

HRS4R AWARD RENEWAL – TOULOUSE INP

January 2025

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	2024
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	469,1
<i>Of whom are international (i.e., foreign nationality)</i>	120
<i>Of whom are externally funded (i.e., for whom the organisation is host organisation)</i>	97
<i>Of whom are women</i>	158
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	259,4
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	50,3
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	167,8
<i>Total number of students (if relevant)</i>	4 416
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	966,6
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	113 695 736,91€
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure...)</i>	2 200 000 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	15 656 562,26 €
<i>Annual funding from private, non-government sources, designated for research</i>	5 754 622,45 €

ORGANISATIONAL PROFILE

The National Polytechnic Institute of Toulouse (Toulouse INP) was founded in 1969 by three engineering schools: INP-AGROTOULOUSE (Institute of agriculture and life sciences), INP-ENSIACET (Institute of engineering in materials, chemical & industrial engineering) and INP-ENSEEIH (Institute of engineering in electrical engineering automation, electronics, computer science, applied mathematics, hydraulics and telecommunications).

Toulouse INP's main missions are: initial and continuing training; research (scientific and technological research, exploitation of results, and dissemination of scientific culture); national and international outreach through partnerships; international cooperation; and professional integration and orientation. Toulouse INP offers engineering training through 9 specialised pathways, as well as integrated preparatory classes; and is strongly linked with 13 research units in the region and nine doctoral schools.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

1) Ethical and professional aspects

Ethical and professional aspects

September 2021: Toulouse INP launched the EMERGENCE, TRANSVERSALITÉS ET INTERNATIONAL (ETI) call for proposals, which is open to all teacher-researchers and staff at Toulouse INP who carry out their scientific activities in our research units. This call for proposals focuses on support to international mobility, cross-disciplinary actions and welcoming junior recruits, among other things. It also funds and provides tangible support for the scientific policy of the institution and its laboratories, in line with the structuring of the site and external funding opportunities.

Toulouse INP and CNRS signed a six-year agreement in **November 2021**, committing to a 'concerted research policy' that includes awareness-raising and training initiatives to encourage parity and more equality in careers in all fields. Ethics, scientific integrity and the 'accelerated development of open science' are also among the shared objectives.

As of **2023**, the Joint Documentation Service's (SCD) department of Support to Research and Open Science provides a 'Data and Open Science kit' to help meet the obligations of funding agencies with regard to the management of research data and open science. The SCD also provides support in drawing up data management plans.

Toulouse INP and the Toulouse 3 University (UT3) have set up a common HAL portal which enables librarians to manage publications from research units jointly supervised by Toulouse INP and UT3, as well as those from other Toulouse INP research units. Toulouse INP's collection has been operational since **September 2022**, and the SCD provides individual and collective support to its users in the form of technical seminars focusing on submitting documents to HAL. In addition, the "Off-site services for researchers" initiative was launched in **May 2024** by the SCD, enabling researchers to ask questions about depositing files or creating their HAL logins. In addition to personalised support, the SCD provides clarification on the legislative framework for open science and the scope of application of the 'Law for a Digital Republic', as well as support in choosing the referencing and sharing methods.

The Sustainable Development and Environmental and Social Responsibility Plan (DD&RSE Plan) was approved by Toulouse INP's Board in **June 2024**. The aim of this plan for the institution's ecological and social transition is to define the main guidelines and measures for the 2024-2027 period, so as to address the key socio-ecological issues of our time. In terms of research, this plan aims to support laboratories in reducing the environmental impact of their research, to encourage research that contributes directly to the ecological and social transition and to reflect on the ethical issues involved in the research carried out.

In **December 2024**, the new governance team appointed a Gender Equality Officer and an advisor on issues relating to violence, discrimination, moral or sexual harassment and sexist behaviour (VDHAS).

In **January 2025**, the institution organised a half-day awareness-raising session on scientific integrity, presented by ONERA's scientific integrity and research ethics officer, targeting researchers and research support staff.

Remarks on ethical and professional aspects

A number of weaknesses have been identified:

The survey carried out among the institution's researchers at the end of 2024 showed that more than half of the respondents were unaware of the existence of the ethics committee within their research structure, and just under half indicated that their own research was not guided by the structure's ethical guidelines.

In addition, most of the respondents did not know the institution's Scientific Integrity Advisor nor the relevant bodies responsible for enforcing freedom of research.

Lastly, an Open Science (OS) roadmap needs to be formalised at institutional level, to be led jointly by the SCD and the OS advisor.

2) Recruitment and selection

As part of the Research Programming Law (LPR), the Ministry of Higher Education and Research (MESR) has introduced a funding mechanism provided by the National Research Agency (ANR) for research and teaching projects associated with a junior research chair. To this end, Toulouse INP has opened up a new recruitment process based on a research and teaching project. At the end of this process (between 3 and 6 years), and after evaluation of the scientific merit and professional aptitude of the candidate by a tenure committee, the candidate will be eligible for a permanent position in the body of university professors or equivalent.

In **2024** Toulouse INP opened 2 junior chairs:

- Study and multi-scale modelling of the ageing of power fuel cells' involving 4 Toulouse INP laboratories (LAPLACE, IMFT, LGC, CIRIMAT) and the CNRS;
- Modelling and Automatic Learning for Agroecology' involving 2 Toulouse INP laboratories (IRIT and DYNAFOR), CNRS and INRAe.

In **2023**, an expertise study on employment was launched as part of the roll-out of our HR policy. This expertise has been developed with the aim of changing practices and providing solutions to the HR needs of each of the institution's components through customised responses. In order to ensure that human resources are managed in line with planning, the institution will continue to implement processes which include the analysis of staff departures on retirement, outgoing flows and the turnover of contractual staff, which ultimately provides a multi-year view.

The survey carried out among the institution's researchers at the end of **2024** showed that the majority of the researchers surveyed stated that they were familiar with the recruitment procedures, and more than half said that these procedures were precise, understandable and transparent, and that the process guaranteed equal treatment of candidates. In addition, the vast majority of respondents were informed about promotion campaigns.

72% of respondents also indicated that the selection process takes into account the candidate's previous experience.

There is still progress to be made, particularly in raising research units' awareness of the need to systematically publish job offers on EURAXESS. It is also important to provide better training to the people in charge of recruitment in the laboratories and to the members of selection committees regarding non-discriminatory selection criteria in compliance with ethical principles.

The institution will also continue its efforts to communicate on the HR Department's organisation, its missions and the support available to staff, and will improve the visibility of mobility options for staff.

3) Working conditions

Working conditions

In **2020**, the HR Department announced the introduction of the Sustainable Mobility Allowance, a financial incentive for the institution's staff to commute to and from work.

As part of the Research Programming Law (LPR), a new compensation system for teaching and research staff (RIPEC) was introduced on **January 1st 2022**. This recognises the investment made by teacher-researchers in teaching, and/or scientific activity, and/or the fulfilment of missions of general interest.

The third survey on Quality of Life at Work and psychosocial risk factors was launched in **March 2022**, with 434 respondents (teacher-researchers and support staff). Results were presented to the Technical Committee in May 2022.

In **October 2022**, the members of the Health, Safety and Working Conditions Committee approved the Quality of Life at Work action plan, which includes a number of measures, including the implementation of a suggestion box open to all staff, a social worker programme and an assessment of psychosocial risks.

In **November 2022**, Toulouse INP launched a listening, support and monitoring programme (EEAS) for all staff in relation to psychosocial risks, violence, harassment and gender-based and sexual violence. Its role is to offer staff a place to be heard, analyse the difficulties they encounter and liaise with management and the relevant departments within the institution to find solutions.

The Disability Plan for the 2022-2025 period was approved by Toulouse INP's Board in **June 2023** and focuses on 3 areas: 1. helping students with disabilities or special needs to succeed in their studies; supporting staff; and making facilities and services more accessible. A member of the Human Resources Department has been appointed to act as the disability focal point for staff.

Since **July 2023**, Toulouse's experimental COMUE has been accredited to award the national doctorate degree. As a result, since September 2023, all doctoral students are automatically enrolled both at the university where the thesis is being completed and at the COMUE. This joint awarding of diplomas will help to simplify the management of doctoral programmes and optimise the decision-making process.

Toulouse INP's Digital Plan was approved by the Board in **March 2024** and is structured around 3 main areas: using digital technology to develop the institution; using digital technology as an asset to support our activities and encourage cross-functionality; developing a responsible and inclusive digital culture.

Toulouse INP's Charter on the Right to Disconnect was adopted by the Social Administration Committee in **September 2024**, and aims to ensure that rest periods, leave and time off work are respected, as well as the balance between professional and private life. It has been distributed to all staff and is included as an annex to the institution's internal regulations.

Toulouse INP's Estates Department has produced a Pluriannual Estates Strategy Plan, which was presented to the Board in **November 2024**. The aim of the Plan is to develop a strategy to improve the estate so that it best meets the needs of its users.

Finally, the survey carried out in **November 2024** shows that the vast majority of respondents are aware of the Toulouse INP bodies (87%) and 72% state that the different categories of staff are satisfactorily represented in our decision-making bodies.

Remarks on working conditions

Weaknesses and actions identified:

- To improve its efficiency, the institution needs to think about new ways of communicating, with better targeting and different tools.
- 47% of respondents were not familiar with the EEAS (mainly doctoral students and post-docs) which is aimed at all Toulouse INP staff.

4) Training and development

Since **January 2023**, the Department of Research, Innovation and Partnerships (DRIP) has been carrying out a mission to disseminate scientific, technical and industrial culture (DCSTI), entitled 'Building medium- and long-term actions in the fields of Science by and for Society (SAPS)'. The person developing this action is in direct contact with the Open Science advisor and the Joint Documentation Service (SCD).

In addition to leave for research or thematic conversions (CRCT) and pedagogical leave, Toulouse INP offers a specific CRCT financed by the institution for short periods of mobility in industry as of **2023**.

The majority of respondents to the **2024** survey stated that Toulouse INP has implemented appropriate measures to develop skills and knowledge, and offers actions to promote professional development and training in the context of research activities.

Although most respondents were not familiar with Toulouse INP's Training Plan, they were aware of the training courses offered by Toulouse INP, mainly through e-mails and to a lesser extent via Mercure (intranet) or the newsletter.

Weaknesses and actions identified:

The Pedagogical Engineers are well identified by the Associate professors (MCF) and University professors (PR), but it is important to further increase the visibility of their services.

Lastly, a survey will be carried out among the newly recruited Associate professors to better identify their needs in terms of support.

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

Toulouse INP wants to play an active role in the development of research and innovation, particularly within Toulouse's Community of Universities and Institutions (COMUE) and the experimental public institution (EPE) which was created on 1 January 2025 by Toulouse III-Paul Sabatier University (UT3) with a view to creating a major research university (*Grande Université de Recherche* - GUR). Within the experimental public institution, a working group will be created to initiate discussions on a single signature for research publications.

The institution aims to increase the international visibility of its laboratories by promoting access to the European community through collaborative European projects. Toulouse INP currently supports 13 laboratories under joint supervision with other local institutions and 3 national research bodies (CNRS, INRAE and IRD). Toulouse INP wishes to encourage its laboratories to develop research in line with issues relating to the ecological transition for sustainable development and, in a reflexive way, to help them take into account the environmental and societal impact of their research.

Toulouse INP hopes to become a real lever for strengthening cross-disciplinary links between its laboratories and developing new areas of research to support the ecological transition for sustainable development. One of the main objectives is to build research networks around cutting-edge scientific topics that can be integrated into teaching and respond to key societal issues linked to global change.

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

As indicated in the 2021 interim assessment, a new governance team was elected in March 2020, but was unable to take office until July 2020 due to the COVID crisis. At a time marked by the health crisis of 2020-2021, the institution was also hit by a major cyber-attack in September 2022, which had a significant impact on operations for over 6 months. In addition, at the end of 2021, Toulouse INP initiated a project to transform into Centrale Toulouse Institut, which strongly involved the staff and caused great tension within the institution. In July 2024, a new governing body took office.

The Human Resources Department has also undergone major changes since 2022, with the development of new skills to support staff and the institution's strategic projects (quality of life at work, continuous training, gender equality, inclusion, etc.). Toulouse INP's HR is now structured into 4 departments (support staff; teaching staff; HR development and career support; HR units).

In January 2024, the Service for industrial and commercial activities (SAIC) became the Department of Research, Innovation and Partnerships (DRIP) in order to better support the institution's research activities. Its missions include helping researchers to develop a research project, recruiting researchers for projects, responding to calls for projects, promoting their research and contributing to scientific and technical culture.

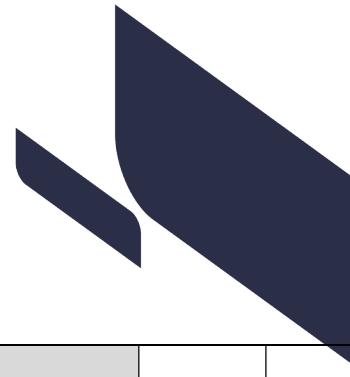
Are any strategic decisions under way that may influence the action plan?

At this stage, no strategic decisions have been taken that could have an impact on the 2025-2028 action plan.



3. ACTIONS

	<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>	<i>Current status</i>	<i>Remarks</i>
1	Post-doctoral researchers and doctoral students: to allow staff to apply, job offers must be at least published on the website of each laboratory. All post-doctoral and doctoral topics must be published online (in French and English).	(+/-) 1. Research freedom	3rd Quarter of every year	Done at the request of the Vice President of Research in CoOpeR (report to be requested 6 months later on the number of job offers published)	Number of doctoral and post-doctoral job offers published on each laboratory website and / or on EURAXESS	COMPLETED	All the laboratories' job offers are available on their websites and most offers are available in English and French. In addition, Toulouse INP has developed a page dedicated to the publication of job offers (mainly support staff), which is available on the intranet and the website (https://toulouse-inp.nous-recrutons.fr/).
3	Teacher-researchers: set up a non-compulsory review every three to five years carried out by at least a two-person team representing the training and research components (under the responsibility of the school Director).	(+/-) 1. Research freedom (+/-) 11. Evaluation/appraisal systems	2nd Quarter 2023	Beforehand, the Vice President of Studies and Student Life Commission (CFVU) and the Vice President of Research will make School Directors aware of this approach in the Select Expanded Board of Directors (CODIRE) + Presentation in Academic Council (Cac) for validation.	Meeting minutes or presentation form the CaC meeting Number of a non-compulsory reviews carried out in each school	COMPLETED	A non-mandatory system has been introduced in the three engineering schools on a voluntary basis (approx. 3 teachers received by each school director per year in 2 out of 3 schools). In addition, the HR Department now offers personalised individual support from a Careers Mobility Advisor to any member of staff who feels the need to be supported in their career development plans.
5	Post-doctoral researchers: set up a review six months before the end of the post-doc with the Laboratory Director and/or the person responsible for the group/topic. The post-doctoral researcher's career plan must be discussed during this review.	(+/-) 1. Research freedom (+/-) 11. Evaluation/appraisal systems	1st Quarter 2023	The template will be sent by HR to the lab director, and the Vice President of Research will provide information on this procedure to the Research Commission.	Percentage of doctoral students (whose contract ends during the year) reviewed (ratio of the number of post-doctorate interviews / number of doctorates ended during the year)	COMPLETED	This action has been cancelled and will not be renewed for the 2025-2028 period.



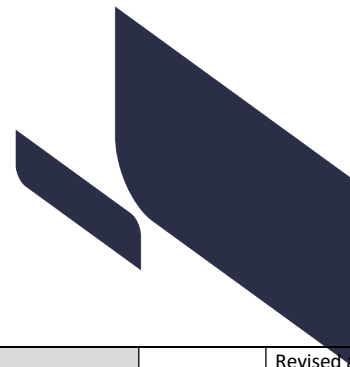
7	Mobility (teacher-researchers, research engineers, doctoral students): review and centralize the content of the Toulouse INP website to better explain all mobility opportunities (CRCT, temporary assignments, SMI).	(+/-) 1. Research freedom (+/-) 29. Value of mobility	2nd and 3rd Quarters of 2021	Communications Service	Updated website (date of yearly update)	COMPLETED	Staff mobility measures are available on Toulouse INP's intranet (Mercure). The follow-up to this action will be the new action #57 which will focus on updating and consolidating information on staff mobility.
8	Take stock of current practices on ethics and bring out common ethical principles within Toulouse INP.	(+/-) 2. Ethical principles	1st Quarter 2022	HRS4R Workgroup n°1 in collaboration with mission coordinators on Gender Equality, Disability, etc.	Briefing note on formalised practices	COMPLETED	<p>The Research Vice-President launched a scientific integrity working group at the end of 2019 (action plan presented to the Academic Board on 28/11/19). Working group meetings attended by 74 people took place, including two half-day awareness-raising sessions on scientific integrity organised by Toulouse INP (10 & 24/01/2020 - Speaker Catherine Tessier - 72 registrants), targeting researchers such as doctoral students, post-docs and research support staff.</p> <p>Toulouse INP and CNRS signed a six-year agreement in November 2021, committing to a 'concerted research policy' that includes awareness-raising and training initiatives to encourage parity and more equality in careers in all fields. Ethics, scientific integrity and the 'accelerated development of open science' are also among the shared objectives.</p> <p>F. PICHON was appointed Ethics and Alerts advisor in January 2024 and is responsible for advising all staff on the application of ethical principles.</p> <p>O. THUAL was appointed Scientific Integrity and open science advisor in September 2024 and his main task is to guarantee and promote integrity in all the institution's research and scientific publication activities.</p>
9	Establish mandatory awareness training modules on gender-based and sexual violence and bullying for incoming teacher-researchers and HDR applicants This will be included in Toulouse INP's training plan, targeting incoming teacher-researchers and managers.	(+/-) 2. Ethical principles	4th Quarter 2021	HR	Development of training materials and deployment of the module in the training plan	COMPLETED	Toulouse's COMUE (of which Toulouse INP is a member) responded to the call for projects titled 'Support for higher education institutions in the fight against gender-based and sexual violence (SGBV)'. A grant was awarded in December 2021 to fund a communication strategy on gender-based and sexual violence, training for senior staff and doctoral students in SGBV, the implementation of a one-stop health service, and support by a



							<p>professional in SGBV management for networking and sharing of best practice among SGBV units.</p> <p>In November 2022, Toulouse INP launched a listening, support and monitoring programme (EEAS) for all staff in relation to psychosocial risks, violence, harassment and gender-based and sexual violence. Its role is to offer staff a place to be heard, analyse the difficulties they encounter and liaise with management and the relevant departments within the institution to find solutions.</p>
10	Organising an annual training course on Intellectual Property and plagiarism targeting new recruits. This will be included in Toulouse INP's training plan, targeting incoming teacher-researchers and managers.	(+/-) 3. Professional responsibility	1st Quarter 2022	HR will include this in the Training Plan + and training courses will be led by the Joint Documentary Service (SCD) + Service for Industrial and Commercial Activities (SAIC)	Development of training materials and deployment of the module in the training plan	EXTENDED	<p>Revised action: Offer training and awareness-raising on Intellectual Property (IP) to new INP recruits as part of an introduction to good research practices at Toulouse INP.</p> <p>Revised indicators: Training and awareness-raising materials + inclusion of the module in the Training Plan</p> <p>One awareness-raising session per year for new recruits.</p> <p>New deadline: 3rd Quarter 2026</p>
11	For external financing: draw on practices implemented by Toulouse's Paul Sabatier University and the CNRS (periodic mailings of the list of all open Calls for proposals classified by topic).	(-/+) 4. Professional attitude	1st Quarter 2022	Study the possibility of a centralisation of the information and management of this list by the SAIC that will in turn relay emails to the Lab Directors.	Periodical reminders sent to laboratories	COMPLETED	<p>The DRIP is responsible for relaying calls for projects to the institution's researchers. The various calls for projects are communicated through the INP newsletter, and they are also relayed to the research unit directors (for example those linked to TIRIS).</p> <p>The 2024 survey revealed that 77% of the researchers surveyed stated that they had access to information on external funding opportunities and 75% on internal funding opportunities.</p>
12	The term "post-doctoral researcher" needs to be clarified by Toulouse INP (as it is different from a researcher under contract). Consider the possibility of drawing up a charter for post-doctoral researchers (based on the UFTMP's doctorate charter). This charter must include information on relevant bodies, support and training opportunities, as well as an article on the on the resources made available for the post-doctoral research project.	(-/+) 4. Professional attitude (+/-) 22. Recognition of the profession (+/-) 28. Career development	4th Quarter 2022	Charter elaborated by elected officials of the Research Commission in collaboration with HR + dissemination by DRED and HR on Toulouse INP's intranet.	Charter for post-doctoral researchers developed Recruitment procedure for post-doctoral researchers formalised	COMPLETED	<p>Upon further reflection, a post-doctoral charter was not deemed relevant, as post-doctoral students, as staff of the institution, are entitled to the same working conditions and benefits as other staff.</p> <p>The majority of doctoral students and post-docs questioned in the 2024 survey stated that they were recognised as researchers in their own right.</p> <p>The term 'post-doctoral' has been included on contracts since January 2020 (see action #20).</p>
13	Improve communication on the role of HR in Toulouse INP's structures (mainly in labs).	(+/-) 5. Contractual and legal obligations	4th Quarter 2021	HR	Memo sent to all laboratories	COMPLETED	<p>As part of the new HR organisation in 2022, all staff were informed of the new HR organisation chart and the new functions, including a presentation of the team on each of the campuses in 2023.</p>



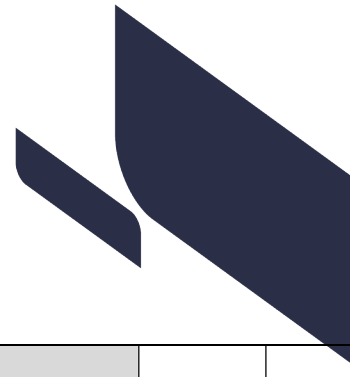
							Action #55 will continue this action, with the implementation of joint DRIP and HR meetings with HR staff from the laboratories, to share best practice and raise awareness of the DRIP and the HR Department's missions.
14	Provide standard cost records according to project types to formalize a preliminary estimate.	(++) 6. Accountability	1st Quarter 2021	SAIC	Standard costs record established by SAIC	COMPLETED	<p>The DRIP department has made available on its dedicated page on the intranet (Mercure) all the useful documents for setting up projects by type of funding (public funding from the State, European funding, regional funding). DRIP also provides the documents and tools needed to justify projects.</p> <p>As far as agreements with industry are concerned, a simplified cost sheet is sent to researchers to help them prepare the financial components.</p>
15	Development of Toulouse INP's Information Systems Security Policy (PSSI) and user support.	(+/-) 7. Good practice in research	1st Quarter 2024	Information Systems Department (DSIN)	PSSI formalised by the DSIN	COMPLETED	<p>The institution's digital strategy has been formalised in the 2024-2027 Digital Plan. This roadmap includes a set of digitally-related projects and a governance model for steering and updating the process.</p> <p>This plan was developed through a joint construction process carried out between April and September 2023 with all of the institution's staff and users in order to carry out a review of the information systems and digital department, identify the institution's strategic challenges and gather information on the needs and expectations of staff and users. This plan is divided into 3 main areas, 7 programmes and 51 projects (using digital technology to develop the institution; using digital technology as an asset to support our activities and encourage cross-functionality; developing a responsible and inclusive digital culture).</p> <p>Supporting and facilitating research activities and enhancing the value of research are among the priorities identified.</p>
16	Include in Toulouse INP's Training Plan a training course on data protection.	(+/-) 7. Good practice in research	1st Quarter 2022	HR + Research VP + Quality Department	Development of training materials and deployment of the module in the training plan	COMPLETED	<p>As part of the efforts to improve research data management within the institution, programme 5 of the 2024-2027 Digital Plan (Supporting research activities) aims to implement measures to provide storage solutions for research data.</p> <p>This action will be completed by action #10 (training and awareness-raising on Intellectual Property).</p>



18	Ask laboratories under INP management to include in their bylaws provisions concerning soft skills, harassment, discrimination and plagiarism as well as hygiene and safety rules.	(++) 10. Non discrimination	1st Quarter 2022	Drafting and proposal of rules: Research Correspondents + Vice President of Research + elements reviewed by Toulouse INP's legal service + presentation to CoOpeR members for approval.	All laboratory bylaws will include the aforementioned provisions	EXTENDED	Revised action: Revision of Toulouse INP's internal rules and regulations and its annexes in order to clearly state our policies, particularly with regard to harassment, discrimination and plagiarism. To make it accessible to all, this document will be written in French and English. Revised indicators: Toulouse INP's internal rules and regulations updated and published New deadline: 4th Quarter 2026
20	Post-doctoral researchers: review the job title of this type of researcher on their contracts and evaluate the feasibility of using the term "post-doctoral researcher" (instead of research-engineer or engineer) in order to have detailed statistics on these profiles.	(-/+) 12. Recruitment	2nd Quarter of every year	HR	Contracts for post-doctoral researchers include the term "post-doctoral researcher" (instead of research-engineer or engineer)	COMPLETED	The term 'post-doctoral' has been included in contracts since January 2020.
21	Provide salary scales that take into account seniority to avoid an excessive disparity of salaries between post-doctoral researchers.	(-/+) 12. Recruitment (--) 21. Postdoctoral appointments (Code)	2nd Quarter 2022	Proposal elaborated by HR + DRED + Vice President of Research and presented to the Research Commission.	Salary scales available to all laboratories	COMPLETED	The Department of Research, Innovation and Partnerships (DRIP) has provided researchers with all the documents they need to set up projects by type of funding, including salary scales showing average costs by category.
22	Publication of a recruitment procedure for teacher-researchers, ATERS, doctoral students, post-doctoral researchers and research-engineers consistent with the EC's "OTM-R package". For researchers under contract, include a realistic delay between publication and reply, taking into account laboratories under ZRR (restricted access area).	(-/+) 12. Recruitment (+/-) 14. Selection (Code) (++) 16. Judging merit (Code)	3rd Quarter 2021	Quality, HR, and Communications departments.	Recruitment procedures published and available on Toulouse INP's intranet and website	COMPLETED	HR has launched a number of initiatives as part of its quality approach, including the publication of a recruitment and contract renewal procedure for the establishment, which was updated in January 2024. Job offers are published to ensure the widest possible number of applicants. They are published via various channels: national and European websites, social networks and professional networks.
26	Promote the participation of international personalities in selection committees.	(+/-) 14. Selection (Code)	4th Quarter 2021	Research VP in CAcFR	Number of international personalities in selection committees (annual monitoring)	COMPLETED	This action has been cancelled and will not be renewed for the 2025-2028 period. There are currently no specific instructions given to the section coordinators to find international personalities for the Selection Committees. The constitution of these committees must first and foremost take into account many criteria regulated by law: parity between Associate professors (MCF) and University professors (PR), gender parity, internal/external members, conflicts of interest. Added to this is the difficulty of finding people available on the same dates.

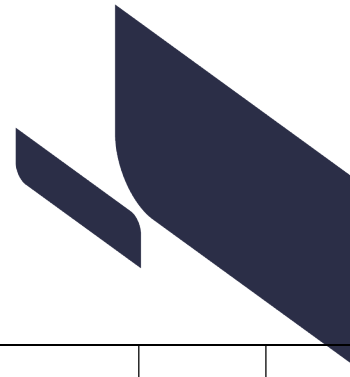
27	Before selection of doctoral candidates, make sure that the information on the recruitment process and the selection criteria are sent to candidates.	(-/+) 15. Transparency (Code)	4th Quarter 2021	Vice President of Research and DRED.	Dissemination of recruitment procedures to candidates	COMPLETED	This action has been cancelled and will not be renewed for the 2025-2028 period. The recruitment process for doctoral students does not originate from Toulouse INP's HR department, but from the doctoral schools and laboratories, which ensure that the relevant information is provided to applicants.
29	Encourage post-doctoral researchers to participate in training courses included in Toulouse INP's training plan.	(--) 21. Postdoctoral appointments (Code)	2nd Quarter of every year	HR + laboratory directors + Research VP	Dissemination of Toulouse INP's Training Plan on intranet Lab directors will be informed of this by email	COMPLETED	Post-doctoral staff receive from the HR Training Department the same information about training opportunities as all other staff in the institution. Post-doctoral staff receive from the HR Training Department the same information about training opportunities as all other staff in the institution. The 2024 researchers' survey shows that the majority of respondents are informed by e-mail, and to a lesser extent via Mercure and the newsletter.
30	Include post-doctoral researchers in training courses targeting junior associate professors (MCF).	(--) 21. Postdoctoral appointments (Code)	1st Quarter 2022	VP in charge of Pedagogical Transformation, Research VP and laboratory directors	Information on these courses is sent to post-doctoral researchers	COMPLETED	Post-doctoral staff receive from the HR Training Department the same information about training opportunities as all other staff in the institution. Post-doctoral staff receive from the HR Training Department the same information about training opportunities as all other staff in the institution. The 2024 researchers' survey shows that the majority of respondents are informed by e-mail, and to a lesser extent via Mercure and the newsletter.
31	Consider the possibility of setting up a collaborative tool to enable teacher-researchers and research-engineers to collaborate remotely with international actors (filing of documents, agenda, etc.). Currently, the UFTMP has developed the SCOUT software that allows filing and exchange of documents at the Federal University level.	(++) 23. Research environment	4th Quarter 2022	Upon request from the Vice President of Research, the Information Systems Department (DSI) will take stock of all existing tools + CNRS and INRAE existing tools will be taken into consideration. Proposal presented to the Research Commission and/or the CoOpeR.	DSIN's report on existing tools is presented to the Research Commission and/or the CoOpeR	IN PROGRESS	Revised indicator: The institution chooses a collaborative service, deploys it and helps users to use it. Revised deadline: 1st Quarter 2028 Toulouse INP provides a collaborative tool as part of the implementation of the PARTAGE collaborative suite. In addition to this solution, staff expressed the need for a collaborative suite that would enable them to work simultaneously and in project mode during consultations prior to writing the Digital Plan. Programme 3 of the Plan (Harmonising the working environment and transforming collaboration practices) involves defining the need and choosing a collaboration tool for the institution, deploying it and supporting users.

32	Initiate discussions on the “right to disconnect”.	(++) 24. Working conditions	3rd Quarter 2022	Quality of Work Life VP	Discussion initiated by Toulouse INP’s Chancellor (included in Well-living committee meeting’s agenda)	COMPLETED	Toulouse INP’s Charter on the Right to Disconnect was adopted by the Social Administration Committee in September 2024, and aims to ensure that rest periods, leave and time off work are respected, as well as the balance between professional and private life. It has been distributed to all staff and is included as an annex to the institution’s internal regulations.
34	Consolidate support to personnel wishing to prepare a civil service recruitment competitive examination. Strengthen existing mechanisms at the Federal University level.	(++) 25. Stability and permanence of employment	1st Quarter 2023	HR	Discussions undertaken with the Federal University Support mechanisms formalised	COMPLETED	As part of the reorganisation of HR, the HR Development and Career Support Service has created a Training/Recruitment/Competitions Unit. Mails are sent out by this unit about the competition and professional exam sessions. Staff can find all the information they need about competitions in the ‘Recruitment and Competitions’ section’.
37	Cross-analyse data from the teacher-researcher’s reference framework for time equivalencies (men/women breakdown as far as projects are concerned) and include this in the Annual Social Report	(+/-) 27. Gender balance	4th Quarter 2022	Commission for teacher-researcher’s framework for time equivalencies - Toulouse INP’s Annual Social Report	New indicators included in the Annual Social Report	EXTENDED	Revised Responsible Unit: HR Revised deadline: 3rd Quarter 2027
39	As a part of the recruitment process, the analysis of geographical, intersectorial, inter-disciplinary and trans-disciplinary and virtual mobility should be included in the teacher-researcher’s evaluation sheet.	(+/-) 29. Value of mobility	4th Quarter 2023	Vice President of Studies and Student Life Commission.	Updated sheet including mobility analysis	COMPLETED	The job description available to applicants includes elements relating to expectations in terms of geographical, intersectorial, inter-disciplinary and trans-disciplinary and virtual mobility (an interest in hybrid and innovative teaching tools is valued). These values are relayed by the institution’s Research and Training Correspondents, who are members of the selection committees.
40	Provide a welcome booklet for all of Toulouse INP’s post-doctoral researchers including a description of the possibilities of access to training, job opportunities, etc. (preferably available in French and English). Consider the possibility of including some of the content of the welcome booklet for doctoral students. This document should be complementary to the future Post-Doctorate Charter. In both doctoral and post-doctoral booklets and on Toulouse INP’s website, explain the internal conflict management procedure (explain procedures	(+/-) 30. Access to career advice (++) 34. Complains/appeals	4th Quarter 2022	Discussions to be initiated in Research Commission.	Welcome booklet developed	COMPLETED	Toulouse INP published a welcome booklet for all its staff explaining how the institution is organised, the human resources services on offer, access to training opportunities, information on daily life and quality of life at work, working tools and the institution’s governing bodies. Each school has also developed a specific welcome booklet for its staff. In addition, all new arrivals at Toulouse INP are invited to a welcome day for new staff organised at the start of the academic year, during which they are given a tour of all the campuses.

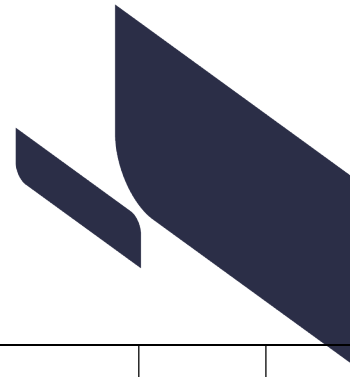


	available to doctoral students and post-doctoral researchers in case of conflict with their management).						
42	Clarify the roles, responsibilities and projects of Toulouse INP's competent bodies regarding complaints and appeals (CHSCT, monitoring unit for working conditions, Mediation Commission) to facilitate referrals.	(++) 34. Complain/ appeals	2nd and 3rd Quarters of 2021	Quality and Steering depts. + VP of the Board + Communications Service	Information available and up to date in Toulouse INP's intranet	EXTENDED	Revised action: Display the roles/missions of the various bodies to make it easier for researchers to understand them. Revised Responsible Unit: Communications department Revised deadline: 3rd Quarter 2025
45	Start a discussion with the Research Correspondents on the means to track data and results (securing research data).	(+/-) 36. Relation with supervisors	4th Quarter 2023	Creation of a workgroup (Vice President of Research + Research Correspondents + researchers) and presentation of the approach in CoOpeR, Research Commission and then in Laboratory Council.	Discussion launched by the workgroup, action plan presented in CoOpeR, Research Commission and Laboratory Council	COMPLETED	This action has been revised to focus on the support offered to researchers by the Joint Documentation Service in terms of research data management (see new action #52). This action is completed by Toulouse INP's efforts to improve research data management within the institution, programme 5 of the 2024-2027 Digital Plan (Supporting research activities) aims to implement measures to provide storage solutions for research data.
46	The doctoral student's Individual Supervision form must be completed by the doctoral student every year in the ADUM system. Ensure that all doctoral schools use and complete this form on a yearly basis.	(+/-) 36. Relation with supervisors	2nd Quarter of every year	Vice President of Research.	ADUM forms updated on a yearly basis	COMPLETED	In accordance with the 25 May 2016 ruling, the individual supervision committee, in an interview with the doctoral student, assesses the conditions of their training and the progress of their research, and sends a report of the interview to the doctoral school director, the doctoral student and the thesis director (confirmed by 100% of doctoral students who responded to the 2024 survey).
47	Extend the practice of mentoring for junior teacher-researchers until tenure (at least 2 years).	(+/-) 37. Supervision and managerial duties (+/-) 40. Supervision	4th Quarter 2022	School Directors + Studies Directors (proposal to be presented in CAc).	Mentoring mechanism formalised in each school Mentoring mechanism mentioned in recruitment procedure	EXTENDED	Revised action: Conduct a survey of junior Associate professors (MCF) who have arrived in the last three years to identify their needs in terms of support. Deploy support solutions to meet the expectations identified by the survey for young professors until they are tenured (at least 2 years). Revised Responsible Unit: Quality department Revised indicators: survey results and action plan Revised deadline: 1 st Quarter 2026

48	Consider the possibility of including, during a CAcFR meeting, an overview of the mentee's integration after two years of mentoring.	(+/-) 37. Supervision and managerial duties	4th Quarter 2023	Proposal to be presented in CAcFR by the Vice President of Research.	Overview presented in CAcFR	COMPLETED	The information relating to teacher-researchers was presented in the study on employment report presented by HR to the Board in November 2024. It was pointed out that one of the aims of this expertise, particularly with regard to teaching and teaching-research posts, is to increase the number of teaching staff in fields where there is a shortage and to reduce the volume of overtime for the training component, and to increase research activity and anticipate departures on retirement for the research component.
49	Proofreading: support researchers applying to a Research and doctoral supervision grant (PEDR).	(+/-) 37. Supervision and managerial duties	1st Quarter 2022	CAcFR + HR + Vice President of Research.	Proofreading available every year	COMPLETED	The last cohort to benefit from the PEDR dates from 2021. This grant has been replaced by the C3 component of the new compensation system for teaching and research staff (RIPEC) in 2022, with a dual evaluation by the CNU and at local level. This individual incentive is linked to activity performance and the professional commitment of staff in relation to all missions defined in article L.123-3 of the Education Code. It is subject to application and is awarded for a period of three years starting on 1 October of the year of application. Applicants may contact their peers for advice as and when required. At this stage, no request has been made for formal support in reviewing the application.
51	Suggest an indicator concerning page views on Toulouse INP's intranet, especially the DyP Service and Training Plan headings (to collect and exploit annual data).	(+/-) 39. Access to research training and continuous development	3rd Quarter of every year	Communications Service	Number of page views (annual data)	COMPLETED	This action could not be fully carried out due to the evolution of the institution's intranet in 2022, as well as the cyber-attack sustained by Toulouse INP in September 2022. It was decided that the monitoring of indicators initially planned was not relevant. The 2024 survey of researchers revealed that 66% of respondents were familiar with the institution's pedagogical engineers. Toulouse INP plans to raise awareness of the services offered by its pedagogical engineers (action #59).
52	Systematically include training courses offered by the Joint Documentation Service in Toulouse INP's training plan (e.g., data management plan, research identification)	7. Good practice in research	2 nd Quarter 2026	Joint Documentation Service	Training Plan + annual review of the HR Training unit	NEW	



53	Explore new ways of communicating within the institution to improve its effectiveness (targeted communication by category and theme: HR, research, etc.).	28. Career development	4th Quarter 2027	Communications department	Communication Plan	NEW	
54	Training people in charge of recruitment in the laboratories on recruitment principles (key points, processes, procedures) and developing a "Recruiters toolbox".	12. Recruitment and 10. Non discrimination	4th Quarter 2025	HR	Implementation of the toolbox	NEW	
55	Organize joint DRIP and HR meetings with laboratory staff to share best practices and raise awareness of DRIP and HR.	5. Contractual and legal obligations and 6. Accountability	3rd Quarter 2026	DRIP	Number of meetings per year	NEW	
56	Training of selection committee members in non-discriminatory and ethical selection criteria.	12. Recruitment and 14. Selection (Code)	1st Quarter 2026	HR	Presentation materials (e.g., video, power point, etc.)	NEW	
57	Updated and centralized information on mobility opportunities for staff on Mercure (international relations and research pages), with a new section ("I'm taking part in a mobility program") and links to relevant sections.	18. Recognition of mobility experience	2nd Quarter 2025	Communications department	Mercure sections updated	NEW	



58	With regard to prevention: upgrading of the listening programme and simplification of procedures (reporting, listening and case management)	34. Complaints/ appeals	4th Quarter 2025	Prevention advisor	Dedicated Mercure section	NEW	
59	Raise awareness of the services offered by the pedagogical engineers	38. Continuing Professional Development and 39. Access to research training and continuous development	4th Quarter 2026	Pedagogical Engineering Coordinator	Pedagogical Engineering Coordinator roadmap	NEW	
60	Reinforce IT security as part of the Digital Plan: ensure secure access to sensitive resources (such as servers or services) by strictly limiting access from external sources.	7. Good practice in research	2nd Quarter 2027	DSIN	Deploying a bastion security solution (Wallix)	NEW	
61	Developing an Open Science roadmap for Toulouse INP	7. Good practice in research	3rd Quarter 2025	OS advisor	Open Science roadmap developed in collaboration with the SCD and presented to the Research Commission	NEW	
62	Harmonize/establish a standard framework for post-doctoral contracts: establish "post-doctoral" contracts to simplify monitoring.	26. Funding and salaries	1st Quarter 2027	HR	Post-doctorate contract template in SIHAM software	NEW	

Comments on the implementation of the OTM-R principles

OTM-R principles have been embedded in the institution's human resources practices. The HR department has launched various projects as part of a quality approach, including the publication of an updated recruitment and contract renewal procedure for the institution in January 2024.

Job offers are published to ensure the widest possible number of applicants. They are published via various channels: national and European websites, social networks and professional networks.

Toulouse INP is committed to respecting diversity and inclusion in its recruitment process, examining applications on the basis of the applicant's qualifications, regardless of origin, gender, age, social status, sexual orientation, family situation, disability, ethnicity or any other discriminatory factor.

With this in mind, the Social Administration Committee approved in November 2024 the updated guidelines regarding the mobility of teachers, teacher-researchers and non-teaching and support staff.

4. IMPLEMENTATION PROCESS

General overview of the implementation process

Between 2021 and 2023, the implementation of all planned actions was delayed, due to the prioritization of crisis management during COVID, the launch of transformative projects and other actions impacting staff (RIPEC, RIFSEEP), but above all to the discussions surrounding the transformation of the institution into Centrale Toulouse Institut, which strongly mobilized the governance of the institution and its staff.

In addition, Toulouse INP experienced a cyber-attack in September 2022, which severely impacted the institution's operations and staff until January 2023.

The change of governance in 2024 provided an opportunity to revitalize the HRS4R project, by updating its comitology and reviewing all 51 actions planned for the 2019-2024 period.

How have you prepared the internal review?

The renewal review was prepared by the core HRS4R working group:

- Drafting annual progress reports submitted to the governance team,
- Monitoring indicators and identifying sources of verification,
- Follow-up of actions with their holders using the dedicated tool,
- Presentation of the various milestones to the members of the successive governing bodies, the Board and other institutional bodies.

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

In addition to the presentation meetings mentioned above, the new Toulouse INP governance team, with the support of the HRS4R core working group, conducted a survey of doctoral students, post-doctoral staff, Temporary teaching and research assistants (ATER), research engineers, associate professors, research officers, university professors and research directors between October 22 and November 4, 2024. The aim was to carry out an in-depth analysis of our practices and identify new priorities that could be included in the action plan for the next cycle.

We collected 188 exploitable answers, 74% of which were from people employed by Toulouse INP. All targeted categories were represented, as well as all laboratories and doctoral schools.

In summary, the survey highlights the following points:

- awareness of Toulouse INP's governing bodies, but limited knowledge of advisors (e.g., scientific integrity, secularism, ethics) or certain committees and programmes (e.g., listening programme, ethics committee)
- information on internal and external funding opportunities for research projects is known, but few people contact the DRIP
- very good knowledge and use of the HAL portal
- few staff have received training on HAL or on intellectual property
- lack of awareness of the data management services offered by the SCD
- only half of respondents were aware of the gender equality plan and the Charter on the right to disconnect
- recruitment procedures are well known and the processes in place guarantee equal treatment
- published job descriptions are clear, but respondents were not familiar with the EURAXESS portal
- gaps in the training of selection committee chairpersons and recruitment panel members
- respondents were not familiar with the 'Career Mobility' and 'Training, Recruitment, Competitive Examinations' HR units
- respondents were not made aware of job opportunities at Toulouse INP
- a large majority of associate professors, research officers, university professors and research directors did not have career development reviews in 23/24, but research engineers and post-docs did have performance interviews and all doctoral students were monitored by an individual supervision committee
- doctoral students and post-docs are recognised as researchers in their own right and receive mentoring from experienced researchers
- respondents are well aware of the presence of a social worker
- half of doctoral students are unaware that Toulouse INP subsidises part of the cost of meals at CROUS or at the CNRS
- doctoral students are not aware that they can contact the listening programme
- the disciplinary section and appeal procedures are not known
- respondents say they are aware that Toulouse INP has implemented measures to promote professional development, yet Toulouse INP's training plan is not sufficiently well known and few respondents have attended training courses offered by Toulouse INP
- information on training opportunities is mainly received by email and directly from laboratory management
- pedagogical engineers are clearly identified by associate professors and university professors
- respondents are aware of the security measures in place in their laboratory and know who the prevention assistants are
- half are not familiar with their laboratory's computer backup practices
- most respondents have access to a newsletter and the information it contains is considered useful
- Planete is better known than Mercure and is used daily by a large number of associate professors, university professors and doctoral students

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

The comitology of the HRS4R project was reviewed with the new governance in September 2024, in order to identify the people who could be directly involved in the implementation and monitoring of the actions:

- Political sponsor of the project: Vice-President for Research. His role is to ensure that the new HRS4R action plan is consistent with Toulouse INP's strategy and to present the project to Toulouse INP's governing bodies.
- The HRS4R Steering Committee is composed of members of the President's Office (statutory vice-presidents, school directors, Director of Services and HR director). Its role is to approve all planned actions, in order to ensure that they are in line with Toulouse INP's strategy.

HRS4R actions are also presented to the Board and the Operational Research Committee to inform elected representatives.

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?

Since 2019, the actions resulting from the HRS4R award have been consistent with the institution's key human resources initiatives, namely the gender equality plan, the ISO 9001 certification of schools and laboratories, the Contract of Objectives, Resources and Performance (COMP) for 2025-2027 and the institution's Strategic Plans (Disability Plan, Digital Plan, DDRS Plan and Multiannual Estate Strategy Plan).

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

The core HRS4R working group (VP Research, VP of the Board, Quality, HR, DRIP, Communications departments) monitors the implementation of actions, centralises and drafts all documents required for internal audits and renewal submissions, and submits annual progress reports.

How are you monitoring progress (timeline)?

The core working group holds regular meetings with the people in charge of implementing the actions in order to review progress.

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

The quality department regularly updates the action monitoring tool implemented since 2019, and progress is reported not only to the steering committee but also to other committees and commissions.

How do you expect to prepare for the external review?

The renewal assessment will be coordinated by the HRS4R core working group, under the supervision of the Steering Committee. The proposed methodology has been developed by the working group, in accordance with HRS4R guidelines. This methodology ensures that the institution's researchers are actively involved, as well as the support services for research activities. All staff at the institution have been informed of the methodology, the timetable and the new action plan. All documents are available online on the institution's intranet. A contact form also allows all staff to ask questions or make suggestions to the quality department.