

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

HRS4R

Implementation of the principles of the European Charter for Researchers
and of the Code of Conduct for the Recruitment of Researchers



Human resources strategy and action plan

Ecole Centrale de Lyon

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ÉCOLE
CENTRALE LYON

Summary

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1. Presentation of Ecole Centrale de Lyon

The Ecole Centrale de Lyon (ECL) is a French public institution of higher education and research, created in 1857. About 1,500 students are trained each year, 25% of them are international students. Research is a major activity of ECL, thanks to its 6 laboratories and 222 researchers, active in engineering sciences: acoustics, systems dynamics, electrical engineering, computer science, mathematics, fluid mechanics, nanotechnologies, tribology, etc. ECL is also involved in 8 international laboratories, with Australia, Brazil, Canada, China, Korea, Spain and Japan and leads a close collaboration with the industrial research community.

Indicators

STAFF & STUDENTS	<i>Full Equivalent (2018)</i>	<i>Time FTE</i>
<i>Total researchers</i>	201	
<i>Of whom are international (i.e. foreign nationality)</i>	49	
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	46	
<i>Of whom are women</i>	83	
<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>	112	
<i>Of whom are stage R2 = ATER, Research Engineers, Post-docs</i>	26	
<i>Of whom are stage R1 = PhD students</i>	63	
<i>Total number of students (if relevant)</i>	1 468	
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	390	
RESEARCH FUNDING (2018)	€ (2018)	
<i>Total annual organisational budget</i>	41 M€	
<i>Annual organisational direct government funding (designated for research)</i>	9 M€	
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3 M€	
<i>Annual funding from private, non-government sources, designated for research</i>	6 M€	

2. Development of the human resources strategy

Gap Analysis

In order to conduct the operational process leading to the labelling of the organisation, a steering committee of 4 people was set up. These people were appointed by the ECL Director and are directly involved in the HRS4R process within the establishment.

This steering committee is chaired by the project manager, Bénédicte MARTIN, responsible for European Affairs within the Partnership and Research Management Department, under the supervision of the Research Direction. The other three members of the steering committee are the Secretary General, the Head of Personnel and a European Affairs Officer.

Two consultation panels were set up:

One “Researchers” Panel set up on a voluntary basis after information and call for applications and involving all categories of researchers present at ECL:

- Teacher-researchers / Researchers (Prof., Assistant Prof.): R3 and R4,
- Research engineers: R2,
- ATER (Temporary teaching and research associates): R2,
- PhD students: R1,
- Contract researchers (post-docs) : R2.

One “Support services” Panel constituted on the basis of proposals from the departments / services and Research Laboratories concerned by the HRS4R process:

- Secretary General,
- Research Department,
- Human Resources Department,
- Communication Department,
- Directors of Research Laboratories,
- Partnership and Research Management Department,
- Legal Affairs Department,
- Library,
- Prevention advisor,
- Manager of the "gender mix, diversity, gender equality" project,
- Secretaries General of Research Laboratories

These panels worked independently with the steering committee, analysed the GAP, identified strengths and weaknesses and recommended actions to improve the current situation. Finally, a synthesis meeting, in the presence of the members of the two panels, was organised to select the priority actions and define the timetable for the action plan.

Strengths and weaknesses

Ethical and professional aspects

STRENGTHS

The ethical and professional aspects of civil servant researchers are governed by French law and are respected: guarantee of independence, professional responsibility/attitude, non-discrimination, etc.

WEAKNESSES

However, the Organisation needs to communicate more on the existing charters and on the committees already in place. A deontology committee is in place in the Organisation, but it is necessary to set up an ethics committee or appoint an ethical integrity referent. Moreover there is currently no clear policy on open science and no guidance for researchers on Open Access / Open Data that are now part of the obligations in public funding research projects.

Recruitment and selection

STRENGTHS

For permanent staff, the procedures for the publication of job offers, applications, selection and recruitment are clear and transparent, and are subject to compliance with national regulations.

WEAKNESSES

On the other hand, for temporary staff recruited on contractual resources, the formalization of recruitment conditions has not been completed. The Organisation must set up an official and public procedure for the recruitment of contract researchers, in accordance with the principles of the European Charter for Researchers. This will include among others the systematic publication of job offers on Euraxess for international visibility, the dissemination of selection rules and the establishment of objective selection committees.

Working conditions

STRENGTHS

Working conditions in France are governed by social security and labour management authorities. All researchers of the Organisation, whether permanent or contractual, benefit from the same working conditions, health and safety, monitoring by preventive medicine, and the possibility of participating in the institution's decision-making bodies.

WEAKNESSES

The Organisation can still improve working conditions by working on a quality of work life action plan and the psycho-social risks.

For contract researchers, a more specific action is necessary to support them during and at the end of their contract and to encourage the pursuit of careers following their temporary employment.

Training and development

STRENGTHS

In the context of doctoral studies, the relationships between researchers at the beginning of their careers and their supervisor(s) are clearly defined in the Thesis Charter. Doctoral students benefit from training provided by doctoral schools and senior researchers can receive lifelong training.

WEAKNESSES

In the training offer proposed by the Organisation it has been identified that the offer in management training for supervisors of doctoral candidates is lacking.

Processus OTM-R

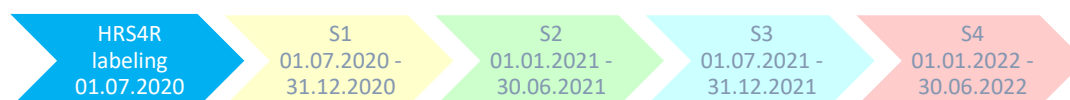
As part of the recruitment of permanent researchers (civil servants), the OTM-R process is already active, it guarantees the definition of the positions to be staffed, their open publication (ECL website, EURAXESS website), the submission of applications online and the setting up of independent selection committees.

On the other hand, for the recruitment of temporary contract researchers, the institution's OTM-R policy will be defined and published on the Organisation website. A procedure for the staff in charge of implementing this policy will be drafted and communicated on the intranet, in order to guarantee the reliability of recruitment, the staff concerned will of course be trained in this procedure.

This will cover the following areas of action:

- Definition of the position,
- Dissemination of the job offer in French and English, in particular on the EURAXESS website,
- Clear and administratively reduced application information (dematerialisation),
- Clear and public selection rules,
- Implementation of an objective selection committee,
- Information of all candidates on their application (feedback),
- Remedial mechanism in the event of discrimination or conflict of interest.

3. Action plan



Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Newcomers' guide to be completed with fundamental principles of research freedom and ethics	Research freedom Ethical principles	S1	Communication Department	Dedicated intranet page / Researchers R1 to R4
2. Establishment of a charter informing researchers of their rights and duties	Research freedom Ethical principles Professional attitude Dissemination and exploitation of results	S1	HR Department	Existence of the charter / Researchers R1 to R4
3. Written procedure for the mobility of researchers	Research freedom	S1	HR Department	Written procedure, validated and published on the ECL intranet / civil servant researchers R3 and R4
4. Deontology committee and ethics charter for research professions to be made known	Ethical principles Professional attitude Complaints and appeals	S2	Communication Department	Dedicated intranet page / Researchers R1 to R4
5. Anti-plagiarism procedure to be generalised	Ethical principles	S1	Research Department	Written procedure, validated and published on the ECL intranet / All researchers R1 to R4
6. Establishment of an ethics committee or appointment of a scientific integrity referent	Ethical principles Professional responsibility	S1	Management Board	Establishment of an ethics committee or appointment of a referent / All researchers R1 to R4
7. Large Communication on HRS4R policy	Ethical principles	S1	Communication Department	Visibility on the internet and intranet websites/ All researchers R1 to R4
8. Training for department Heads	Professional responsibility	S4	HR Department	Training Program / Department Heads (R3 and R4)
9. Engagement letter for department heads	Professional responsibility	S2	HR Department	Engagement Letter / Department Heads (R3 and R4)
10. Verification of requests for cumulating activities	Professional attitude	S4	HR Department	Written procedure, validated and published on the ECL intranet / civil servant researchers R3 and R4
11. Application of the Decree on Patent registration Incentive	Contractual and legal obligations Intellectual Property Rights	S2	Research Department	Written procedure, validated and published on the ECL intranet / All researchers R1 to R4
12. Generalize internal meetings with researchers and administrative staff to launch research projects	Accountability	S1	Research Department	% project start meeting in relation to the number of projects / All researchers R1 to R4

13. Communicate on the General Data Protection Regulations (GDPR)	Good practice in research	S1	Communication Department	Dedicated intranet page / All researchers R1 to R4
14. Backup, encryption and archiving of research data	Good practice in research	S4	Research Department	Written procedure, validated and published on the ECL intranet / All researchers R1 to R4
15. Appoint missing security referents in research laboratories	Good practice in research Research environment	S1	Research Department	Actual appointments and information / All researchers R1 to R4
16. Open Science Institution Policy	Dissemination, exploitation of results Public engagement	S2	Research Department	Written and published Open Science policy / All researchers R1 to R4
17. Publication of an open access / open data guide	Dissemination, exploitation of results Intellectual Property Rights Co-authorship	S2	Research Department	Written and published guide / All researchers R1 to R4
18. Communicate on the gender equality and non-discrimination charters	Non discrimination Gender balance	S1	Communication Department	Visibility on the internet and intranet websites/ All researchers R1 to R4
19. Definition of the OTM-R recruitment policy for contract researchers, including the definition of positions, their dissemination on Euraxess, the setting up of selection committees, etc.	Recruitment Selection Transparency Judging merit Variations in the chronological order of CVs	S3	HR Department	Written and validated OTM-R procedure / contract researchers (R1 and R2)
20. Publication of the OTM-R policy	Recruitment	S3	Communication Department	Publication of the ECL OTM-R policy on the websites (FR and EN) / All researchers R1 to R4
21. Initiate the psychosocial risk prevention plan	Good practice in research Research environment Working Conditions	S4	Management Board	Prevention plan under development / all researchers R1 to R4
22. Quality of Work Life Action Plan	Good practice in research Research environment Working Conditions	S4	Management Board	Action plan under development / All researchers R1 to R4
23. Generalize professional interviews to contract researchers, and to teacher-researchers on request	Career development	S2	HR Department	% of interviews conducted / contract researchers (R1 and R2) and teacher-researchers (R3 and R4)
24. Record provisional vs. actual service declarations	Career development	S4	HR Department	Procedure for determining the provisional vs. actual services / Teacher-researchers (R3 and R4)
25. Reminder to doctoral students of the need to complete teaching hours to obtain a qualification	Career development Access to career advice	S1	HR Department	Integration in the doctoral students' charter / PhD students(R1)
26. Promote the European doctoral label and information on the diploma supplement during mobility during the doctorate	Value of mobility	S1	HR Department	Integration in the doctoral students' charter / PhD students(R1)
27. Setting up an interview 3 months before the end of the contract for	Access to career advice	S3	HR Department	% of interviews conducted vs. end of contract departures /

ending contract researchers				Contract researchers (R1 and R2)
28. Return to work training for ending contract researchers	Access to career advice	S3	HR Department	% of trainings conducted vs. end of contract departures / Contract researchers (R1 and R2)
29. Appointment of a mediator to receive complaints	Complains/ appeals	S2	Management Board	Appointment of a mediator / All researchers (R1 to R4)
30. Management training for supervisors / directors of thesis	Relation with supervisors Continuing Professional Development Supervision	S3	HR Department	Training implemented and offered / supervisors, thesis directors (R3 and R4)

Contact :

Dr Bénédicte MARTIN

European Affairs Manager

Ecole Centrale de Lyon
36, av Guy de Collongue
69 134 Ecully Cedex
France

Email: benedicte.martin@ec-lyon.fr