

TEMPLATE 1 – GAP ANALYSIS

Name Organisation under review: Institut Curie Research Center (ICRC)

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SUBMISSION DATE: 12th May 2017

DATE ENDORSEMENT CHARTER AND CODE: 12TH MAY, 2016

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

PROCESS (MAX. 300 WORDS)

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: e.g. names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

A HRS4R dedicated steering committee (Deputy Director, HR Director, Training Unit Director, HR Director of Paris Sciences et Lettres) monitored the gap analysis (meeting dates: 01/04; 15/04; 30/04; 13/05; 03/06). Communication was made through managerial steering bodies (e.g. the 10/06) and the works council.

We set up specific exchanges with already acknowledged institutions (UCL/Belgium; EU-Life network) to benefit from their experience.

A consulting firm was mandated to carry out an unbiased gap analysis, so that unanticipated gaps could be identified. For every item of the charter and the OTM-R, current practices were identified on the basis of internal procedures and the extent of their application (based on interviews with the HR Director, the CIO, the Training Unit Director and the Deputy Director). The steering committee decided that current practices of three topics required to be further investigated: ethics (including traceability and reproducibility), postdoctoral recruitment and career development.

Accordingly, the consulting firm conducted in-depth interviews (from April 20th to June 28th) with researchers (representative of every managerial ranks and research areas)

- Domain Coordinators : M. Amor-Gu ret , S. Vagner, E. Heard , E. Barillot, B. Goud, S. Roman
- Unit Directors : M. Dahan , L. Johannes
- Team Leaders : V. Soumelis, F. Perez, J. Salamero, S. Baulande, E. Barillot

¹ The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.

² For a description of R1-R4, please see

http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

Finally, the consulting firm confronted all the current practices with the HRS4R criteria in order to flag the gaps.

Overall our methodology included the involvement of the 4 ranges of researchers via

- direct involvement of R3 and R4 through the consultation of 13 researchers (the above-mentioned researchers, plus the Training Unit Director who is also a research Team Leader)
- indirect involvement of the PhD (through the Training Unit, which is responsible for the PhD Program) and the postdocs (through Team Leaders who work closely with the postdocs)

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

3. Actions

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

							Initial submission	Re-Submission indicators
Action plan	Charter & code principles For the recruitment and the OTM-R, the researcher range (R1, R2, R3, R4) concerned by the action is in parenthesis	Category	Title action	Action description	Time table	Responsible Unit	Indicator(s) / Target(s)	Indicator(s) / Target(s) modifications appear in blue
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral career development resources	Assesment of the appropriateness of the IC available resources for career development Design and implementation of corrective actions	For 2017, the assesment of the appropriateness of IC resources is based on two surveys rolled out in 2016 (one survey managed by the Training Unit and the LIBRA survey). For the following years, the means of assesment may evolve according to the needs. The design and the implementation of the corrective actions will be coordinated by the HR and the Training Unit.	annually	Training Unit	Post docs and team leaders' appreciation of the career development resources available at IC	Post docs and team leaders' level of appreciation of the IC career development resources in regards to their needs (annual indicator)
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral career development self-report	Design of the career development generic form and the related process	Design of the process including : - the career development generic form according to the postdoctoral needs and the current practices (professional interview framework, research grant framework etc.) - the generic process from the fulfillment of the form, through the exchange with the leader, to the HR consolidation - the ways of monitoring the process - the impacts of the process on other current actions (e.g. integration of the presentation of the process during the training track of the team leaders)	2017 - Q4	HR	Achievement of the action	Design of the process (Yes/No)
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral career development self-report	Pilot phase - Process implementation	First execution of the process among a defined group of post docs (e.g. post docs with 6-9 months tenure)	2018 - Q2	HR	Achievement of the action	Number of career development forms fulfilled by the post docs belonging to the defined group, by Q1 of 2018
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral career development self-report	Assesment of the process and implementation of corrective actions	Assesment of the first execution. If needed, design and execution of corrective actions	2018 - then annually	HR	Post docs and team leaders' appreciation of this process	Postdocs and team leaders' level appreciation of the new process (survey addressed to the individuals concerned by the experiment)
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral career development self-report	Generalization to every post doc	Monitoring the implementation of the process for every post doc. Some derogations may be identified (e.g. for post docs with a IC contract coming shortly to an end and/or who have already a job offer)	2019 - Q2	HR	Career development forms fulfilled	Number of career development forms fulfilled
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral mentoring	Design of the mentoring process	Design of the process including : - the identification of the mentor profile (e.g. experience range) - the role of the mentor (in addition of the role carried out by the team leader) - the means of the choice of the mentors - the ways of monitoring the process - the impacts on other current practices (e.g. adding the presentation of this process to the information package provided to the post docs at their arrival at IC) - the change management actions to carry out	2017 - Q2	Training Unit	Achievement of the action	Design of the process (Yes/No)
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral mentoring	Implementation of the process	Every post doc is asked to choose a mentor. Some derogations may be identified (e.g. for post docs who have already a job offer)	2018 - Q1	Training Unit	Achievement of the action	Number of post docs who have chosen a mentor
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral mentoring	Process assesment and corrective actions	Carrying out the assesment of the process and implementation of corrective actions if needed	2018 - then annually	Training Unit	Post docs and team leaders' appreciation of this process	Level of post docs and team leaders' appreciation of this process (annual indicator)
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral representatives	Design of the postdoctoral representatives process	Design of the process including : - the process of selection of the representatives - the role of the representatives - the ways of monitoring the process - the impacts on other current practices (e.g. adding the presentation of this process to the information package provided to the post docs at their arrival at IC) - the change management actions to carry out	2017 - Q1	Training Unit	Achievement of the action	Design of the process (Yes/No)

Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral representatives	Implementation of the process	Identification of the postdoctoral representatives	2017 - Q4	Training Unit	Achievement of the action	Postdoctoral representatives identified (Yes/No)
Action plan 3 - Postdoctoral career development	#28. Career development #30. Access to career advice	Postdoctoral representatives	Process assesement and corrective actions	Assesement of the process and implementation of corrective actions if needed	2018 - then annually	Training Unit	Post docs and team leaders' appreciation of this process	Level of Post docs and team leaders' appreciation of this process (annual indicator)

Action plan 2 - OTM-R / recruitment	OTM-R (R2) #11. #12	Generic postdoctoral job offer	Design of the generic postdoctoral job offer	Re-designing the generic postdoctoral job offer taking into account the OTM-R policy and the outcomes of the recruitment workshop	2017 - Q1	HR	Achievement of the action	Re-design of the postdoctoral job offer (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #13-15	Consolidation process of all the postdoctoral job offers	Design of the consolidation process of all the postdoctoral job offers	Design of the process allowing the HR to monitor the following recruitment steps - Generic template utilisation - Advertisement at least on IC website, in addition to usual websites - Removal of the expired job offers	2017 - Q4	HR	Achievement of the action	Design of the process (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #13-15	Consolidation process of all the postdoctoral job offers	Implementation of process - pilot phase	Beginning of the implementation of the process on a defined perimeter	2017 - Q4	HR	Number of job offers following the designed process	Initiation of the implementation (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #16-19	Selection committee	Establishing the selection committee policy	Writing the selection committee policy including - the training means for the members of the selection committee - the composition of the committee	2017 - Q4	HR	Achievement of the action	Selection committee policy (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R1) #23	OTM-R as a whole	Annual assessment of the OTM criteria of the PhD recruitment	Continuous improvement of the recruitment policy, based on the code, the OTM-R toolkit and the OTM-R criteria	2017 - Q2 then annually	Training Unit	Increase of the OTM-R indicators	Number of the OTM-R items covered (in relation to the PhD recruitment) Number of the charter principles (related to the recruitment of the PhD) covered
Action plan 2 - OTM-R / recruitment	OTM-R (R3-R4) #23	OTM-R as a whole	Annual assessment of the OTM criteria of leaders recruitment	Continuous improvement of the recruitment policy, based on the code, the OTM-R toolkit and the OTM-R criteria	2017 - Q2 then annually	HR	Increase of the OTM-R indicators	Number of the OTM-R items covered (in relation to the R3 and R4 recruitment) Number of the charter principles (related to the recruitment of the R3 and R4) covered
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #23	Consolidation process of all the postdoctoral job offers	Assesment of the pilot phase	Assesment of the pilot phase and identification of corrective actions	2018 - Q3	HR	Achievement of the action	Number of job offers following the designed process
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #13-15	Consolidation process of all the postdoctoral job offers	Implementation of the process - generalization phase	Implementation of the process for every postdoctoral recruitment	2018 - Q4	HR	Number of job offers following the designed process	Number of job offers following the designed process
Action plan 2 - OTM-R / recruitment	OTM-R (R1) #1	OTM-R policy	Online publication of the OTM-R policy for the R1	Online publication of the OTM-R policy. The policy will be then updated annually if needed	2018 - Q1 then annually	Training Unit	Achievement of the action	Annual online publication of the updated OTM-R policy (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R3-R4) #1	OTM-R policy	Online publication of the OTM-R policy for the R3-R4	Online publication of the OTM-R policy. The policy will be then updated annually if needed	2018 - Q1 then annually	HR	Achievement of the action	Annual online publication of the updated OTM-R policy (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #1	OTM-R policy	Online publication of the OTM-R policy for the R2	Online publication of the OTM-R policy. The policy will be then updated annually if needed	2018 - Q4 then annually	HR	Achievement of the action	Annual online publication of the updated OTM-R policy (Yes/No)

Action plan 2 - OTM-R / recruitment	OTM-R (R2) #2-10. #20-23	OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Design of the OTM-R process of postdoctoral recruitment	Design of this process including all the criteria listed by the OTM-R (criteria and toolkit) For example : - the information provided to candidates (at the reception of their application, if their application is refused etc.) - the means for training all the actors involved in the postdoctoral recruitment process - the indicators of this process The use of a e-tool will be examined for the implementation of this process. If successful, it may be generalized to the recruitment of other profiles (R1. R3 and R4)	2019 - Q4	HR	Achievement of the action	Design of the process (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #2-10. #20-23	OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Implementation of process - pilot phase	Beginning of the implementation of the process on a defined perimeter	2020 - Q2	HR	Number of job offers following the designed process	Initiation of the implementation (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #2-10. #20-23	OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Assesment of the pilot phase	Assesment of the pilot phase and identification of corrective actions	2020 - Q4	HR	Achievement of the action	Number of job offers following the designed process
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #2-10. #20-23	OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Implementation of the OTM-R process of postdoctoral recruitment - generalization	Generalization of the execution of the process	2021 - Q3	HR	Number of job offers following the designed process	Initiation of the implementation (Yes/No)
Action plan 2 - OTM-R / recruitment	OTM-R (R2) #2-10. #20-23	OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Assesment and continuous improvement	Annual assesment and continuous improvement	2022 - Q2	HR	Increase of the OTM-R indicators	Number of job offers following the designed process

Action plan 4 - additional actions	#2. Ethical principles	Additional action plan	The French National Charter for Research Integrity is not enough known among the ICRC researchers	Communication actions, in particular, to newcomers:-> Systematic distribution of the charter in the entry documents to each person (integrated in the information sheets) -> reminder of the existence of this charter in courses on scientific integrity	2017 - Q2	HR	Achievement of the action	Inclusion of the charter in the newcomer package (Yes/No) Inclusion of the charter in the syllabus of the science integrity course (Yes/No)
Action plan 4 - additional actions	#24. Working conditions	Additional action plan	The proportion of the employment of workers with disabilities is not sufficient and should be increased	Establishment of a collective agreement on the employment of disabled workers: - internal communication plan to sensitize staff and demystify disability and recall accompanying measures (ex : adjustments on workstation,...) for employees with disabilities - display in our ads of the accessibility of our jobs to people with disabilities.	2017 - Q4	HR	Increase of the employment of workers with disabilities	Number of employees with disabilities
Action plan 4 - additional actions	#26. Funding and salaries	Additional action plan	Confirmation of the attractiveness of researcher's salaries	Implementation of a study on post-doctoral researcher's salaries within research organizations in France and in Europe	2018 - Q1	HR	Achievement of the action	Comparison of ICRC salaries with salaries of researchers from other research organizations (Yes/No)
Action plan 4 - additional actions	#27. Gender balance	Additional action plan	There is an unbalanced gender representation at the management level of research units.	Participation of ICRC to the European program LIBRA on gender balance Articulation of the principles stemming from this project with the agreement on the equality professional set up at the level of IC / Adaptation of this agreement to take into account proposals stemming from the program LIBRA	2017 - Q2	HR - International relations Department	Achievement of the action	Percentage of women at the management level of research units (Yes/No)
Action plan 4 - additional actions	#34. Complain/appeals	Additional action plan	A process of conflict resolution should be designed	Determine a person within the workgroup on the psychosocial risks in charge of the people who can be requested by employees in case of conflict. Scientific conflict: implementation of a mediation with scientific experts of the domain (internal and/or external)	2018 - Q1	HR	Achievement of the action	Appointment of a ombudsman (Yes/No) For scientific conflict : implementation of the committee (Yes/No)
Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability	Assesment of the needs of the IC research labs and software development	Assesment of the needs of IC research labs, in particular based on the current uses of the eLabftw (at IC or other institutions). Development of eLabftw evolutions if appropriate. Establishment of the uses of eLabftw.	2017 - Q4	IT System Department	Achievement of the action	The extent to which all the ICRC research fields are covered (e.g. biology, chemistry, mathematics...) for the assesment of the needs
Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability	Data management policy	Design of the data management policy, in particular in regards to the uses of eLabftw	2018 - Q1	IT System Department	Achievement of the action	Data management policy design (Yes/No)
Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability	Intellectual property policy	Establishment of this policy in regards to the uses of eLabftw. If needed, the intellectual property related to reproducibility is also investigated.	2017 - Q4	DVPI	Achievement of the action	Intellectual property policy design (Yes/No)
Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability	Security of data policy	Establishment of this policy in regards to the uses of eLabftw. If needed, the security of data related to reproducibility is also investigated.	2017 - Q4	IT System Department	Achievement of the action	Security of data policy design (Yes/No)
Action plan 1 - reproducibility and data traceability	#6. Accountability	Reproducibility	Reproducibility policy	Assesment of the needs of IC research labs, in particular based on the current practices (e.g. GitLab is already used by some researchers). Policy design.	2017 - Q4	IT System Department	Achievement of the action	Reproducibility policy design (Yes/No)
Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability + Reproducibility	Pilot phase - implementation	Implementation of the overall traceability and reproducibility policies on a pilot group of research labs	2018 - Q2	IT System Department	Traceability and reproducibility of the experiments of the concerned research labs	Percentage of the the research labs of the pilot phase following the traceability and reproducibility policies

Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability + Reproducibility	Pilot phase - assesement	Assesement of the pilot phase and implementation of corrective actions if needed	2018 - Q2	IT System Department	Achievement of the action	Quality of the traceability and reproducibility of the experiments of the research labs of the pilot phase : Do the experiments of the research labs of the pilot phase contain all documents needed for its repetition or reprocutibility (yes / no) ?
Action plan 1 - reproducibility and data traceability	#6. Accountability	Traceability + Reproducibility	Generalized implementation	<ul style="list-style-type: none"> - Successive implementations of the traceability and reproducibility policies. Some derogations may apply (e.g. for some types of experiments already using extensive methods of traceability) - Each implementation is followed by an assesement in order to take any needed corrective actions - The traceability and reproducibility policies are updated if needed - Furthermore, the impacts on other processes is evaluated as much as needed in order to align every IC actions (e.g. training offer) with the traceability and reproducibility policies 	2019 - Q4	IT System Department	Traceability and reproducibility of the experiments	Quality of the traceability and reproducibility of the experiments