

## TEMPLATE 2: HR STRATEGY - ACTION PLAN

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

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Web link to published version of organisation's HR Strategy and Action Plan:

<https://science.curie.fr/vers-labellisation-hr-excellence-in-research/>

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### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	613
Of whom are international (i.e. foreign nationality)	283
Of whom are externally funded (i.e. for whom the organisation is host organisation)	333
Of whom are women	333
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	206
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	211
Of whom are stage R1 = in most organisations corresponding with doctoral level	196
Total number of students (if relevant)	39
Total number of staff (including management, administrative, teaching and research staff)	1132
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	73.246 K€
Annual organisational direct government funding (designated for research)	8.928 K€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	29.494K€
Annual funding from private, non-government sources, designated for research	8.848K€

***ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)***

Institut Curie (IC) is a private non-profit organization that combines a leading European cancer research center with a hospital complex specialized in cancer treatment.

Its missions are to facilitate the transition from research to clinical application and develop therapeutic and diagnostic techniques.

IC has over 3,000 scientists, physicians, clinicians, technicians and administrative staff working on three sites (Paris, Orsay and Saint-Cloud), including around 1100 people at the ICRC.

The ICRC encompasses 12 research units organized into 4 scientific domains that are interconnected thanks to transversal activities, such as the Department of Translational Research and Clinical Research.

## **2. NARRATIVE (MAX. 2 PAGES)**

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current policy and practice under the four thematic headings of the Charter and Code at your organization.

### **Theme 1: Ethical and professional aspects (items 1 to 11)**

IC has signed the French National Charter for Research Integrity, signed also by INRA, INSERM, CNRS to name a few. It concerns all researchers forming part of the signatory institutions. This Charter is well aligned with the main international texts in this field: the European Charter for Researchers (2005); the Singapore Statement on Research Integrity (2010); the European Code of Conduct for Research Integrity (ESF-ALLEA, 2011). The Charter falls within the reference framework put forward in the European research and innovation program, HORIZON 2020. This Charter includes articles about reliability of research work, communication of research work and freedom of expression, responsibility in collective work, impartiality and independence in assessment and expertise, collaborative work and plurality of activities, training.

The dissemination of research integrity is reinforced by the presence of a course dedicated to scientific integrity, which is mandatory for all PhD students. This course is also open to every researcher of the institution. Moreover, research labs have implemented good practices on this matter, such as independent data manipulation, data management, external assessment of the analysis to name a few. Regarding the experimentation on animals, there is an ethics committee on animal experimentation since 2013.

A dedicated Project-based Grants Department (Service du Financement sur Projets - SFP) is in charge of helping researchers on funding. They manage and spread the knowledge required for funding, with, for example, a dedicated intranet.

On the subject of external scrutiny, ICRC is part of IC, which is a public benefit foundation. As such, the institution is required to carry out a sound, transparent and efficient financial management.

Finally, ICRC disseminates its research through numerous means either towards non-scientific public (e.g. regular conferences designed for wide audience, hosting of school students in research labs) or towards the scientific community (e.g. in 2015, 545 medical and scientific articles have been published in leading international journals – source InCites data 2015).

The lack of knowledge of the French National Charter for Research integrity, as well as the traceability and reproducibility are the main avenues of improvement, which are addressed in the action plan 4 (additional actions) and the action plan 1 (reproducibility and data traceability).

### **Theme 2: Recruitment (principles 12 to 21)**

According to the type of position, there are specific tracks of recruitment. For PhD, the recruitment is part of the International PhD Program H2020 Co-Fund (IC3i). The recruitment of postdoctoral positions is managed directly by the research units and teams. Finally, the recruitment of managing and/or permanent positions are decided between ICRC and the national supervisory agencies of the concerned mixed research units. Standard recruitment includes notably open call, selection

committee, and a number of means for evaluating the applicants (e.g. face to face interviews, seminar).

ICRC can improve its recruitment processes especially regarding the postdoctoral candidates. The action plan 2 (OTM-R / recruitment) present all the actions related to the recruitment.

### **Theme 3: Working conditions (principles 22 to 35)**

Working conditions cover a variety of topics, which are addressed by several ways by ICRC. For example, a specific position has been created in order to ensure that the health and safety conditions are adequate. Flexible working arrangements, such as part-time and teleworking, have been made more visible and accessible to ICRC employees, with explicit rules of application. Gender balance, salaries, to name a few are notably regulated within collective agreements.

For several years, ICRC has increased the women proportion in the organization. However, there is still an over representation of men at the research management positions. Moreover, the proportion of disabled employees should be increased. Please see the action plan 4 (additional actions) for further information about the planned actions.

### **Theme 4: Training (principles 36 to 40)**

ICRC has a training unit entirely devoted to managing, organizing and promoting the institute's advanced training mission. The unit offers a wide variety of courses—technical, multidisciplinary, international, general and more—in an environment highly conducive to learning. The training unit relies on its network of training representatives (one in each research unit) to collect the needs of training and get the feedback of the researchers about the appropriateness of the training offers.

Moreover, specific actions are dedicated to provide career advice and guidance for all ranges of researchers. Nevertheless, ICRC should focus on increasing the means of postdoctoral career development. The action plan 3 (Postdoctoral career development) presents in detail the actions related to the improvement of the postdoctoral career development at ICRC.

### 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).

Category	Title action	Action description	Timetable	Responsible Unit	Indicator(s) / Target(s)
Postdoctoral career development resources	Assessment of the appropriateness of the IC available resources for career development  Design and implementation of corrective actions	For 2017, the assessment of the appropriateness of IC resources is based on two surveys rolled out in 2016 (one survey managed by the Training U*nit and the LIBRA survey).  For the following years, the means of assessment 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
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 fulfilment 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) - the change management actions to carry out	2017 - Q3	HR	Achievement of the action
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 - Q1	HR	Achievement of the action

Postdoctoral career development self-report	Assessment of the process and implementation of corrective actions	Assessment 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
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 - Q1	HR	Career development forms fulfilled
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
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)	2017 - Q4	Training Unit	Achievement of the action
Postdoctoral mentoring	Process assessment and corrective actions	Carrying out the assessment of the process and implementation of corrective actions if needed	2018 - then annually	Training Unit	Post docs and team leaders' appreciation of this process

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
Postdoctoral representatives	Implementation of the process	Identification of the postdoctoral representatives	2017 - Q3	Training Unit	Achievement of the action
Postdoctoral representatives	Process assessment and corrective actions	Assessment of the process and implementation of corrective actions if needed	2018 - then annually	Training Unit	Post docs and team leaders' appreciation of this process
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
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 - Q3	HR	Achievement of the action
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 - Q3	HR	Number of job offers following the designed process
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 - Q3	HR	Achievement of the action

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
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
Consolidation process of all the postdoctoral job offers	Assessment of the pilot phase	Assessment of the pilot phase and identification of corrective actions	2018 - Q1	HR	Achievement of the action
Consolidation process of all the postdoctoral job offers	Implementation of the process - generalization phase	Implementation of the process for every postdoctoral recruitment	2018 - Q3	HR	Number of job offers following the designed process
OTM-R policy	Online publication of the OTM-R policy	Online publication of the OTM-R policy. The policy will be then updated annually if needed	2017 - Q4 then annually	Training Unit	Achievement of the action
OTM-R policy	Online publication of the OTM-R policy	Online publication of the OTM-R policy. The policy will be then updated annually if needed	2017 - Q4 then annually	HR	Achievement of the action
OTM-R policy	Online publication of the OTM-R policy	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

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
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
OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Assessment of the pilot phase	Assessment of the pilot phase and identification of corrective actions	2020 - Q4	HR	Achievement of the action
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

OTM-R process of postdoctoral recruitment <i>in partnership with PSL</i>	Assessment and continuous improvement	Annual assessment and continuous improvement	2022 - Q2	HR	Increase of the OTM-R indicators
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
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 - Q3	HR	Increase of the employment of workers with disabilities
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	2017 - Q4	HR	Achievement of the action
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
Additional action plan	A process of conflict resolution should be	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	2017 - Q4	HR	Achievement of the action

	designed	domain (internal and/or external)			
Traceability	Assessment of the needs of the IC research labs and software development	Assessment of the needs of IC research labs, in particular based on the current uses of the eLabftw (at IC or other institutions) and propositions of electronic lab booklets. Development of electronic lab booklet evolutions if appropriate. Establishment of the uses of electronic lab booklets.	2017 - Q3	IT System Department	Achievement of the action
Traceability	Data management policy	Design of the data management policy, in particular in regards to the uses of electronic lab booklets	2017 - Q3	IT System Department	Achievement of the action
Traceability	Intellectual property policy	Establishment of this policy in regards to the uses of electronic lab booklets. If needed, the intellectual property related to reproducibility is also investigated.	2017 - Q3	DVPI	Achievement of the action
Traceability	Security of data policy	Establishment of this policy in regards to the uses of electronic lab booklets. If needed, the security of data related to reproducibility is also investigated.	2017 - Q3	IT System Department	Achievement of the action
Reproducibility	Reproducibility policy	Assessment 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 - Q3	IT System Department	Achievement of the action
Traceability + Reproducibility	Pilot phase - implementation	Implementation of the overall traceability and reproducibility policies on a pilot group of research labs	2018 - Q1	IT System Department	Traceability and reproducibility of the experiments of the concerned research labs
Traceability + Reproducibility	Pilot phase - assessment	Assessment of the pilot phase and implementation of corrective actions if needed	2018 - Q1	IT System Department	Achievement of the action

Traceability + Reproducibility	Generalized implementation	<ul style="list-style-type: none"> <li>- 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)</li> <li>- Each implementation is followed by an assessment in order to take any needed corrective actions</li> <li>- The traceability and reproducibility policies are updated if needed</li> <li>- 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</li> </ul>	2019 - Q4	IT System Department	Traceability and reproducibility of the experiments
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As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

The action plan concerning the recruitment has been designed on the basis of gap analysis and the OTM-R principles. For example, it includes an annual review of the recruitment processes based on the OTM-R check-list and the publication of the subsequent policy. For additional information, please see the action plan 2 (OTM-R / Recruitment)

#### **4. IMPLEMENTATION (MAX. 1 PAGE)**

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

- Do you have an implementation committee and/or steering group regularly overseeing progress? How will your organisation ensure that the proposed actions will also be implemented? / How will you monitor progress?

In line with the method used for the gap analysis (see § process of the gap analysis), a HRS4R steering committee oversaw the progress of the action plan step. It included the Deputy Director, the HR Director, the Training Unit Director, the ICRC Scientific Attaché and the team leader responsible for the postdoctoral career development actions plan. For the following HRS4R steps, ICRC will maintain a steering committee in order to oversee the project progress during the implementation process. Its missions will be to monitor and ensure the implementation of the actions.

Additionally, ICRC will identify one responsible for each action. As mentioned below, there are four main actions plan (recruitment, postdoctoral career development, reproducibility and traceability and an additional action plan) that gather all the HRS4R identified actions. Each action plan is monitored by one responsible, who reports to the steering committee.

- How do you involve the research community, your main stakeholders, in the implementation process?

As for the gap analysis and the action plan steps, ICRC will involve researchers representing all the organization. If needed for the implementation step, working groups will be held. This method has been proven to be fruitful during the action plan step: working groups (involving representatives of all the types of researchers) designed the action plan for the recruitment, the postdoctoral career development and the reproducibility/traceability. Afterwards, these action plans had been submitted to the HRS4R steering committee for approval.

The HRS4R action plan include several actions concerning the postdoctoral recruitment and career development. Consequently, it is expected that post docs and their managers will be largely involved in the process.

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

To ensure the project success, ICRC had the full backing of the upper management, such as the Director, the Deputy Director and the Director of the HR department. In 2015, the IC Board of Directors approved the implementation of the HRS4R as part of the HR priorities.

- How do you expect to prepare the internal and external review?

The steering committee will be in charge of monitoring the progress of the project and hence to prepare the reviews. Furthermore, numerous assessments are already planned on a regular basis in order to measure the quality of these progresses, as presented in the action plan.