resumption plan (PRA).

From December 4 to 18, 2020, a 2<sup>nd</sup> survey was launched by the Presidency. The objective of this questionnaire was to draw lessons from the second Covid-19 lockdown. With 378 respondents, this survey revealed that 75% of researchers and teacher-researchers felt that their workload was higher or much higher than under normal

conditions.

### Change of governance of the institution

As indicated above, the electoral process to renew Toulouse INP's Board, the Studies and Student Life and the Research Commissions was launched on March 3<sup>rd</sup>, 2020 had to be suspended due to the health crisis affecting the country. A period of adaptation was therefore necessary with regard to the HR Excellence in Research Award's actions, in particular those initiated by the Research VP, which resulted in a phase of presentation of the approach to the new governance by the Quality Department (between September and November 2020), so that the new elected officials could learn about the Award, its implications and their role in the continued implementation of a human resources management strategy for researchers at Toulouse INP.

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

Following the change in governance of the institution, work has begun on the formalization of an institutional policy document. This policy will be based on the three areas of work of the INPulse project led by the new president of the institution: a more humanized work environment, a dynamic of openness, and the missions of Toulouse INP. Through this policy will be discussed projects on training and research; as well as HR, financial, asset, partnerships and digital strategies; and the quality and Sustainable Development & Social Responsibility policy. This document is now a roadmap shared with all employees that allows the Governance projects to be understood and visible. It will also be the first step in officially launching the central services in an ISO 9001 process. All of these elements will make it possible in the medium term (by being articulated in a coherent manner with the actions of the HRS4R award) to have an impact on the professional conditions, recruitment, career follow-up and training of researchers at Toulouse INP.

In addition, an organizational and financial audit is underway at Toulouse INP (since April 2021) with the objective of carrying out an inventory of the services and schools, studying the organizational and functional links between services, and identifying tangible areas of improvement that will make it possible to increase the operational performance of the processes and to manage resources efficiently. The first conclusions and recommendations of this audit will be presented on July 13, at the annual Toulouse INP's Tri-Council Congress. A phase of appropriation will then be undertaken and avenues of improvement proposed and shared (presentation, discussion and subsequent vote by the Technical Committee and the Board). The transformation plan selected will be implemented by the institution.

## 3. ACTIONS

	<b>Proposed actions</b>	<b>Gap Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Current status</b>
<b>1</b>	Post-doctoral researchers and doctoral students: to allow staff to apply, job offers must be at least published on the website of each laboratory. All post-doctoral and doctoral topics must be published online (in French and English).	<b>1. Research freedom</b>	3rd Quarter of every year	Done at the request of the Vice President of Research in CoOpeR (report to be requested 6 months later on the number of job offers published)	<b>EXTENDED</b>
<b>2</b>	Post-doctoral researchers and doctoral students: consider the possibility of reposting job offers from laboratories (under Toulouse INP's supervision and under convention) on the Toulouse INP website. <i>(action suspended)</i>	<b>1. Research freedom and 22. Recognition of the profession</b>	3rd Quarter 2019	Doctoral Studies Department (DRED) + Communications Service	<b>COMPLETED</b>
<b>3</b>	Teacher-researchers: set up a non-compulsory review every three to five years carried out by at least a two-person team representing the training and research components (under the responsibility of the school Director).	<b>1. Research freedom and 11. Evaluation/appraisal systems</b>	2nd Quarter 2023	Beforehand, the Vice President of Studies and Student Life Commission (CFVU) and the Vice President of Research will make School Directors aware of this approach in the Select Expanded Board of Directors	<b>COMPLETED</b>

				(CODIRE) + Presentation in Academic Council (CAC) for validation.	
4	Doctoral students: As a minimum, an individual supervision committee meets within <b>24 months</b> . Encourage doctoral schools to set up an interview / exchange through an individual monitoring committee of the doctoral student before the end of the 1st year.	<b>1. Research freedom and 11. Evaluation/appraisal systems</b>	2nd Quarter 2019	Each doctoral school is in charge of setting up the follow-up committee + sensitisation by the Vice President of Research during the doctoral school's Council	<b>COMPLETED</b>
5	Post-doctoral researchers: set up a review six months before the end of the post-doc with the Laboratory Director and/or the person responsible for the group/topic. The post-doctoral researcher's career plan must be discussed during this review.	<b>1. Research freedom and 11. Evaluation/appraisal systems</b>	1st Quarter 2023	The template will be sent by HR to the lab director, and the Vice President of Research will provide information on this procedure to the Research Commission.	<b>EXTENDED</b>
6	In the event that a researcher requests to change laboratories (under INP management), the CaCFR must be informed.	<b>1. Research freedom</b>	2nd Quarter 2019	The Vice President of Research will recall this procedure annually in <b>CoOpE R CAC</b>	<b>COMPLETED</b>
7	Mobility (teacher-researchers, research engineers, doctoral students): review and centralize the content of the Toulouse INP website to better explain all mobility opportunities (CRCT, temporary assignments, SMI).	<b>1. Research freedom and 29. Value of mobility</b>	2nd and 3rd Quarters of 2021	<del>HR relays opportunities of CRCT leave, temporary assignments + DRED transmits information on mobility by email and intranet +</del> Communications Service	<b>EXTENDED</b>
8	Take stock of current practices on ethics and bring out common ethical principles within Toulouse INP.	<b>2. Ethical principles</b>	1st Quarter 2022	HRS4R Workgroup n°1 in collaboration with mission coordinators on Gender Equality, Disability, etc.	<b>IN PROGRESS</b>
9	Establish mandatory awareness training modules on gender-based and sexual violence and bullying for incoming teacher-researchers and HDR applicants This will be included in Toulouse INP's training plan, targeting incoming teacher-researchers and managers.	<b>2. Ethical principles</b>	3rd and 4th Quarters of 2021	HR	<b>EXTENDED</b>
10	Organising an annual training course on Intellectual Property and plagiarism targeting new recruits. This will be included in Toulouse INP's training plan, targeting incoming teacher-researchers and managers.	<b>3. Professional responsibility</b>	1st Quarter 2022	HR will include this in the Training Plan + and training courses will be led by the Joint Documentary Service (SCD) + Service for Industrial and Commercial Activities (SAIC)	<b>EXTENDED</b>
11	For external financing: draw on practices implemented by Toulouse's Paul Sabatier University and the CNRS (periodic mailings of the list of all open Calls for proposals classified by topic).	<b>4. Professional Attitude</b>	1st Quarter 2022	Study the possibility of a centralisation of the information and management of this list by the SAIC that will in turn relay emails to the Lab Directors.	<b>IN PROGRESS</b>

12	The term “post-doctoral researcher” needs to be clarified by Toulouse INP (as it is different from a researcher under contract). Consider the possibility of drawing up a charter for post-doctoral researchers (based on the UFTMP's doctorate charter). This charter must include information on relevant bodies, support and training opportunities, as well as an article on the resources made available for the post-doctoral research project.	<b>4. Professional Attitude and 22. Recognition of the profession and 28. Career development</b>	4th Quarter 2022	Charter elaborated by elected officials of the Research Commission in collaboration with HR + dissemination by DRED and HR on Toulouse INP's intranet.	<b>IN PROGRESS</b>
13	Improve communication on the role of HR in Toulouse INP's structures (mainly in labs).	<b>5. Contractual and legal obligations</b>	4th Quarter 2021	HR	<b>EXTENDED</b>
14	Provide standard cost records according to project types to formalize a preliminary estimate.	<b>6. Accountability</b>	1st Quarter 2021	SAIC	<b>EXTENDED</b>
15	Development of Toulouse INP's Information Systems Security Policy (PSSI) and user support.	<b>7. Good practice in research</b>	1st Quarter 2024	Information Systems Department (DSIN)	<b>EXTENDED</b>
16	Include in Toulouse INP's Training Plan a training course on data protection.	<b>7. Good practice in research</b>	1st Quarter 2022	<del>DSIN</del> <b>HR + Research VP + Quality Department</b>	<b>EXTENDED</b>
17	Improve communication on transversal actions, including those of Toulouse INP's well-living committee and actions undertaken by staff and student associations.	<b>10. Non-discrimination</b>	2nd Quarter 2019	<del>Vice President of Studies and Student Life Commission + Communications Service</del> <b>Quality of Work Life VP</b>	<b>COMPLETED</b>
18	Ask laboratories under INP management to include in their bylaws provisions concerning soft skills, harassment, discrimination and plagiarism as well as hygiene and safety rules.	<b>10. Non-discrimination</b>	1st Quarter 2022	Drafting and proposal of rules: Research Correspondents + Vice President of Research + elements reviewed by Toulouse INP's legal service + presentation to CoOpER members for approval.	<b>EXTENDED</b>
19	Develop Toulouse INP's website in English (improve access to information on international relations).	<b>10. Non-discrimination</b>	3rd Quarter 2019	DRED + Communication and International Relations (SR2I)	<b>COMPLETED</b>
20	Post-doctoral researchers: review the job title of this type of researcher on their contracts and evaluate the feasibility of using the term "post-doctoral researcher" (instead of research-engineer or engineer) in order to have detailed statistics on these profiles.	<b>12. Recruitment</b>	2nd Quarter of every year	HR	<b>EXTENDED</b>
21	Provide salary scales that take into account seniority to avoid an excessive disparity of salaries between post-doctoral researchers.	<b>12. Recruitment and 21. Postdoctoral appointments (Code)</b>	2nd Quarter 2022	Proposal elaborated by HR + DRED + Vice President of Research and presented to the Research Commission.	<b>EXTENDED</b>

<b>22</b>	Publication of a recruitment procedure for teacher-researchers, ATERs, doctoral students, post-doctoral researchers and research-engineers consistent with the EC's "OTM-R package". For researchers under contract, include a realistic delay between publication and reply, taking into account laboratories under ZRR (restricted access area).	<b>12. Recruitment and 14. Selection (Code) et 16. Judging merit (Code)</b>	3rd Quarter 2021	HRS4R work group n°5 (OTM-R) in collaboration with Quality, HR, and Communications departments.	<b>EXTENDED</b>
<b>23</b>	Doctoral students and post-doctoral researchers: ensure the dissemination by email to all doctoral students and post-doctoral researchers and copying in the DRED (through doctoral schools or laboratory directors) of information on the opening of qualification campaigns.	<b>13. Recruitment (Code)</b>	1st Quarter 2020	HR	<b>COMPLETED</b>
<b>24</b>	Doctoral students and post-doctoral researchers: <del>Study the possibility of centralising offers on the Toulouse INP website: possibility of finding thesis and post-doctoral subjects on the INP website in addition to the laboratories' sites.</del> Create a link from the INP website to the websites of laboratories and doctoral schools.	<b>13. Recruitment (Code)</b>	1st Quarter 2021	DRED and Communications Service	<b>COMPLETED</b>
<b>25</b>	Ensure that all laboratories publish their offers on the EURAXESS website. Use and disseminate the EURAXESS template to all laboratories.	<b>13. Recruitment (Code)</b>	1st Quarter 2021	<del>DRED and Quality department</del> <b>Research VP in CoOper</b>	<b>COMPLETED</b>
<b>26</b>	Promote the participation of international personalities in selection committees.	<b>14. Selection (Code)</b>	4th Quarter 2021	<b>Research VP in CACFR</b>	<b>EXTENDED</b>
<b>27</b>	Before selection of doctoral candidates, make sure that the information on the recruitment process and the selection criteria are sent to candidates.	<b>15. Transparency (Code)</b>	4th Quarter 2021	Vice President of Research and DRED	<b>EXTENDED</b>
<b>28</b>	Draw the doctoral schools' attention to the authenticity of candidates' diplomas, accreditations and professional references.	<b>19. Recognition of qualifications (Code)</b>	4th Quarter 2019	DRED	<b>COMPLETED</b>
<b>29</b>	Encourage post-doctoral researchers to participate in training courses included in Toulouse INP's training plan.	<b>21. Postdoctoral appointments (Code)</b>	2nd Quarter of every year	HR and laboratory directors <b>and Research VP</b>	<b>IN PROGRESS</b>
<b>30</b>	Include post-doctoral researchers in training courses targeting junior associate professors (MCF).	<b>21. Postdoctoral appointments (Code)</b>	1st Quarter 2022	<del>DyP service</del> <b>VP in charge of Pedagogical Transformation, Research VP and laboratory directors</b>	<b>EXTENDED</b>

## HRS4R REVIEWED ACTION PLAN - TOULOUSE INP

31	Consider the possibility of setting up a collaborative tool to enable teacher-researchers and research-engineers to collaborate remotely with international actors (filing of documents, agenda, etc.). Currently, the UFTMP has developed the SCOUT software that allows filing and exchange of documents at the Federal University level.	<b>23. Research environment</b>	4th Quarter 2022	Upon request from the Vice President of Research, the Information Systems Department (DSI) will take stock of all existing tools + CNRS and INRAE existing tools will be taken into consideration. Proposal presented to the Research Commission and/or the CoOpeR.	<b>IN PROGRESS</b>
32	Initiate discussions on the “right to disconnect”.	<b>24. Working conditions</b>	3rd Quarter 2022	<del>Well living committee in Toulouse INP (Cellule Bien vivre à l’INP).</del> <b>Quality of Work Life VP</b>	<b>EXTENDED</b>
33	Improve access to information for young female researchers regarding the allocation of funding to support the return to work after maternity leave possibly followed by parental leave. Develop an updated inventory of existing mechanisms in other institutions (CNRS, INRAE, etc.).	<b>24. Working conditions</b>	1st Semester 2021	<b>HR and Quality of Work Life VP</b>	<b>COMPLETED</b>
34	Consolidate support to personnel wishing to prepare a civil service recruitment competitive examination. Strengthen existing mechanisms at the Federal University level.	<b>25. Stability and permanence of employment</b>	1st Quarter 2023	HR	<b>EXTENDED</b>
35	Improve access to information on post-doctoral contracts by developing an explanatory sheet for researchers regarding the post-doctoral contract (to streamline/have a general framework on post-doctoral contracts).	<b>26. Funding and salaries</b>	1st Quarter 2020	<del>HR in collaboration with the SAIC</del>	<b>COMPLETED</b>
36	Add new indicators in Toulouse INP’s Annual Social Report on men/women breakdown (e.g. women employed by Toulouse INP and HDR holders). Analyse these indicators.	<b>27. Gender balance</b>	4th Quarter 2019	<del>The DRED provides these indicators to HR</del> <b>DRED + HR + Steering Department and Quality of Work Life VP</b>	<b>COMPLETED</b>
37	Cross-analyse data from the teacher-researcher’s reference framework for time equivalencies (men/women breakdown as far as projects are concerned) and include this in the Annual Social Report	<b>27. Gender balance</b>	4th Quarter 2022	Commission for teacher-researcher’s framework for time equivalencies - Toulouse INP’s <del>2019</del> Annual Social Report	<b>EXTENDED</b>
38	Publish information about elected members of CNU sections and recent news.	<b>28. Career development</b>	4th Quarter 2019	<del>Steering dept. + Representatives of the elected members of CNU sections +</del> <b>Quality dept. + HR + Communications Service</b>	<b>COMPLETED</b>
39	As a part of the recruitment process, the analysis of geographical, intersectorial, inter-disciplinary and trans-disciplinary and virtual mobility should be included in the teacher-researcher’s evaluation sheet	<b>29. Value of mobility</b>	4th Quarter 2023	Vice President of Studies and Student Life Commission	<b>EXTENDED</b>

<b>40</b>	Provide a welcome booklet for all of Toulouse INP's post-doctoral researchers including a description of the possibilities of access to training, job opportunities, etc. (preferably available in French and English). Consider the possibility of including some of the content of the welcome booklet for doctoral students. This document should be complementary to the future Post-Doctorate Charter. In both doctoral and post-doctoral booklets and on Toulouse INP's website, explain the internal conflict management procedure (explain procedures available to doctoral students and post-doctoral researchers in case of conflict with their management).	<b>30. Access to career advice and 34. Complaints/ appeals</b>	4th Quarter 2022	Discussions to be initiated in Research Commission.	<b>IN PROGRESS</b>
<b>41</b>	Implementation of a monitoring system of the teaching workload to suggest solutions to avoid work overload of teacher-researchers.	<b>33. Teaching</b>	3rd Quarter 2019	<del>DyP Service.</del> <b>Vice President of Toulouse INP's Board</b>	<b>COMPLETED</b>
<b>42</b>	Clarify the roles, responsibilities and projects of Toulouse INP's competent bodies regarding complaints and appeals (CHSCT, monitoring unit for working conditions, Mediation Commission) to facilitate referrals.	<b>34. Complaints/ appeals</b>	2nd and 3rd Quarters of 2021	<b>Quality and Steering depts. + VP of the Board</b> <del>HR</del> <b>+ Communications Service</b>	<b>EXTENDED</b>
<b>43</b>	Ensure that all researchers covered by Toulouse INP's HRS4R Award are included in Toulouse INP's LDAP and thus have access to Toulouse INP's intranet at the time of their hiring.	<b>35. Participation in decision-making bodies</b>	1st Quarter of 2020	DSIN	<b>COMPLETED</b>
<b>44</b>	Communicate on the existence and disseminate the minutes of the meetings of the different bodies (University Supervisory Board, Studies and Student Life Commission, Research Commission and CoOpeR). This must be made available on Toulouse INP's intranet.	<b>35. Participation in decision-making bodies</b>	4th Quarter of 2020 and 1st Quarter of 2021	<del>DRED</del> <b>+ Communications service + Quality dept. + VP of the Board</b>	<b>COMPLETED</b>
<b>45</b>	Start a discussion with the Research Correspondents on the means to track data and results (securing research data).	<b>36. Relation with supervisors</b>	4th Quarter 2023	Creation of a workgroup (Vice President of Research + Research Correspondents + researchers) and presentation of the approach in CoOpeR, Research Commission and then in Laboratory Council.	<b>EXTENDED</b>
<b>46</b>	The doctoral student's Individual Supervision form must be completed by the doctoral student every year in the ADUM system. Ensure that all doctoral schools use and complete this form on a yearly basis.	<b>36. Relation with supervisors</b>	2nd Quarter of every year	Vice President of Research.	<b>IN PROGRESS</b>
<b>47</b>	Extend the practice of mentoring for junior teacher-researchers until tenure (at least 2 years).	<b>37. Supervision and managerial duties et 40. Supervision</b>	4th Quarter 2022	School Directors + Studies Directors (proposal to be presented in CAC)	<b>EXTENDED</b>

<b>48</b>	Consider the possibility of including, during a CACFR meeting, an overview of the mentee's integration after two years of mentoring.	<b>37. Supervision and managerial duties</b>	4th Quarter 2023	Proposal to be presented in CACFR by the Vice President of Research	<b>EXTENDED</b>
<b>49</b>	Proofreading: support researchers applying to a Research and doctoral supervision grant (PEDR).	<b>37. Supervision and managerial duties</b>	1st Quarter 2022	CACFR + HR + Vice President of Research	<b>EXTENDED</b>
<b>50</b>	Improve communication on soft skills training (language courses, management, psychosocial risks , etc.)	<b>38. Continuing Professional Development</b>	2nd Quarter 2019	HR	<b>COMPLETED</b>
<b>51</b>	Suggest an indicator concerning page views on Toulouse INP's intranet, especially the DyP Service and Training Plan headings (to collect and exploit annual data).	<b>39. Access to research training and continuous development</b>	3rd Quarter of every year	Communications Service	<b>EXTENDED</b>

### Comments on the implementation of the OTM-R principles

A policy document for open, transparent and merit-based recruitment at Toulouse INP was developed in early 2020 and is published on Toulouse INP's website as well as on the intranet. Through this document, Toulouse INP wishes to highlight its Human Resources Strategy for Research, which is an integral part of the general policy of the institution.

The strategic development axes of Toulouse INP for the period 2021-2025 indicate that the institution will continue to directly support the research activity of its researchers; and to promote a diversified and recognized research activity by supporting its personnel on the human, technical and financial levels. In addition, efforts will be made to facilitate incoming and outgoing mobility, to strengthen assistance in setting up European projects, and to promote actions for the dissemination and popularization of our scientific results.

Toulouse INP also intends to continue to promote the staff's career development by supporting them in all their investments for the institution, by encouraging them to undergo training and to be mobile, by involving them in its bodies and by amplifying the measures supporting equality, diversity and inclusion.

In addition, the publication of recruitment procedures for teacher-researchers, ATERs, doctoral students, post-doctoral researchers and full time research engineers compatible with the OTM-R principles is currently being finalized. These procedures will be published on the intranet, as well as on Toulouse INP's French and English websites. The procedures will be available in both languages.

## 4. IMPLEMENTATION

- How have you prepared the internal review?

This report has been prepared using an internal activity tracking tool that is updated in real time as actions are implemented. This tool indicates whether actions have been completed, are in progress, are behind schedule or in the planning stage.

As indicated below, this tool is completed and updated following meetings organized with the working core group, as well as with the people directly responsible for activity implementation. Between June 2019 and February 2020, the core working group was able to organize working meetings with the Research and Doctoral Studies Department (DRED), the Human Resources Department, the Communications department, and Toulouse INP's Service for industrial and commercial activities (SAIC), among others. Due to the major health crisis (see section 2), meetings of the core group could not be organized, but the HRS4R approach was presented to the new governance in the second half of 2020.

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- How have you involved the research community, your main stakeholders, in the implementation process?

The HRS4R approach and the implementation of activities have been presented to the institution's councils and commissions, including representatives of Toulouse INP researchers: Research Commission, CoOpeR, and Board of Administrators. Presentations have also been made at meetings of department heads.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

Progress in the implementation of activities has been monitored by the Steering Committee, including a presentation on the progress of actions on February 24, 2020 and the presentation of an annual progress report in July 2021.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

Toulouse INP's HR Excellence in Research Award is an integral part of the continuous improvement process coupled with the institution's quality policy (along with ISO 9001:2015 certification for engineering courses and FCU service certification for continuing education). In the institution's strategic development axes presented during the 2019-2020 HCERES evaluation, Toulouse INP indicates that "training and support for staff careers will be a key part of the system with the help of the HRS4R award and its appropriation by all staff". The award is therefore part of this overall quality approach: the HCERES expert committee indicates in its 2021 evaluation report that the HRS4R approach, along with other Sustainable Development & Social Responsibility measures, "testify to the commitment of Toulouse INP's governance to engage the institution in a responsible approach to HR".

In addition, Toulouse INP is committed, as part of the 2021-2025 five-year site contract (currently under negotiation) with the Ministry of Higher Education, Research and Innovation, to structuring and displaying Toulouse INP's contributions to the site's scientific strategy, to continuously improve the attractiveness of the doctoral programs offered by Toulouse INP, and to promote new practices and new skills in open science.

- How is your organisation ensuring that the proposed actions are also being implemented?

The Core Working Group, consisting of the Quality Department and the Research VP, has monitored the implementation of the actions since the label was obtained in June 2019. In addition, the quality department has also met regularly with the heads of the Human Resources Department as well as the Head of Administration and the DRED's Director in order to monitor and follow up on the implementation of the actions within the given deadlines. The actions described in the action plan approved by the EU Commission are led either by a department head or by a Vice-President of the institution. With the support of these people, the core working group ensures, through notifications and reminders, that the actions are implemented. If it turns out that certain actions cannot be implemented, the justification is recorded in the monitoring tool.

- How are you monitoring progress (timeline)?

As indicated above, the Core Working Group monitors activities using an internal tool that is updated in real time as actions are implemented. The quality department notifies the action holders in advance so that they can implement them, and makes the necessary reminders in case of delay.

- How will you measure progress (indicators) in the view of the next assessment?

The monitoring tool is used and updated on a regular basis, and progress will be presented not only to the Steering Committee but also to boards and commissions.

- How do you expect to prepare for the external review?

The external evaluation will be coordinated by the Core Working Group, under the supervision of the Steering Committee. The working methodology will be proposed by the Restricted Working Group, in accordance with the HR Excellence in Research Award guidelines, and will be approved by the Steering Committee. This methodology will ensure the active involvement of Toulouse INP researchers from R1 to R4, as well as the support services for research activities.