

HRS4R - Interim Assessment

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1. Organisational Information

STAFF & STUDENTS

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research

73

Of whom are international (i.e. of foreign nationality)

2

Of whom are externally funded (i.e. for whom the organisation is host organisation)

0

Of whom are women

53

Of whom are stage R3 or R4 = Researchers with a high degree of autonomy, typically holding the status of Principal Investigator or Professor.

50

Of whom are stage R2 = in most organizations corresponding with postdoctoral level

23

Of whom are stage R1 = in most organizations corresponding with doctorate level

0

Total number of students (if relevant)

0

Total number of staff (including management, administrative, teaching and research staff)

510

RESEARCH FUNDING (figures for the most recent fiscal year)

Total annual organisational budget

1 172 415 575 €

Annual organisational direct government funding (designated for research)

43 865 249 €

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)

10 359 544 €

Annual funding from private, non-government sources, designated for research

17 101 321 €

ORGANISATIONAL PROFILE

The Centre Hospitalo-Universitaire de Nantes (CHUN), a French public health institution, has been pursuing a proactive biomedical research policy for 20 years. Today, it is one of the top 10 university hospitals (out of 32) in terms of research, and devotes more than 7% of its budget to research and teaching.

The CHUN's HRS4R community, made up of PhDs scientists and pharmacists ("research engineer" status, not holders of the national research competitive examination), works mainly in the site's Mixte Research Units (UMRs), for which the point of contact is the Research and Innovation Department (DRI).

2. Strengths and weaknesses of the current practice

Ethical and professional aspects

STRENGTHS

Professional aspects:

Freedom of thought and expression in research is guaranteed in France, as it is enshrined in national law.

CHUN is a founding member of Nantes Université (composed of CHUN, Université de Nantes, INSERM, Ecole Centrale de Nantes, IRT Jules Verne, Ecole d'Architecture de Nantes and Ecole des Beaux Arts Nantes Saint Nazaire) and is committed to the Strategic Orientation Letter (LOS) dedicated to open science, validated by Nantes Université's governing members: https://www.univ-nantes.fr/medias/fichier/los-22-26-7-qualite-de-vie-universitaire_1679478608445-pdf?ID_FICHE=1611678&INLINE=FALSE

The professionalism of the CHUN teams is recognised by external bodies. During the HCERES evaluation in 2023, the jury highlight the excellence of CHUN's research activities and the very high quality of the support provided by the DRI teams to doctors in their research projects. In addition, the clinical research activities have been ISO9001 certified since 2017.

The annual scientific output is 1400 publications. The funding generated by these publications through the granting of specific credits encourages researchers to publish, as part of the funding is reallocated as part of the institutional research support policy (public tenders, structural funds, etc.).

The CHUN has appointed a DPO. The CHUN's IT system is compliant with the General Data Protection Regulation (GDRP), and new staff members are systematically made aware of this on arrival. The CHUN is recognised and approved as a health data host.

Staff have access to e-learning courses on clinical research funding and regulations. They can also deepen their knowledge by attending professional development seminars offered by the DRI.

The DRI has a legal department that research staff can contact for information on ethics, professional conduct and intellectual property. The department offers research staff a seminar on intellectual property, ethics and scientific integrity. In addition, individual support is provided to the project leader for each research project.

The legal department can mandate the technology transfer acceleration company (SATT), a subsidiary of Nantes Université, to develop industrial partnerships.

Ethical aspects:

The rights and obligations of CHUN employees are known to everyone, as they are set out in a brochure when the employment contract is signed. They include the concepts of neutrality, transparency, integrity, etc.

The CHUN has an Ethics Committee and an Ethics Officer.

The French Anti-Corruption Agency assessed the risk of corruption at the CHUN in 2019. The recommendations were followed and corrective actions were defined following the observations.

The CHUN has a Nantes Health Ethics Group (GNEDS) that assists the project leader by providing an ethical opinion on the project.

Non-discrimination is mentioned at several levels by the CHUN (welcome brochure, "Rights and Obligations" information brochure). The CHUN also has a disability officer.

WEAKNESSES

Staff need to be made aware of and trained in the rules governing public procurement and the use of public funds.

On the other hand, the CHUN does not have anti-plagiarism tools, but research staff have a duty of probity by using a bibliographic watch. However, access to bibliographic and bibliometric tools is not guaranteed for

all research staff.

Measures to promote non-discrimination are still needed.

REMARKS

Since granting the HRS4R Award, the following changes have taken place:

- January 1, 2022 marks the creation of "Nantes Université", a new public higher education and research institution of which CHUN is a founding member. Together, the member institutions are laying the foundations for a more open French university model that combines high standards with a helping hand, excellence with social cohesion.
- At the level of the DRI, a position of communication officer has been created in 2022. This new resource is an important lever for the implementing of internal and external communication initiatives (dissemination and promotion of research results to the general public, etc.).
- The Pôle Universitaire d'Innovation was created in 2023 on the initiative of Nantes Université, in order to
 - increase the effectiveness and efficiency of innovation support initiatives (research partnership, technology transfer, entrepreneurship) within the site,
 - increase and accelerate the flow of innovation projects coming out of research laboratories,
 - improve the rate at which these projects are transformed into innovations,
 - implement an HR policy that promotes and supports innovation.

Recruitment and selection

STRENGTHS

The CHUN has a specific recruitment policy for research staff, which is described in the guide "Principles for managing research professionals". This guide is available to all via the internet and intranet. It is complemented by numerous HR guidelines describing recruitment, mobility, evaluation processes, etc. These are available internally on the Electronic Document Management Software (EDMS).

The human resources management of the CHUN Human Resources department (PRH) is reinforced by a Research Human Resources Department (CRRH), dedicated to all research staff and headed by a manager with research experience. This local contact facilitates recruitment, and provides more effective career support for staff.

Vacancies are advertised first internally and then externally. The format and content of vacancy notices are standardised. To make the recruitment process transparent, the recruiter is provided with an interview grid and a table for ranking applications. After an interview, unsuccessful candidates systematically receive a response explaining why they were not selected for the position.

All recruitments are jointly validated by the CHUN Human Resources Department (PRH) and the Research Human Resources Department (CRRH).

The CHUN is a member of the Foreign Researchers Association (<https://www.nantes-chercheur.org/>), and as such benefits from support services for recruitment, administrative procedures and the organisation of daily life for foreign staff.

As part of the NEXt initiative, the CHUN also benefits from the support of the Talents Office (a Nantes Université structure), which can be called upon to find scientist profiles that match needs and projects.

In 2023, the HR processes were audited and the ISO9001 certification was renewed for the seventh year.

WEAKNESSES

As part of the HRS4R initiative, and in order to improve international mobility, the CHUN would like to publish more job offers on the Euraxess job platform. This approach is not yet systematic. It is also essential to improve communication tools for foreigners by translating them into English (job descriptions,

recruitment policies, etc.).

Even if research managers are trained in good recruitment practices when they join the CHUN, support for managers needs to be developed by introducing mandatory training courses, in particular on recruitment.

The interview grid to be completed during recruitment interviews is not systematically used, nor is it centralised in the Research Human Resources Department (CRRH).

The "Principles for managing research professionals" need to be updated following changes in practice in 2022. Also missing is a transcript of the recruitment processes and the open, transparent, merit-based recruitment policy for external candidates.

Finally, the ethical principles on non-discrimination and salary ranges need to be made more visible by including them in the template for recruitment forms.

Recruitment and career development procedures for postdoctoral researchers are not defined in the "Principles for managing research professionals".

REMARKS

In 2022, new, more attractive management guidelines were introduced for new employees on fixed-term contracts. They now allow for identical seniority-based salary progression for all employees, regardless of their status (fixed-term or permanent).

A new initiative was introduced by the CHUN PRH in 2023, with the opening of a dedicated recruitment website, giving greater visibility to job offers: <https://chu-nantes.nous-recrutons.fr/toutes-nos-offres-emploi/>

When an agent is recruited, all experience gained abroad is now taken into account when assessing seniority (before 2021, only European experience was taken into account, and then only for half). These provisions allow a candidate with foreign experience to join the DRI under more favourable conditions than if he or she were considered a beginner.

Working conditions

STRENGTHS

As part of our efforts to improve recognition of our employees, and in order to anticipate their needs and career development, the CRRH manager offers employees individual interviews when they join the company, and throughout their career.

The CHUN offers a wide range of working conditions: flexible working hours, authorised part-time work, periods of availability, remote working opportunities....

The PRH provides employees with a wide range of information brochures (on work organisation, health, etc.).

Free weekly yoga and pilates classes are offered to some research staff on an experimental basis.

The CHUN allows individuals to combine several professional activities, so that they can teach alongside their work or contribute their expertise to other sectors outside the CHUN.

In accordance with French labour law, research staff are also covered by social security in the event of illness or accident, and are entitled to unemployment benefits.

The CHUN has a specialised body for the improvement of working conditions, employee safety and the protection of physical and mental health (F3SCT). Professional risk and musculoskeletal disorders officers have been appointed in each CHUN unit, and regularly conduct occupational health awareness campaigns within the CHUN.

WEAKNESSES

Despite recent progress, the management of UMRs staff (the majority of the HRS4R community) is not optimal, due to communication difficulties (tools sometimes inappropriate for external staff), a feeling of lack of recognition of their skills by the CHUN and a sense of isolation from the DRI.

REMARKS

With the arrival of the new management of the DRI, the DRI General Assembly is opened to all researchers in 2023 in order to communicate in a more homogeneous and equitable way.

Since the beginning of 2023, the organisation chart shows that the laboratory researchers from the UMRs are attached to the DRI, which means that they belong to the DRI, even if the DRI is not involved in the strategic orientations of the UMRs. This approach contributes to a sense of belonging and recognition among the staff of the UMRs. This development has been reinforced by the appointment of a CRRH manager in 2021, who will act as a local HR contact.

A new remuneration protocol has been put in place for 2022 to reward all contract staff financially and to standardise career progression procedures, regardless of their status (fixed-term contract, open-ended contract, etc).

The Maison de la Recherche was expanded in 2023. Each manager now has an individual office, the rooms are less crowded and new meeting rooms have been created.

The DRI General Assembly in January 2023 devoted a lot of time to discussing Quality of Life at Work (QWL). A roadmap was then drawn up to address the shortcomings identified.

Training and development

STRENGTHS

Documentation is available describing training and career development processes. Changes in HR procedures are communicated to all staff by e-mail and via the EDMS.

On the day of their arrival, staff at the Maison de la Recherche are welcomed by the CRRH to introduce them to the DRI organisation. A standard integration cycle is set up, including training (face-to-face and/or e-learning), meetings and documents to be discovered (including documentation on training, career development, etc.). For staff of the Clinical Investigation Unit (UIC) and UMRs, an appointment is quickly arranged with the CRRH manager to explain the DRI organisation and present the training procedures.

Managers are trained on arrival in HR procedures by the CRRH manager.

A half-day integration session is organised to introduce all newcomers to the strategic orientations of research and the role of each person in this field. The training processes are also presented to the participants during this half-day session.

The CRRH manager has been appointed as the point of contact to advise all research staff on their career development.

The CHUN provides all research staff with a training catalogue on the intranet and internet. An annual training needs survey is conducted among all staff. Staff can select training courses from the training catalogue, or request external trainings/seminars/conferences.

Employees can also take undertake training courses and skills assessments during their working hours.

At the same time, the training network, coordinated by the DRI, has developed and made available to research staff an e-learning training platform dedicated to clinical research, called LIREGO (<https://lirego.fr/>). These e-learning courses enable staff to develop their skills in the basics of clinical research, in cross-cutting topics (GDRP, audits, etc.) and in specific research projects.

The DRI organises seminars on research topics throughout the year.

WEAKNESSES

As far as possible, a new agent is supported by a supervisor on arrival, as the current HR policy does not allow for a recovery period between the departing agent and the new one arriving to replace him/her. Transfer procedures are in place, but the handover from the old to the new agent still needs to be improved for key positions to ensure business continuity.

On the other hand, the HR policy does not allow for the use of substitutes in case of sick leave. Systematic back-up arrangements need to be developed to ensure business continuity.

Training and support for managers in their day-to-day responsibilities could be improved by offering specific workshops on Human Resources management (understanding pay slips, etc.).

REMARKS

In 2023, the LIREGO e-learning training platform became part of the CHUN's Qualiopi label. This label is awarded by an external body and recognises the quality of training based on a national standard.

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

The DRI's HR priorities have been reinforced for 2022. Indeed, the DRI roadmap has been updated as part of the HCERES certification process for 2022. Its objective is to position the CHUN among the 4 to 6 most active R&I centres in France by 2027 (it is currently ranked 8th), and among the most active and visible in Europe. To achieve this goal, 5 transformation levers have been defined:

1. Acceleration of research and innovation
2. Encourage cross-functionality at the level of institution and sites
3. Consolidate the CHUN's position in its ecosystem
4. Improve readability and visibility
5. Improve agility

This last lever integrates HR actions with the project to update HR processes. This is the first time that HR have been included in the strategic priorities of the DRI.

These priorities are then broken down by department. The "Resources and Support" department, which is responsible for Human Resources at DRI, has its own roadmap. It is based on the DRI roadmap, and specifies all the concrete steps to be taken by the department in order to activate the levers of transformation.

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

Launched in January 2022, Nantes Université offers a unique university model in France, bringing together a university hospital (CHUN), a technological research institute (IRT Jules Verne), a national research organisation (Inserm), the École Centrale de Nantes, the École des Beaux-Arts de Nantes Saint-Nazaire and the École Nationale d'Architecture de Nantes.

This new institution, a member of the European University for Well-Being (EUniWELL) and accredited as an Initiative Sciences, Innovation, Territoire, Economie (I-SITE), intends to place its excellence at the service of the necessary transformation of society and to contribute, at its own level and in relation to its missions, to meeting the challenges posed by the major transitions underway. With this in mind, we have drawn up a Letter of Strategic Orientation (LOS), which defines a common strategy based on our strengths in the fields of health, science, engineering and technology, human and social sciences, architecture and the environment, arts and culture, and promotes interaction between them.

This LOS formalises the ambitions of Nantes Université in terms of research, training, innovation, international relations, the creation of university research schools, as well as campus life, real estate, digital technology, study and working conditions, and includes the fight against discrimination and solidarity issues. It sets out, down in writing, the institution's strategic orientations for the coming years.

In many respects, the strategic orientations of Nantes Université reinforce HR developments of the CHUN initiated by the HRS4R approach:

- better recognise commitment: we must work to adapt career evaluation practices, in line with national and European initiatives, to better recognise all forms of commitment and for all categories of staff.
- commit to being an exemplary organisation in its operations in terms of equal rights and the fight against all forms of discrimination against its staff. It is committed to promoting interculturality, contributing to the reduction of inequalities and actively combating all forms of sexual and gender-

based violence and gender discrimination.

- The implementation of the Human Resources strategy in all disciplines with a view to aligning itself with the best international standards in recruitment (the Nantes University's academic recruitment charter, based in particular on the European HRS4R Award) in order to increase its attractiveness in France and abroad. This strategy also includes the identification of joint or concerted recruitment opportunities over several years, particularly in fields related to health and the industry of the future. Particular attention will also be paid to common policies and charters for the recruitment of contract and part-time staff.

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

Discussions are currently underway to pool the efforts of the HRS4R granted members of Nantes Université (CHUN, Ecole Centrale de Nantes, Université de Nantes, INSERM) in order to strengthen resources, coordinate actions and increase their effectiveness.

3. Actions

ACTION 1

Communicate about the strategic research policy and promote discussions between researchers

How?

Organise a research day in order to communicate on the university hospital's strategic policy -

Presentation of research projects with all research agents (once per year)

Conduct a survey to ask agents about their expectations on this day

TIMING

Semester 2 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Research day set up

Number of participants

Satisfaction survey

CURRENT STATUS

COMPLETED

REMARKS

The DRI's General Assembly (GA) is held twice a year and is attended by all DRI staff. At the GA in January 2023, management shared with all research staff the strategic objectives defined for a 5-year horizon, the major clinical studies conducted and the major innovation projects in progress. 145 people (including the HRS4R community) / 510 (total DRI staff) were registered for this day.

Also on the agenda was a discussion on Quality of Life at Work (QWL). Agents were able to discuss, first in small groups and then with the whole assembly, the quality of relations between all concerned, and with the top management, the conditions of QWL at work, daily irritants and elements of satisfaction. These exchanges enabled us to consult the expectations of research staff in terms of internal communication (initially planned via a survey). This feedback led to the creation of an action plan to improve QWL/working conditions (opening of an ideas box, renewal of yoga and pilates classes, revision of the teleworking charter, etc.).

In addition, a day of exchange on clinical investigation issues was organized in March 2023. Presentations and discussions were held on a wide range of professional aspects of research. At the end of the day, a round table was opened to discuss ethical issues in clinical research between professionals and patients.

ACTION 2

Encourage the distribution of results to the general public

How?

Develop scientific popularisation of research for the public, involving the university hospital in the research days (e.g.: researcher's night - science open day - regional events) by publishing press releases (website)

Review the selection criteria for publication financing

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Number of public events involving the Centre Hospitalier Universitaire (CHU)

Number of publication finance refusals by CHU

CURRENT STATUS

COMPLETED

REMARKS

In order to disseminate the results to the general public, the position of Communications Officer was created in September 2022. In line with the DRI's long-term strategy, its roadmap includes the following communication actions aimed at the general public: press releases, redesign and updating of the website, news on social network, events... A major communication initiative in 2023 will be the DRI's participation in the Fête de la Science 2023, where children will be able to play a game designed to introduce them to the different stages of a research project.

The creation of the position of Communications Officer has created a new dynamic, which is reflected in a very significant way in the total number of communications (including internal CHUN communications) which is tracked each year as a communications performance indicator: from an average of 8 since 2015 (creation of the indicator), it has reached 35 in 2022 (including more than 20 aimed at the general public).

The DRI also allocates a budget to finance certain publications. These funds are allocated according to a precise list of criteria. These criteria were revised in 2022, as was the tool used by applicants to self-assess the likelihood of their publication being funded by the DRI. Today, each researcher is free to consider additional funding for his or her publication, and can therefore no longer take steps that could be rejected -> today, there is no longer any refusal of financial support for a publication.

ACTION 3

Communicate and promote the ethical principles

How?

List training courses / tutorials on ethics, scientific integrity and deontology (PhD students and hospital practitioners not aware of ethical principles)

Inform about tools available: research platform stating research methods and triptych for PhD students

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Research and Innovation Department / Medical Affairs Department

TARGET / INDICATOR

List of training courses related to ethics

Number of training courses completed by researchers

Number of communications about training courses

CURRENT STATUS

EXTENDED

REMARKS

It was decided to

- List training courses / tutorials on ethics, scientific integrity and deontology (FUN MOOC)
- Communicate existing tools to our HRS4R community at the HRS4R seminar: research platform showing research procedures + triptych for PhD students
- Offer a feedback session at an HRS4R seminar, given by a volunteer who has taken the training.

In order to monitor the effectiveness of this action, we will not measure the list of ethics-related training courses or the number of courses attended by ~~researchers~~ as initially envisaged but unrealistic. Instead, we will measure the number of communications to the HRS4R community about ethics training courses.

GNEDS implementation to be presented at HRS4R seminar: role, support...

The deadline for this action has been extended to semester 2 of 2024.

ACTION 4

Facilitate access to bibliography via Nantes University Hospital

How?

Facilitate access to bibliography via Nantes University Hospital:

Have access to the web of science by the INSERM (private company providing access to eight bibliographic databases) or SCOPUS (Being examined with NExT)

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Authorized access to bibliography

CURRENT STATUS

EXTENDED

REMARKS

The current document describing the CHUN's documentary sources and access to them (0062-DI-182) needs to be clarified and access to the various tools needs to be opened up to all.

1. Carry out an inventory of bibliographic and bibliometric tools in the form of a survey of project leaders and research staff: what tools are used? what tools are necessary? What subscriptions exist?
2. Clearly summarise the available bibliographic and bibliometric tools in document 0062-DI-182, and facilitate access to them.
3. Present this document to the HRS4R community at an HRS4R seminar.

This action can probably be shared with the University of Nantes.

The deadline for this action has been extended to semester 2 of 2024.

ACTION 5

Communicate about the use of public financing

How?

Communicate on MERRI training (funding, grant)

TIMING

Semester 2 2021

RESPONSIBLE UNIT

Research and Innovation Department / Purchasing Department

TARGET / INDICATOR

Number of views of LIREGO presentation

CURRENT STATUS

COMPLETED

REMARKS

Since 2017, a training module called "Research funding" has been available in e-learning. It describes how public research funding works in France works with the MERRI system. All DRI staff have been informed of the availability of this training.

To date, 85 people have taken this course since its creation.

Since February 2023, this training is compulsory for all new recruits at the DRI and the UMRs.

To date, only 11% of the HRS4R community has taken the training (9/74 people), a number that will increase now that it is mandatory for the new recruits.

ACTION 6

The Nantes University Hospital is participation in institutional committees in terms of ethics and communication

How?

Communicate about the institutional support and the ethics commission

Participation of the university hospital in the public private biregional ethics committee Bretagne Pays de la Loire (by SATT Ouest Valorisation).

Communicate about the public private bi-regional ethics committee Bretagne Pays de la Loire

TIMING

Semester 1 2024

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

University Hospital joined the Bretagne Pays de la Loire public private bi-regional ethics commission

Creation of an internal ethics commission

Number of communications about setting up committees

CURRENT STATUS

EXTENDED

REMARKS

Communicate available tools to the HRS4R community: to be included on the agenda of a future HRS4R seminar.

The deadline for this action has been extended to semester 2 of 2024.

ACTION 7

Raise awareness of the valuation of research and communicate about the responsibilities of the Valuation Legal Service

How?

Set up training for recognition of research

Add or complete information on LireGo on the legal service for the recognition of entrepreneurship in public affairs (SJAP - Service Juridique valorisation entrepreneuriat Affaires Publiques) + recognition guide

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Number of training courses dispensed

LireGo update

Number of views of the LireGo presentation (must be equal to the number of new arrival

CURRENT STATUS

EXTENDED

REMARKS

The presentation of the SJAP (Service Juridique valorisation entrepreneuriat Affaires Publiques) has been integrated into the e-learning course "Welcoming newcomers" which all newcomers to the Maison de la Recherche must complete.

The creation of a training course on the valorisation of research has been delayed due to personnel changes within this team.

However, at the HRS4R seminar in March 2023, a detailed presentation of the SJAP was given, followed by a question and answer session.

Last but not least, the educational brochure on "Promoting Research at the CHUN" is currently being revised.

The deadline for this action has been extended to semester 2 of 2024.

ACTION 8

Raise awareness and provide training on the public procurement rules

How?

Offer training in public procurement

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Creation of a tutorial

Publication of the ethics charter on purchasing

CURRENT STATUS

EXTENDED

REMARKS

A training document describing the purchasing processes has been produced in 2023. It describes the purchasing flows for research projects and addresses the main principles of purchasing ethics and processes. It has been distributed to all researchers via our EDMS.

An e-learning course on public procurement is currently being developed. The course will cover the main principles of public procurement, ethics in purchasing and anti-corruption. The course should be available on our e-learning platform by the end of 2024.

The deadline for this action has been extended to the semester 2 of 2024.

ACTION 9

Improve the knowledge of good practices on data security

How?

Provide more information about the responsibilities of the DPO

Communicate on GDPR e-learning for agents from mixed research units

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET/INDICATOR

Number of researchers trained

Number of communications (brochures, staff meetings)

CURRENT STATUS

EXTENDED

REMARKS

By its very nature, medical research requires the collection and processing of a large amount of sensitive personal medical data. This issue is therefore at the heart of the concerns of professionals in the sector.

Documentation on the subject is extensive and available via the EDMS (GDPR principles, regulatory steps required depending on the type of research project, information system security rules and best practices...).

Everyone involved in research is trained in data confidentiality and protection; which is a regulatory requirement. In 2018, research staff were trained on the implementation of the GDPR. From 2021 onwards, time will be devoted to raising awareness of personal data protection:

- for newcomers, during the Welcome Day
- for existing investigators, during regular quality meetings

In addition, several training materials have been developed and are available to staff:

- Online e-learning training on the GDPR in 2018, which all new research staff are required to complete
- Regular information is sent to all staff to remind them of the existence of these tools and of the possibility of attending external training courses (e.g. MOOC ANSSI or CNIL).

In addition, all employment contracts contain a confidentiality clause.

A presentation on the role of the Data Protection Officer (DPO) will be given at a forthcoming HRS4R seminar.

The deadline for this action has been extended to the semester 2 of 2024.

ACTION 10

Better recognition and valuation for research engineers

How?

Start discussions on the job of research engineer

Raising awareness among project sponsors to include and recognise research engineers (e.g.: PM with added value) as co-authors on publications about projects they participated in. (Liaise and communicate at the end of the medical committee meeting)

TIMING

Semester 2 2022

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

“Hospital Research Engineer” job description created

Official communication to project holders on the association of research engineers as co-authors in the publications for the projects in which they have participated

Development in the number of publications associating project manager

CURRENT STATUS

EXTENDED

REMARKS

The job of hospital research engineer is not listed in the national register of hospital public service jobs. However, from 2021, at the employee's request, this job title may be included in the employment contract in order to ensure better recognition without any impact on remuneration.

The tasks of the various hospital research engineers vary from one UMRs to another. Consequently, and contrary to what was initially envisaged, it was decided not to create a "hospital research engineer" job description. Instead, each hospital research engineer position has its own job description.

Action " Raising awareness among project sponsors to include and recognise research engineers (e.g.: PM with added value) as co-authors on publications about projects they participated in. (Liaise and communicate at the end of the medical committee meeting)":

- to include project managers as co-authors: identify a tool to be implemented to enable the project manager to remember to ask the investigator when drafting the publication,
- to include investigators as co-authors: the CRRH manager will raise awareness among medical researchers at the Research Steering Committee meeting.

The deadline for this action has been extended to semester 2 of 2024.

ACTION 11

Better support for agents in their career development

How?

Determine a HR manager for the UMR and their role within UMRs, especially for career pathways and yearly assessments (university hospital Human Resources Manager and supervisor)

Organise a meeting one month after induction with the HR Manager in question (define in job description)

Set up Human Resources workshops to prepare career interviews (change of grade, change of job).

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Human Resources Manager appointed for the staff of the Mixed Research Units

Human Resources Manager job description

Human Resources workshops implemented to prepare for career interviews

Number of workshops in place in the year

Number of people who have attended the workshops

CURRENT STATUS

EXTENDED

REMARKS

A dedicated HR point of contact has been appointed (CRRH manager) for UMRs at the end of 2021 - his job description has been modified to include his HR responsibilities for all researchers.

Interviews with the CRRH manager for those joining the UMRs within a quarter of their arrival were introduced in 2021.

HR workshops dealing with career development issues are currently being defined: job change workshop, grade change workshop and preparation for the promotion committee. These workshops, initially planned by the PRH, will finally be set up within the CRRH.

The deadline for this action has been extended to semester 2 of 2023.

ACTION 12

Communicate about career development strategies

How?

Update the salary policy for research contractual workers by including research engineers and communicate about it (e.g.: possibility of distribution of technical points)

Communicate about salary increase methods (in line with the salary policy)

TIMING

Semester 2 2021

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Management rules up to date and distributed

CURRENT STATUS

EXTENDED

REMARKS

Action "Update the salary policy for research contractual workers by including research engineers and communicate about it (e.g.: possibility of distribution of technical points)" : this action has not been implemented because the research engineer job description has not been created, as this job is not referenced in the Hospital Civil Service Job Directory (see action 10).

The guide "Principles for managing research professionals" is currently being finalised to include the new salary increase provisions for 2022. These new provisions have already been communicated to all DRI staff:

- By mail in January 2023
- At departmental meetings in 2023

The "Principles for managing research professionals" will then be submitted to several bodies for validation.

The deadline for this action has been extended to semester 1 of 2024.

ACTION 13

Better support for research agents by improving the communication of Human Resources information and communication about the available tools

How?

Centralise all Human Resources information at the Human Resources Research Unit to harmonise communication and application of HR rules between departments (working from home, special absence authorisation: COVID FEEDBACK) and convey to all research agents including UMRs (COVID FEEDBACK)

Communicate about the HR portal

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Creation of mailing lists within the Research and Innovation Department

Number of communications centralised by the Research Unit Humain Resources

Systematic presentation of the Human Resources portal when inducting new starters

Number of communications made about the Human Resources portal

CURRENT STATUS

COMPLETED

REMARKS

HR fact sheets are available via EDMS. They cover various HR topics: leave management, telework management.... However, part of the HRS4R community (UMRs) does not yet have access to the GED -> see action 14.

An email distribution list has been set up to contact all research staff.

All new arrivals are systematically informed of the existence of the HR portal: pay slips,

Contrary to the initial intention, the HR portal was not chosen as a means of communication by the CRRH.

ACTION 14

Provide access to the University Hospital's network to all Mixed Research Units agents

How?

Facilitate access to the university hospital network, intranet via VPN access (action for UMR)

TIMING

Semester 2 2022

RESPONSIBLE UNIT

Research and Innovation Department/ Digital Services Department

TARGET / INDICATOR

Functional access

Number of Mixte Research Unit agents with access to the University Hospital's network (objective = 100%)

CURRENT STATUS

EXTENDED

REMARKS

The "Remote Office" solution will provide functional access to the entire University Hospital network. This solution is currently undergoing technical testing by the Digital Services Department (DSN).

The deadline for this action is unknown.

ACTION 15

Improve the working conditions for research agents

How?

Recall the role of occupational medicine and inform about appointments to be made

Improved visibility for the Inserm single document and for actions implemented (Action for UMR)

Facilitate working from home (ongoing)

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Occupational health brochure

Single document

Monitoring the number of people working remotely

CURRENT STATUS

IN PROGRESS

REMARKS

Every manager is made aware of the need to refer an employee in difficulty to the occupational health physician. By law, every employee must see the occupational health physician at least once every three years. In addition, research staff are encouraged to make an appointment with the occupational health physician when they are off sick, so that they can be followed up. In the end, the project for a health at work booklet was abandoned as all the elements are already included in the government's booklets for civil servants: <https://www.service-public.fr/>.

A list of all research staff has been sent to the Occupational Health Department to check that the regulations are being applied in accordance with the decree, which applies to everyone.

The CHUN's DUERP (Document Unique d'Evaluation des Risques Professionnels = single assessment document for professional risk) describes the occupational risks: musculoskeletal disorders This document is accessible to all CHUN employees via the intranet site. These tools will be presented at a forthcoming HRS4R seminar. However, for the UMRs, the DUERP is maintained by INSERM, and its accessibility needs to be improved (action for UMRs).

A teleworking charter has been drawn up and communicated in July 2021. Teleworking has been proposed to the majority of research staff. Today, 294/510 DRI staff are authorised to telework, depending on the nature of their work.

ACTION 16

Continue the involvement of Mixed Research Units personnel in the institutional meetings of the Research and Innovation Department

How?

Continue the involvement of UMR personnel in the institutional meetings of the RID

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Mixed Research Units representatives identified in each meeting

CURRENT STATUS

COMPLETED

REMARKS

The HRS4R community has been fully invited to DRI General Assembly since January 2023.

Increasingly, they are being invited to meetings organised by the DRI. This initiative should be continued in the long term to increase their involvement and overall sense of belonging to the DRI.

ACTION 17

Distribute Human Resources information, rights and duties when inducting a new starter or renewing a contract to ensure good integration

How?

Release HR documents to all agents from their arrival

Release the rights and duties brochure each time a contract is signed or renewed

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Documents distributed to new starters

CURRENT STATUS

COMPLETED

REMARKS

The HR forms are available to all via the EDMS and have been required reading for all new recruits (outside the UMRs - see Action 14) from the beginning of 2023.

A booklet on employee right and responsibilities is distributed to all new arrivals, but this information will not be renewed as originally planned.

ACTION 18

Communicate about the recruitment policy

How?

Disseminating recruitment procedures to all the agents

Disseminating the recruitment policy on the university hospital website in French and in English

TIMING

Semester 2 2021

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Recruitment procedure circulated

Recruitment procedure published online

CURRENT STATUS

COMPLETED

REMARKS

New managers are received by the CRRH manager during their first month. The recruitment policy is then presented to them. In addition, explanatory documents are available via the EDMS and are compulsory reading for all new recruits (except UMRs - see action 14) from the beginning of 2023.

The guide "Principles for managing research professionals" is available on the French-language website (<https://www.chu-nantes.fr/pole-ressources-humaines>) and on the French-language intranet site (intranet / espace professionnel/stratégie - politique RH). This document is currently being updated and will then be translated into English (see action 46).

ACTION 19

Improve transparency in job descriptions (salary scale)

How?

Add a salary bracket to the job descriptions (junior - senior)

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Salary scale added to all job descriptions

CURRENT STATUS

EXTENDED

REMARKS

Consider how to integrate salary information into the recruitment form, while respecting the "Principles for managing research professionals" and offering flexibility in terms of salary and profile.

This action is currently under discussion with the CHUN PRH.

The deadline for this action has been extended to semester 2 of 2024.

ACTION 20

Standardise the job descriptions between the different sectors

How?

Harmonise the existing job description template for UMRs and job description per agent

TIMING

Semester 1 2024

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Standard framework for all sectors

CURRENT STATUS

IN PROGRESS

REMARKS

In the UMRs, staff are recruited by the UMRs laboratory directors, and the CHUN is not consulted on these recruitments. The recruitment forms and job descriptions used by the UMRs are managed by the UMRs themselves. Once a candidate has been selected, the CHUN is asked to draw up the employment contract.

The recruitment form is drawn up independently by the UMRs and is not accessible to the CRRH manager. As a result, the action initially envisaged is not realistic. However, in order to get closer to this objective, the DRI now wants to have a say in the relevance of the recruitment carried out by the UMRs. To this end, the recruitment form drawn up by the UMRs will become a compulsory element in any request for the drawing up of a contract by the UMRs.

ACTION 21

Improve internal mobility (distribution, traceability, selection) by using the institutional application

How?

Use the existing institutional software for research position internal mobility (Study the added value: publications on relocations once a month only and application via e-HR)

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Systematic use of the application

CURRENT STATUS

EXTENDED

REMARKS

A meeting between CRRH and PRH is planned for the end of 2023 to discover the e-RH tool and evaluate the possibility of using it for research departments.

The deadline for this action has been extended to semester 2 of-2024.

ACTION 22

Better support for recruiters (managers) in the context of recruitments

How?

Target, list and communicate about existing training in recruitment in the training plan (example: determine the questions to ask during an interview)

Integrate research into the training for HRD and SM quarterly executive-recruiters meetings

Disseminate recruitment procedures to recruiters

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Number of training courses publicised

Number of training courses completed by recruiters

Procedures distributed

CURRENT STATUS

EXTENDED

REMARKS

The recruiter is supported by the CRRH throughout the recruitment process: internal mobility, selection of candidates, interview, salary simulation.... A recruitment interview grid is available on the EDMS, but it is underexposed > To be done: provide information to all recruiters.

The HR workshops on recruitment issues proposed by the PRH were not finally set up -> Remainder to be done: HR workshops will be set up at CRRH level: exchange of practices, ...

The list of available training courses is accessible at any time, as it is integrated in the training plan available on the intranet and the internet site.

New managers are required to follow the recruitment training courses in the catalogue (how to conduct a recruitment interview, etc.).

The recruitment procedures were presented to the HRS4R community at the HRS4R seminar in March 2023, together with all the HR sheets.

The deadline for this action has been extended to semester 1 of 2024.

ACTION 23

Increase attractiveness by valuing the experience of research agents (foreign and private experience) in terms of salary

How?

Recognise experience abroad worldwide and not just in Europe (salary)

Recognise private experience in research or equivalent position, for all contractual workers at 100% (salary) and not 50%

TIMING

Semester 1 2021

RESPONSIBLE UNIT

Human Resources Department

TARGET / INDICATOR

100% of private experience taken into account

Foreign (global) experience taken into account in terms of salary

CURRENT STATUS

COMPLETED

REMARKS

Work experience in equivalent positions is taken into account as seniority for the integration of newcomers, instead of zero seniority.

With regard to experience abroad, previously only European experience was taken into account, but now all years of experience are taken into account.

Furthermore, with regard to experience in the private sector, previously only half of the experience was taken into account, but now all years of experience are taken into account.

ACTION 24

Be more transparent in the selection of candidates (rejections)

How?

Improve feedback on candidate rejections: seeing non-selected candidates if necessary

TIMING

Semester 2 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Follow-up on responses with candidates

CURRENT STATUS

COMPLETED

REMARKS

Previously, the recruitment process did not necessarily include feedback to unsuccessful candidates. From now on, the recruiter will contact all interviewed candidates to inform them of the decision. The choice of the way for communicating this information is free: telephone, e-mail.... This procedure is part of the DRI's standard welcome process.

ACTION 25

Improve non-discrimination (gender equality, disability)

How?

Post male/female non-discrimination on job descriptions

Include non-discrimination concerning disability in the recruitment policy

Associate research with the promotion of gender equality

TIMING

Semester 2 2024

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Visibility of gender non-discrimination on job descriptions

Policy on disability non-discrimination published

Research associated with institutional promotion actions

CURRENT STATUS

IN PROGRESS

REMARKS

The job description and recruitment templates are currently being modified.

These sheets present the job environment, followed by the duties of the vacant position.

The "working environment" part of these documents will include notions of respect for gender differences, disability etc

These values will be also included in the updated version of the "Principles for managing research professionals".

ACTION 26

Increase attractiveness by broadening the choice of candidates internationally

How?

Extend publication of “ research ” positions to European level using, for example, the Euraxess site (for relevant positions, e.g.: European unit, NExT project manager)

Create an English version of the job descriptions when necessary

TIMING

Semester 2 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Number of positions published on Euraxess Job

Number of positions filled via Euraxess Job

CURRENT STATUS

COMPLETED

REMARKS

An operational procedure has been established to facilitate the posting of job offers on Euraxess job. Recruiters have been trained in this procedure and have been made aware of the importance of posting vacancies on Euraxess job.

To date, 1 vacancy has been published on Euraxess job as there are few opportunities for the Maison de la Recherche. The CRRH manager is vigilant to ensure that this medium is used for suitable positions.

ACTION 27

Increase attractiveness by broadening the choice of candidates by taking into account unusual profiles

How?

Be attentive to more atypical applications (e.g.: parental leave, availability)

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Integrate the attention of atypical profiles during recruitments in the executive recruiter training course

CURRENT STATUS

COMPLETED

REMARKS

After the CRRH has checked the CVs, the recruiters are made aware of the situation by proposing atypical CVs (people undergoing professional retraining, etc.).

ACTION 28

Set up indicators to assess the performance of the recruitment process

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Recruitment performance indicators

CURRENT STATUS

EXTENDED

REMARKS

The HR process is monitored using a number of indicators. These are more measurement indicators (number of employees, number of positions replaced, etc.) rather than performance indicators.

As part of the ISO9001 certification, performance measurement indicators are currently being defined (responsibilities, calculation methods, targets, etc.): number of new posts created, replacement rate (excluding job cuts), replacement time after departure, rate of accepted trainee applications.

The deadline for this action has been extended to semester 2 of 2024.

ACTION 29

Enhance the range of training on offer (ad-hoc and new training) and communicate about it to the agents
How?

Communicate and disseminate new training courses and training courses not on the plan to the staff

Provide access to the lirego platform for all research agents

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Number of new and ad-hoc training courses listed with the Research Unit Human Resources

Number of communications made to research agents

CURRENT STATUS

COMPLETED

REMARKS

All DRI staff have access to the LIREGO e-learning platform. This platform distributes training modules developed by the DRI. More than 15 different training courses are available free of charge to research staff:

- professional training (good clinical practices, how to prepare for an audit, etc.),
- presentations of ongoing clinical trials, presentations of the organisation and its activities...

In 2023, this e-learning platform was included in the scope of the Qualiopi certification of CHUN. This national certificate is issued by an external body and certified the quality of the training courses offered.

All research staff are informed by e-mail when a new e-learning course goes online, or through the training plan for face-to-face courses.

The initial action has been modified and implemented: Communicate and disseminate new training courses and training courses not on the plan to the staff -> Communicate and disseminate training opportunities (places available) to the staff and contrary to what was initially planned, no information will be provided on training courses not included in the training plan.

The indicators initially envisaged have not been implemented and have been replaced by the rate at which training requests are met (target to be achieved: 50% - very good results in 2022: 220 acceptances / 292 requests = 75%).

ACTION 30

Provide better communications to agents about training procedures

How?

Communicate the training procedure to the research agents, including UMRs (Reminder to be issued: Inventory, training plan, path)

TIMING

Semester 1 2022

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Regular reminder of procedures

Number of census tables for completed training courses

CURRENT STATUS

COMPLETED

REMARKS

All new recruits are invited to attend a half-day research induction session. This half-day session introduces the basics of research activity at the DRI, its goals and challenges, and the role and responsibilities of each DRI department. This training is organised twice a year by the CRRH. The half-day programme now includes a presentation of the training opportunities available both within and outside the training plan. Participants are then shown how to register for training courses.

In addition, an annual reminder of procedures is e-mailed to all staff.

Finally, a reminder of the training procedures was given at an HRS4R seminar in 2023.

ACTION 31

Improve the training of managers in their daily assignments

How?

Offer management training suited to managers' missions and continue to set up workshops organised by the Human Resources Research Unit

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Number of workshops completed by the Research Unit Humain Resources

Number of managers trained

CURRENT STATUS

EXTENDED

REMARKS

Training courses for managers are included in the CHUN training plan and are offered to all new managers: communication and management, running an effective meeting, time management, use of HR management software...

In 2022, 4 people benefited from training related to their management activities, i.e. 5% of the HRS4R community (which also includes agents without management responsibilities).

HR workshops specific to research management are still to be set up: how to read your payslip, holidays, overtime, retirement, training, rights and obligations according to your status (contractual, permanent...)

The deadline for this action has been extended to semester 1 of 2025.

ACTION 32

Facilitate the exchange of practices by promoting handovers when taking up positions internally

How?

Promote handovers from executive to executive each time someone is hired internally to improve transmissions (e.g.: a few days for one month)

TIMING

Semester 2 2021

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Systematic handover

CURRENT STATUS

COMPLETED

REMARKS

For the staff of the HRS4R community (excluding UMRs), there are 2 ways for transferring skills without any financial impact:

- where possible, tutors are provided for internal transfers
- when a person leaves the CHUN, he or she sends a written report to his or her manager. In the case of an external transfer, it is often not possible to provide tutors.

For 100% of CHUN departures (excluding UMRs) in 2022, there was an internal tiling or written transfer.

However, examples in 2023 have shown that these arrangements are not always sufficient - > physical tiling is essential for certain key positions and will be used where necessary.

ACTION 33

Increase attractiveness by improving our communication tools

How?

Translate the website and supporting documents into English to increase international attractiveness

Add new information related to actions implemented to the HRS4R web page on the university hospital website yearly

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Human Resources Department

TARGET / INDICATOR

University hospital website and supporting documents translated into English

University hospital website updated regularly

CURRENT STATUS

COMPLETED

REMARKS

The CHUN / HRS4R website has been updated in preparation for the interim self-assessment. The English and French versions of the HRS4R Action Plan have also been updated. This website had not been updated since the granting of HRS4R award. The creation of a communication officer position in 2022 will now enable the HRS4R page to be updated more regularly.

ACTION 34

Communicate on and improve the sense of professional liability

How?

Have a shared charter with INSERM and University of Nantes on the ethics of researchers and scientific integrity and communicate it (action as part of the new university)

To be able to use an anti-plagiarism system further to pooling of the resource with the University of Nantes (action as part of the new university)

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Research and Innovation Department / Human Resources Department

TARGET / INDICATOR

Charter available to and known by researchers

Anti-plagiarism system available to agents from Nantes University Hospital

CURRENT STATUS

EXTENDED

REMARKS

In 2023, an HRS4R working group was set up between the 4 members of Nantes Université involved in the HRS4R labeling process. Regular exchanges take place within this framework. This working group is currently defining how to share actions.

This action will be discussed in this context.

The deadline for this action has been extended to semester 2 of 2025.

ACTION 35

Release procedures on complaint processing and appeals

How?

Disseminate procedures to agents

Make procedures accessible on the university hospital site

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Human Resources Department

TARGET / INDICATOR

Documents released

Procedures accessible on the university hospital site

CURRENT STATUS

EXTENDED

REMARKS

The HR nonconformity process has been integrated into the standard nonconformity management process.

The CRRH manager has been trained in nonconformity resolution.

In 2023, two HR complaints were reported through the non-conformance management process.

Action pending: Integrate this process into the non-conformity management procedure and disseminate it to the HRS4R community via CRRH.

The deadline for this action has been extended to semester 2 2024.

ACTION 36

Establish an open and efficient recruitment process.

How?

Attend CHUN-organised job fairs - this event has been organised by the CHUN since 2023 to facilitate recruitment within the CHUN on an as-needed basis.

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Human Resources Department and Research Human Resources Department

TARGET / INDICATOR

number of relevant applications received at the event

CURRENT STATUS

NEW

REMARKS

Originally intended for the health professionals, the research department decided to take part in this event to communicate, promote itself and encourage recruitment... by setting up a stand. The speakers will be the CRRH manager, the DRI training manager and one or two operational staff.

The first jobdating is planned for October 2023.

Depending on the results and contacts, we may or may not continue to participate in this event.

ACTION 37

Establish recruitment processes that are open, efficient, transparent and appropriate to the nature of role being advertised.

How?

1. Align the DRI recruitment form template with the CHUN recruitment form template - more attractive graphically,
2. Integrate it into the EDMS and make its use mandatory in recruitment process,
3. Formalise and communicate the process for creating, validating and publishing recruitment forms on social networks.

TIMING

Semester 1 2024

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

No more job searches in a format other than that validated by management

No more publication of recruitment forms not validated by the CRRH

CURRENT STATUS

NEW

REMARKS

ACTION 38

Be represented in the relevant decision-making bodies of the institutions for which you work for.

How?

Establish a link between the UMRs and the DRI.

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

Modified and distributed organization chart

CURRENT STATUS

COMPLETED

REMARKS

In 2023, a cross-functional link has been established between the UMRs teams and the DRI (Department of Investigation and Translational Research). This new relationship does not represent a hierarchical link, and does not entail any changes to the Human Resources management of the UMRs.

UMRs staff have been informed of this change, the organisation chart has been modified accordingly and initial contacts have been made. The Investigation and Translational Research Department is available to respond to any requests from the UMRs.

Discussions are underway between the supervisory bodies of the UMRs to ensure that the CHUN partnership is taken into account and integrated into the management and scientific dialogue of the UMRs on an equal footing with the supervisory bodies, insofar as it contributes to the resources of these units. (see Action 47).

ACTION 39

The updating the HRS4R community list is done manually by CRRH. As a result, it is difficult to keep the HRS4R community list reliably up to date.

How?

Consider the possibility of integrating the researcher classification into the clinical research administration management software.

TIMING

Semester 2 2024

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

A reliable, up-to-date list of the HRS4R community

CURRENT STATUS

NEW

REMARKS

ACTION 40

Promoting international mobility

How?

The Association Chercheurs Etrangers à Nantes (Association of Foreign Researchers in Nantes) offers a wide range of services to help foreigners settle and integrate in France (help with moving house, formalities, etc.), as well as training courses for those in charge of preparing for their arrival.

Integrate this resource into our internal procedures for welcoming foreigners, and share this action with Nantes Université.

TIMING

Semester 2 2024

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

Find support from this association to simplify the process of applying for specific residence permits.

CURRENT STATUS

NEW

REMARKS

The person in charge of drafting contracts at the DRI sometimes has to accompany new researchers of foreign origin, and she has been trained by this association and has developed her skills.

She will be able to take level 2 training – she is currently waiting for an available place.

The association can also be contacted on an ad hoc basis to help us provide a quality welcome to our foreign.

ACTION 41

Promoting the best working conditions

How?

Provide all new employees with a welcome booklet entitled "LE CHU DE NANTES - Attentif à votre bien être au travail".

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

Booklet distributed to all newcomers to the Maison de la Recherche

CURRENT STATUS

COMPLETED

REMARKS

This booklet, published by the CHUN, is in three parts and describes

1. How the CHUN responds to the expectations and needs of its employees (integration, HR requests, housing, teleworking, etc.).
2. How the CHUN takes responsibility for its disabled employees and gender inequalities...
3. How the CHUN shows solidarity and humanity towards its employees

A stock of brochures was handed over to the DRI, to be included in the set of documents given to all new arrivals at the Maison de la Recherche.

ACTION 42

Continuous skills development and career development

How?

Site reseachcomp: A tool for assessing and developing researchers' transferable skills and promoting career development

Get to know the tool and, if suitable, inform the HRS4R community about its existence and how it works.

TIMING

Semester 2 2024

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

If selected, reseachcomp site operated by the HRS4R community

CURRENT STATUS

NEW

REMARKS

ACTION 43

Creating a stimulating research environment.

How?

Create a suggestion box to facilitate the flow of questions and ideas between DRI staff and the top management.

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Number of records in the suggestion box per year

CURRENT STATUS

COMPLETED

REMARKS

At the DRI General Assembly in January 2023, employees expressed the wish to facilitate the communication to management of their ideas, suggestions and proposals for initiatives of all kinds, in particular concerning working conditions and quality of life at work. To this end, an electronic suggestion box bp-dri-idees@chu-nantes.fr has been set up for this purpose, and is regularly consulted by management and department heads.

Between January 2023 and September 2023, 5 feedbacks were received via this suggestion box.

ACTION 44

Creating a stimulating research environment

How?

Organise get-togethers to encourage interaction and strengthen links between management and agents, and between agents themselves.

TIMING

Semester 1 2023

RESPONSIBLE UNIT

Research and Innovation Department and Research Human Resources Department

TARGET / INDICATOR

At least 3 get-togethers a year

CURRENT STATUS

COMPLETED

REMARKS

These moments of conviviality existed in the past, but suspended during the COVID crisis.

The resumption of these events has been effective since the beginning of 2023 - so far, two major events (picnics) have been organised in 2023.

ACTION 45

Increase understanding of the philosophy and goals of the HRS4R project – Improve recognition of the profession

How?

To encourage the HRS4R community to understand and adhere to the approach: communicate at the HRS4R seminar how the HRS4R action plan is evolving, and repeat definitions (approach, HRS4R community, objectives, etc.).

TIMING

Semester 2 2023

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

Trend of number of participants in the HRS4R seminar over time

CURRENT STATUS

NEW

REMARKS

ACTION 46

Establish clear rules for recruiting post-doctoral researchers

How?

1. Include in the guide "Principles for managing research professionals" the conditions for the recruitment of post-doctorate researchers (transition while waiting for a competitive research examination and tenure in the "Établissement public à Caractère Scientifique et Technologique" (EPST)).
2. Publish this guide online (Intranet + Internet + EDMS).
3. Translate this guide into English - publish the English version on the Intranet: <https://www.chu-nantes.fr/pole-ressources-humaines>

TIMING

Semester 2 2024

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

Updated guide "Principles for managing research professionals" available on EDMS, Internet and Intranet

CURRENT STATUS

NEW

REMARKS

ACTION 47

Be represented in the appropriate decision-making bodies of the institutions for which you work

How?

Consider including CHUN in the governance of UMRs.

Discussions are underway between the supervisory bodies of the UMRs to ensure that the partnership with the CHUN is taken into account and integrated into the management and scientific dialogue of the UMRs on an equal footing with the supervisory bodies, insofar as it contributes to the resources of these units.

TIMING

Semester 1 2024

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

At the very least: the CHUN participates in the management and scientific dialogue of the UMRs.

At best: the CHUN is integrated into the governance of the UMRs.

CURRENT STATUS

NEW

REMARKS

ACTION 48

Ensure that appropriate resources are provided

How?

Ensure business continuity in the event of unforeseen departures in all key positions (define key positions) by systematising back-up training, formalising tasks and providing access to files and mailboxes.

TIMING

Semester 2 2025

RESPONSIBLE UNIT

Research and Innovation Department

TARGET / INDICATOR

Each key position identified

A trained back-up for each key position

CURRENT STATUS

NEW

REMARKS

ACTION 49

Establish recruitment procedures which are Open, Transparent and on-Merit based.

How?

Adapt the guide "Principles for managing research professionals" to the candidate (process, conditions etc) :

1. create an OTM-R policy integrating recruitment values (non-discrimination between men and women, etc.)
2. translate this OTM-R policy into English
3. publish french and english versions on the Internet

TIMING

Semester 1 2025

RESPONSIBLE UNIT

Human Resources Department and Research Human Resources Department

TARGET / INDICATOR

A clear OTM-R policy available for the online candidate in a french and english version

CURRENT STATUS

NEW

REMARKS

ACTION 50

Establish recruitment procedures which are Open, Transparent and on-Merit based.

How?

Consider a means of regularly verifying compliance with the OTM-R policy (audit? Check list?...)

TIMING

Semester 2 2025

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

Frequent (annual?) evaluation of OTM-R policy compliance

CURRENT STATUS

NEW

REMARKS

ACTION 51

Improve recognition of the profession

How?

Collection of the HRS4R community's perception (format to be defined: survey, working groups, evolution of the initial survey results, etc.) of the effectiveness of the actions undertaken as part of the HRS4R label, whether this project meets their initial expectations (at the start of the project), whether new needs have arisen since then that would require the implementation of corrective actions, etc.

TIMING

Semester 2 2024

RESPONSIBLE UNIT

Research Human Resources Department

TARGET / INDICATOR

To be defined

CURRENT STATUS

NEW

REMARKS

Please indicate the link to the dedicated web page(s) on your organisation's website :

URL: <https://www.chu-nantes.fr/hrs4r-english>

Comments on the implementation of OTM-R principles

OTM-R SYSTEM

The guide "Principles for managing research professionals" is available online at <https://www.chu-nantes.fr/pole-ressources-humaines>, on the Intranet and in EDMS. This document is currently being updated to specify the recruitment procedures for post-doctoral fellows (Action 46) and changes in the salary policy (Action 12).

The guide "Principles for managing research professionals" is currently only available in French. This document will be translated in English once it has been updated (Actions 46).

In order to better train recruiters in the concepts of OTM-R, training courses on this subject will be offered to new recruits as soon as they take up their posts - recruiters already in post will also have access to these training courses proposed in the training plan. In addition, HR workshops will be set up to share experiences, improve knowledge of the rules and raise awareness of the OTM-R (Action 22). Finally, we have ensured that all recruiters are fully aware of how to access the training courses (Action 30).

There is currently no quality control system for OTM-R compliance. Administrative departments ensure compliance with the OTM-R by following existing procedures. However, HR workshops (to be set up - Action 22), will identify difficulties and opportunities for improvement.

At present, the HR policy is clearly focused on increasing attractiveness through:

- major changes in management principles to improve the recognition of employees throughout their careers (similar salary increases regardless of the type of employment contract (fixed-term, permanent, etc.) (Actions 10 and 12),
- major changes in management principles with regard to recruitment: recognition of experience prior to joining the CHUN, recognition of experience abroad (Action 23)
- improved internal and external communication: creation of a communication officer post, updating of the website, participation in public events.... (Action 2)
- the development of new channels to find suitable candidates (Action 36),

Gender parity is the trend for better team cohesion, but depends on the applications received. Today, the majority of applications for positions within the HRS4R community come from women. For people with disabilities, the feasibility of the job is assessed on the basis of the disability. Non-discrimination is not yet clearly stated in the recruitment policy (Actions 25 and 49).

On the other hand, working conditions are attractive thanks to the possibility of teleworking under the conditions set out in the teleworking charter drawn up and communicated in 2021. Teleworking has been offered to the majority of research staff. Today, 294/510 DRI staff are authorised to telework. (Action 15). Staff are currently being asked for feedback after 3 years of teleworking experience. This feedback will be used to revise the telework charter, which is scheduled for 2024.

It's easy to check that the candidate's skills match the requirements, as the selection process is based on factual elements (CV and interview). What's more, the selection process is carried out by professionals who are familiar with the training courses and structures.

ADVERTISING AND APPLICATION PHASE

In order to communicate with a consistent visual identity and ensure reliable content, a recruitment form template is available to recruiters in the EDMS. This template is currently being modified to align with the CHUN template (Action 37). It will incorporate notions of non-discrimination (Action 25), salary elements (Action 19), and the link to the website where the OTM-R policy will be available (Action 49).

The procedures for creating, validating and distributing a vacancy are currently being formalised (Action 37).

Today, job vacancies are circulated internally by e-mail. Consideration is currently being given to opening

up the company's "e-RH" recruitment software to research. This tool would simplify and automate the internal recruitment process (Action 21).

An initiative has been launched to increase the dissemination of vacancies at European level through the Euraxess Job platform (Action 26). To date, 1 vacancy has been published on Euraxess, as there are few opportunities for the DRI. The CRRH manager is vigilant to ensure that this resource is used when suitable vacancies arise.

All vacancies are published on social networking sites. The list of sites on which advertisements are published is defined and integrated into the recruitment procedures.

SELECTION AND EVALUATION PHASE

For all DRI hires (except UMRs), the CRRH manager interviews candidates after pre-selection by operational staff. The CRRH manager then validates that the skills match the requirements and ensures that the profile is consistent with HR principles and realistic career evolution.

Recruiters are trained and supported throughout the recruitment process (Action 22). They are made aware of the need to consider "exotic candidates" (Action 27).

APPOINTMENT PHASE

The recruiter conducts the recruitment interview using a standard interview grid, which is available in the EDMS but is under-used (Action 22). The recruiter can then compare applications using a standard decision-grid.

After the interview, systematic feedback is given to the candidate, whatever the decision (Action 24).

The use of e-HR software would allow us to centralise internal applications and facilitate decision-making (Action 21).

OVERALL ASSESSMENT

First, we plan to adapt the guide "Principles for managing research professionals" and recruitment and career development processes for an external candidate by drafting an OTM-R policy (Action 49). Next, it is planned to assess compliance with these provisions using a tool that has yet to be defined (action 50).

4. Implementation

General overview of the implementation process:

CHUN's HRS4R labelling process was launched in 2019 on the initiative of Nantes Université with the initial ambition of a joint labelling. In the end, CHUN's HRS4R initiative was launched separately from Nantes Université.

In 2019, the DRI management familiarised itself with the standards and then defined the scope of the label and the HRS4R community.

The HRS4R community was then defined: doctors of science. The HRS4R repository is not fully adapted to the HRS4R community identified at CHUN, as the missions of a researcher within a hospital institution may be different from those of an academic researcher, although they all work for biomedical research. Similar job profiles with large missions, sometimes with an international focus, were excluded from the HRS4R community because they were filled by pharmacists. This category of staff was naturally integrated into the HRS4R community in 2023.

The CRRH manager, supported by two quality engineers and the DRI training manager, then carried out the gap analysis between existing practices and the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C principles). These four people formed the Coordination Committee. Today, this coordination committee consists of three people: the CRRH manager, the DRI training manager and the DRI quality engineer.

Over the course of 2019, the HRS4R community was asked via an online survey to give their opinion on how well each of the principles is respected in our structure.

Then, at the end of 2019, the HRS4R community was invited to the first HRS4R seminar to present the approach and issue a call for volunteers to become more actively involved in the project.

Four working groups were set up with the volunteers: one for each set of principles. In mid-2020, the working groups spent half a day focusing on the gaps identified and proposing actions to reduce them. The priority of each action was also defined. It is important to note that the proposed actions may benefit a wider audience than the HRS4R community.

The action plan proposed by the working groups was then validated by the Steering Committee (=COPIL). The Steering Committee consists of the Coordination Committee, the DRI management and the PRH management.

By the end of 2021, the CHUN will have been granted the HRS4R Award.

The Coordinating Committee then set deadlines for each action based on priorities. CHUN is currently in implementation phase of the the action plan. The monitoring of the implementation of the actions is organised as follows:

- By the Coordination Committee once a month to closely monitor the progress of each action and discuss any problems encountered,
- By the Steering Committee once every six months, to present the progress of the action plan, validate actions and take decisions if necessary,
- Once a year, HRS4R seminars present the progress of the actions to the HRS4R community. The HRS4R community is sometimes consulted on the implementation of actions, if necessary.

The action plan is updated over time by the DRI quality engineer.

How have you prepared the internal review?

The Coordinating Committee experienced significant disruption as the two quality engineers left the structure in 2021 and 2022. In addition, the management of the PRH changed in 2022. These personnel changes affected the smooth running of the project and caused delays in implementation (today, the deadline date has been extended for 33% of HRS4R actions).

At the HRS4R COPIL meeting in June 2023, the quality engineer reminded the COPIL of the approach and

expectations for the interim self-assessment phase.

A common file was created with all the headings to be completed on Euraxess.

Everyone's role in this preparation was clarified.

The members of the Coordinating Committee met very closely during the summer of 2023 to develop the content of the self-assessment, each with their own expertise: the head of the CRRH with her global vision of Human Resources in research, the head of research training with her global vision of training, and the quality engineer with methodological proposals in line with the HRS4R reference framework.

A member of the HRS4R community validated the content of the interim assessment.

All the information to be submitted for the interim self-assessment was then validated by DRI management.

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

The HRS4R community was involved at the beginning of the project in order to carry out gap analysis and propose improvement actions to reduce these gaps. Today, in the implementation phase, the HRS4R community is invited to each HRS4R seminar organised once a year. These HRS4R seminars provide an opportunity for training and awareness-raising, as well as an opportunity to exchange views on common issues.

In preparation for the internal self-assessment, a member of the HRS4R community who had previously worked in a UMRs re-read and commented on this preparation.

A survey is planned for 2024 (Action 51) to assess how the HRS4R community feels about the actions implemented as part of the HRS4R label, whether this project meets their initial expectations (at the start of the project), whether new needs have arisen since then that would require the implementation of corrective actions...

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

The Coordination Committee meets once a month to monitor progress. It is made up of the CRRH manager, the DRI training manager and the DRI quality engineer. Depending on the topics discussed, other participants may be invited: the person in charge of welcoming foreign trainees attended the meeting in 2023 to present the Association Chercheurs Etrangers à Nantes (<https://www.nantes-chercheur.org/>).

In addition, the Steering Committee known as COPIL meets twice a year. It is made up of the Coordination Committee, supplemented by the DRI management and the PRH management.

Progress on the implementing of actions is then shared. If necessary, difficult issues are discussed and resolved at this COPIL meeting.

On the other hand, the HRS4R approach is partially mutualised within Nantes Université. Those involved in the HRS4R project in the HRS4R-accredited units of Nantes Université's (INSERM, Ecole Centrale, Université de Nantes and CHUN) meet twice a year in an HRS4R working group. At the April 2023 meeting, the prospects for joint work were discussed and are currently being defined. As the structures are very different in terms of activity, size and resources allocated to the HRS4R project, it is important to define the most appropriate level of collaboration: sharing best practices? defining joint actions? defining a joint action plan?

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?

The DRI's HR priorities have been reinforced for 2022. Indeed, the DRI roadmap has been updated as part of the HCERES certification process for 2022. Its objective is to position the CHUN among the 4 to 6 most active R&I centres in France by 2027 (it is currently ranked 8th), and among the most active and visible in Europe. To achieve this goal, 5 transformation levers have been defined:

1. Acceleration of research and innovation

2. Encourage cross-functionality at the level of institution and sites
3. Consolidate the CHUN's position in its ecosystem
4. Improve readability and visibility
5. Improve agility

This last lever integrates HR actions with the project to update HR processes. This is the first time that HR have been included in the strategic priorities of the DRI.

These priorities are then broken down by department. The "Resources and Support" department, which is responsible for Human Resources at DRI, has its own roadmap. It is based on the DRI's roadmap, and specifies all the concrete steps to be taken by the department in order to activate the levers of transformation.

The HR policy and strategy are summarised in the guide "Principles for managing research professionals". The C&C principles serve as a guide for the development of the HR strategy. The guide "Principles for managing research professionals" is currently being updated to integrate several elements of the C&C Principles (recruitment of post-doctoral fellows, equal pay for men and women, etc.).

In addition, there are numerous HR factsheets describing the processes, contacts and responsibilities related to recruitment, working time organisation, training, annual appraisal and career management. These HR factsheets are a very useful source of information for all research staff in their HR procedures, and are essential for newcomers. They are available via the EDMS.

How has your organisation ensured that the proposed actions would be also implemented?

Actions are monitored by the Coordination Committee. For each action, a member of the committee is either responsible for implementation or is a referent. If he/she is a referent, he/she regularly monitors the progress of the action with the person responsible.

Actions are recorded and tracked in an excel file. Each action has a status: "not started", "in progress" and "completed". The "not started" and "in progress" actions that are closest to their due date are given priority at the Coordination Committee meeting. The implementation of each action is discussed, progress is updated or, in case of difficulties, the action may be redefined or its deadline extended. It is planned to create a new statut "extended" to highlight delays in implementation (and to be aligned with the HRS4R methodology statuses).

This categorisation of actions will enable the COPIL to monitor the progress of the Action Plan in concrete terms and in figures from 2023 onwards.

An action is "completed" when it has been fully finalised. For example, in the case of a document to be updated, the action is not "completed" until it has been validated and distributed to all.

New actions may also be created if a new need arises or if it is necessary to reinforce the effectiveness of an action already implemented.

How are you monitoring progress (timeline)?

See in the section " How has your organisation ensured that the proposed actions would be also implemented?"

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

During the first assessment, ideas for indicators were put forward for a number of actions, without any follow-up being put in place. It was found that some of the indicators initially proposed were either technically difficult or too time-consuming to establish. As a result, for several actions, the indicators initially proposed were modified to be more appropriate. The effectiveness of actions is now considered in terms of objectives and targets rather than in terms of quantified indicators.

However, in the context of the ISO9001 certification, indicators for measuring the performance of HR processes are currently being defined or refined (responsibilities, roles, calculation methods, objectives, etc.): number of new posts created, replacement rate (excluding job cuts), replacement time following a

departure, rate of accepted trainee applications, etc. The development of these indicators will enable us to measure the effectiveness of several HRS4R actions.

What's more, the joint work carried out with other Nantes Université structures as part of the labelling process will enable the coordination committee to compare approaches and critically examine the relevance of these action plans.

Finally, it is planned (action 51) to measure the perception (format to be defined: survey, working groups, evolution of the results of the initial survey, etc.) of the HRS4R community on the effectiveness of the actions implemented within the framework of the HRS4R label, whether this project meets to their initial expectations (at the start of the project) and whether new needs have emerged since then that would require implementation.

How do you expect to prepare for the external review?

This preparation is not yet fully defined, as it is still a long way off.

It is likely that

- the steering committee and the HRS4R community will carry out a full assessment of the project to measure the effectiveness of all actions already implemented (Action 51).
- the HRS4R community will be more involved in the HRS4R approach (inviting community members to COPIL, coordination committee, etc.).