HRS4R label
(Human Resources Strategy for Researchers)

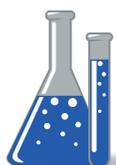**Action plan**

INSTITUT PASTEUR

Action plan

In August 2020, the Institut Pasteur officially embarked on its Human Resources Strategy for Researchers accreditation process in line with Priority 3 of its 2019-2023 strategic plan: *Work more effectively together and empower each individual so as to create an attractive, collaborative working environment.*

Following a year's collaborative work, it has been possible to review practices at the Institut Pasteur and draw up the action plan set out below to ensure closer alignment with European Commission recommendations and objectives in the following five key areas:

01 Research ethics

02 Interactions between science and society

03 Recruitment and employability

04 Working conditions

05 Research management and training

The action plan is currently being validated by the European Commission, which will issue the HR Excellence in Research accreditation on approval of the plan.

Access the summary of the action plan

Access the full action plan

Summary of the action plan by area and objective

AREA	OBJECTIVES	MEASURES
01 Research ethics	**1. Encourage individual and collective assimilation of ethical principles**	1. Review training facility on research involving human subjects, human samples and/or personal data, and improve the visibility of training on research ethics (animal and human), best clinical research practice, and ethics in general 2. Develop tools to enable scientists to integrate and apply principles of professional conduct 3. Update the Ethics Charter 4. Develop a clear communication strategy on ethical issues for the campus
02 Interactions between science and society	**2. Develop interactions with society**	5. Promote an increased sense of social responsibility 6. Develop collaborations and public-oriented events
03 Recruitment and employability	**3.1 Formalize recruitment procedures for each category (R1 to R4)**	7. Establish an OTM-R policy and disseminate it on our website 8. Draw up a guide on recruiting PhD students (R1) and post-doctoral fellows (R2) 9. Improve dissemination of recruitment procedures for categories R3 and R4 (permanent or contract scientists and engineers, G5 leaders and unit heads)
	3.2 Draw up and disseminate rules on recruitment committees	10. Draw up and disseminate OTM-R rules on recruitment committees (R1 to R4)
	3.3 Draw up a transparent list of selection criteria for each category	11. Draw up a list of weighted selection criteria and disseminate it to candidates prior to selection (R1 to R4)
	3.4 Improve support and professional development for scientists	12. Improve support and professional development for all categories: PhD students (R1), post-doctoral fellows (R2), permanent scientists and engineers (R3/R4)
	3.5 Prepare scientists to acquire the key skills of tomorrow	13. Conduct a study on the research environment's trends to identify their impacts on the professions of scientist, engineer and technician and the associated skill development and training requirements

AREA	OBJECTIVES	MEASURES
04 Working conditions	**4.1 Improve the quality of working life**	14. Promote work-life balance 15. Improve the quality of working life 16. Take measures to facilitate access for disabled people 17. Improve communication on available tools and resources for preventing sensitive situations and harassment
	4.2 Disseminate a general notice on pay policy	18. Step up communication on pay policy objectives and pay reviews
	4.3 Improve gender balance measures	19. Step up communication on future measures planned by the Women and Science Working Group 20. Consider the introduction of quotas for recruitment
	4.4 Increase interaction between scientists/support departments and communication on available services	21. Improve the visibility of services provided 22. Increase the visibility of available services and rules on intellectual property
05 Research management and training	**5.1 Develop a mentoring programme for all career levels**	23. Develop a mentoring system for all career levels
	5.2 Consolidate the role of supervisors/managers	24. Introduce mandatory management training for all supervisors, thesis/internship supervisors, and individuals in supervisory roles

01 **Research ethics**

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
1. 1. Encourage individual and collective assimilation of ethical principles *2. Ethical principles* *6. Accountability* *7. Good practice in research*	**1. Review training facility on research involving human subjects, human samples and/or personal data and improve the visibility of training on research ethics (animal and human), best clinical research practice, and ethics in general**: this training will be aimed at scientists and support departments: review existing training; propose an accelerated or MOOC-type version; rerun a «Research on Human Beings and Applied Ethics» course; raise awareness among newcomers while also adopting formats based on career stage, audience and objectives pursued	S2 2022	**Lead**: Legal Affairs Department - Ethics Unit **Also involved:** Data Protection Officer, Health Center (Legal Affairs Department), Training Center - HR Department	- Working meetings to review training provision - Available training - Number of courses delivered - Number of newcomers trained
	2. Develop tools to enable scientists to integrate and apply professional conduct principles: introduce training on issues related to scientific integrity and internal procedures promoting scientific integrity and preventing any breaches	S1 2022	**Lead**: Legal Affairs Department - Ethics Unit **Also involved:** Scientific Integrity and Conciliation Committee ; Department for Internal Audit and Control	- Audit of the CISC - Improvement measures identified based on the results of the audit - Training delivered

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
	3. Update the Ethics Charter: last updated in 2012, the Ethics Committee restarted the process of creating a «brief» and «clear» Ethics Charter in 2015; develop the Charter based on principles; implement a process for scientists and support staff to assimilate this charter (cross-disciplinary approach), e.g. by initiating discussions on specific cases reflecting the principles of the Charter	S1 2022	**Lead** : Legal Affairs Department - Ethics Unit	- Publication of the new Ethics Charter - Meetings to discuss the charter and specific cases
	4. Develop a clear communication strategy on ethical issues for the campus: clarify the scope of ethics from a responsible research perspective and organize information available on the intranet by issue type (animal ethics, human ethics, ethics regarding research funding, etc.); enable Institut Pasteur staff to identify contacts within the institute and the appropriate committee and to be kept informed of rules governing each field	S1 2023	**Lead:** Legal Affairs Department - Ethics Unit **Also involved:** Department of Communications and Fundraising; Legal Affairs Department - Health Ethics Compliance Department	- Clear and well-organized intranet page - Contacts specified on the intranet page

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Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
2. Develop interactions with society *3. Professional responsibility* *9. Public engagement*	**5. Promote an increased sense of social responsibility:** further structure the Science and Society Working Group, whose purpose is to encourage scientists to interact with the public; continue to organize «Science and Society» seminars and courses and public debates to discuss research, results, and societal impacts; capitalize on the involvement of the Department of Communications and Fundraising in «Science and Society» events	S2 2022	**Lead:** President's Private Office **Also involved:** Science and Society Working Group; Department of Communications and Fundraising; Department of Education	- Working meetings to structure the Science and Society group - Intranet page with details of measures taken by the Science and Society Working Group - Measures to publicize organized events - Number of Science and Society seminars/ courses organized
	6. Develop collaborations and public-oriented events: create a space for scientific outreach and cultural activities (2025 Institut Pasteur Museum project currently under development) open to all types of users (internal, external, visitors) to enhance education on life sciences and promote the benefits and need for research; organize open days if possible in light of the public health situation; publish non-specialist science books aimed at e.g. young readers (partnership with the publisher Nathan)	S2 2025 S2 2022 (open days will be held if possible in light of the public health situation)	**Lead**: Department of Communications and Fundraising **Also involved:** Department of Education (DE)	- Opening of new contemporary scientific outreach spaces (building currently being renovated, work scheduled between 2021 and 2024) - Creation of dedicated spaces for temporary exhibitions - Construction of a 120-seater lecture hall - Changes to the existing museum shop to increase its offering and impact - Creation of a pleasant cafeteria area - Structured offerings for all visitors (and our various user categories) - Special offering designed for school students - Number of open days organized - New public digital conference organized - Non-specialist scientific book published

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Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
3.1 Formalize recruitment procedures for each category (R1 to R4) *12. Recruitment* *15. Transparency* *24. Working conditions* *10. Non-discrimination* *20. Seniority*	**7. Establish an OTM-R policy and disseminate it on our website:** key focus areas for OTM-R are set out in measures 10 to 13 below; set up a quality control system for this policy	S2 2023	**Lead :** Scientific Careers and Assessment Department (DCES) **Also involved:** Department of Scientific Affairs (DS), HR Department, Department of Communications and Fundraising (webpage indicators)	Publication of the OTM-R policy on the IP website (dedicated page for the accreditation)
	8. Draw up a guide for unit heads on recruiting PhD students (R1) and post-doctoral fellows (R2): disseminate the guide on the website/intranet; offer awareness-raising/training workshops to anyone requesting them (advice on recruitment); include a link to the Euraxess platform and other available tools (social media, websites) to maximize dissemination of our vacancies to scientists; avoid multiple short fixed-term contracts for post-doctoral fellows if funding permits; include recommendations set out in the OTM-R toolkit («Advertising the Post» section) in the existing vacancy template on the website https://research.pasteur.fr/fr/jobs and add it to the guide	S2 2022	**Lead :** Integration, Support and Career Development Structure for Scientists (MAASCC); Department of Education (PhD students/post-doctoral fellows) **Also involved:** Department of Scientific Affairs; HR Department; Department Directors (DD) (particularly for post-doctoral fellows)	- Publication of the guide - Organization of awareness-raising workshops

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
	9. Improve dissemination of recruitment procedures for categories R3 and R4 (permanent or contract scientists and engineers, junior group leaders and mid-senior group leaders): publish minimum/maximum annual recruitment figures for permanent scientists and engineers; clarify recruitment procedures and increase their visibility: disseminate descriptions of the various professions (e.g.: web page on «What is an engineer?», describe the various posts: platform engineer, etc.); provide a template/improve access to information available on the intranet, particularly for English speakers, for templates and vacancies and include information set out in the OTM-R toolkit («Advertising the Post» section); clarify recruitment procedures currently available for permanent scientists and engineers: specify the various selection stages and timeline, experience-based pay bands, disseminate guidelines on discussions with assessors; consider the merits of acquiring an online applicant tracking system	S1 2022	**Lead:** Scientific Careers and Assessment Department **Also involved:** Department of Scientific Affairs; HR Department (particularly for engineers)	Recruitment procedures published on the intranet including the guidelines referred to in the measure description

03 Recruitment and employability

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
3.2 Draw up and disseminate rules on recruitment committees *12. Recruitment* *14. Selection* *15. Transparency* *1. Research freedom*	**10. Draw up and disseminate OTM-R rules on recruitment committees:** **For categories R1 and R2 (PhD students and post-doctoral fellows)**: include recommendations for recruitment committees in the aforementioned guide (Measure 10), in particular the set-up of a recruitment committee consisting of at least 3 members (2 members of the concerned unit and 1 member of the concerned department), with advice from an external member encouraged and gender equality ensured; as regards the other selection committees listed in the OTM-R checklist (see Question 16: OTM-R checklist): disseminate the OTM-R toolkit with a view to transitioning from current practices to OTM-R recruitment **For categories R3 and R4 (permanent or contract scientists and engineers, junior group leaders and mid-senior group leaders)**: improve dissemination of rules on the composition, missions and set-up criteria of recruitment committees; ensure equality on committees; offer committee members training on unconscious bias and OTM-R processes; outline best selection practice; disseminate the OTM-R toolkit to the relevant selection committees with a view to transitioning from current practices to OTM-R recruitment	S2 2022	**Lead :** Scientific Careers and Assessment Department (DCES); relevant recruitment committees **Also involved:** Committee for the Assessment of Staff Scientific Activities (COMESP); Department of Scientific Affairs; HR Department; Department Directors (DD); MAASCC	- Recommendations on recruitment committees expressly included in the guide for categories R1 and R2 - OTM-R toolkit disseminated to all recruitment committees with strong encouragement to take all necessary steps to implement it and have implementation monitored by concerned parties - Rules on recruitment committee composition and criteria disseminated and accessible on the intranet in English and French - Number of courses on unconscious bias and the OTM-R policy offered to committees

03 **Recruitment and employability**

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
3.3 Draw up a transparent list of selection criteria for each category *15. Transparency* *16. Judging merit* *17. Variations in the chronological order of CVs* *20. Seniority*	**11. Draw up a list of weighted selection criteria and disseminate it to candidates prior to selection:** this list of criteria will ensure that the most qualified scientists apply for posts; incorporate soft skills within these criteria; formalize all bibliometric criteria; expressly incorporate a criterion recognizing mobility experience **For categories R1 and R2 (PhD students and post-doctoral fellows):** incorporate these criteria within the recruitment guide (see Measure 10) **For categories R3 and R4 (permanent or contract scientists and engineers, junior group leaders and mid-senior group leaders):** improve access to information for permanent scientists and engineers (selection criteria published on the intranet for the 2021 competitive recruitment procedure)	S2 2022	**Lead:** Scientific Careers and Assessment Department (DCES) **Also involved:** Committee for the Assessment of Staff Scientific Activities (COMESP), Department of Scientific Affairs; MAASCC; Department Directors (DD)	- Selection criteria clearly defined and incorporated within the guide for categories R1 and R2 - Selection criteria for categories R3 and R4 visible on the intranet: assess the number of views for this page and how this has changed since it was updated

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
3.4 Improve support and professional development for scientists *21. Post-doctoral appointments* *17. Variations in the chronological order of CVs* *24. Stability and permanence of employment*	**12. Improve support and professional development for all categories (R1 to R4)** **For PhD students (R1) and post-doctoral fellows (R2):** raise unit heads' awareness of careers outside academic research; offer hands-on days in the private sector; encourage post-doctoral fellows to choose mentors; encourage mobility; facilitate the recruitment of staff on at least 1-year fixed-term contracts (unless employees decide otherwise) especially for foreign scientists and if funding allows; **For permanent scientists and engineers (R3/R4):** enhance the visibility and role of the Careers Committee	Measures rolled out throughout the implementation of the action plan	**Lead:** MAASCC **Also involved:** DCES; DD	- Visibility of career support tools for categories R1 and R2 (career programs, events, website, flyers, etc.) - Number of MAASCC contributions to departmental meetings to raise unit heads' awareness of non-academic professions - Number of hands-on days offered in the private sector - Number of staff recruited on fixed-term contracts lasting over 1 year, changes in the number of staff recruited for this minimum term after 1 year - Structured career program for R3 and R4 scientists and engineers
3.5 Prepare scientists to acquire the key skills of tomorrow *24. Stability and permanence of employment*	**13. Conduct a study on the research environment's trends to identify their impacts on the professions of scientist, engineer and technician and the associated skill development and training requirements:** introduction of an internal and external survey to identify key challenges; organize career workshops on these challenges to identify anticipated future roles, duties and key skill requirements, and analyze gaps with current skills	S1 2022	**Lead:** HR Department	- Dissemination of the survey - Organization of career workshops

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
4.1 Improve the quality of working life 24. Working conditions 10. Non-discrimination 34. Complaints and appeals 24. Gender balance	**14. Promote work-life balance:** improve the dissemination of information regarding maternity/paternity leave; encourage people to take parental leave and continue raising awareness among managers on taking leave: set up an online FAQ aimed at employees and managers addressing these issues; send out a general notice to avoid meetings at lunchtime and after 6pm; draw up a charter on the right to disconnect; promote well-being in the workplace and mental health: implement measures and schemes to help individuals cope with the unprecedented health situation: psychological support, development/training sessions, participatory workshops	S1 2022	**Lead :** HR Department; Occupational Health Department **Also involved:** management and unions	- Dissemination of an HR Department FAQ - Creation of a charter on the right to disconnect - Organization of workshops on the meaning of work - Psychological support provision
	15. Improve the quality of working life: review the agreement on working from home; educate doctoral schools on supervision of working time and leave taken by PhD students by raising the issue with the relevant government decision-making bodies (e.g. Campus France)	S2 2022	**Lead:** HR Department **Also involved:** Occupational Health Department; managers and unions; Department of Education (DE)	- Publication of a new version of the agreement on working from home - Doctoral schools alerted to the need for staff to take leave
	16. Take measures to facilitate access for disabled people: ensure that all buildings are accessible to people with reduced mobility; launch a publicity campaign	S1 2024	**Lead:** HR Department **Also involved:** Occupational Health Department; Technical Resources and Environment Department	- Policy on rolling out new inclusive infrastructure that is accessible to people with reduced mobility - Publicity campaign launched on measures taken
	17. Improve communication on available tools and resources for preventing sensitive situations and harassment: increase the visibility of the system for reporting sensitive situations; HR Department to contribute to departmental meetings	S1 2022	**Lead**: HR Department **Also involved:** Department Directors	- Number of sessions organized explaining the system

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
4.2 Disseminate a general notice on pay policy *26. Funding and pay* *10. Non-discrimination* *15. Transparency* *20. Seniority*	**18. Step up communication on pay policy objectives and pay reviews:** promote measures taken; explain deductions on payslips and the tax withholding system in an online FAQ	S2 2023	**Lead:** HR Department, Remuneration and Benefits Department, Legal and International Affairs in HR, HR Communication Department	- Organization of a working group to identify and promote measures taken - The HR Department FAQ includes a section providing explanations on these matters
4.3 Improve gender balance measures *27. Gender balance*	**19. Step up communication on future measures planned by the Women and Science Working Group:** gender equality is one of the key focus areas of the Institut Pasteur's 2019-2023 Strategic Plan, with the specific aim of improving female representation in senior scientific positions. To this end, a multidisciplinary working group led by the Vice-President Human Resources and a unit head has assessed the current situation and devised an initial action plan. The working group's recommendations are aimed not only at correcting the selection bias at key points in the careers of female scientists, but also at guaranteeing equality throughout their professional lives. Three focus areas, divided into 11 specific initial measures, have been identified: 1) attracting more applications from women for competitive recruitment and promotion procedures; 2) increasing women's,success rate in competitive recruitment procedures; 3) encouraging career development for the Institut Pasteur's female scientists.	Measures rolled out throughout the implementation of the action plan	**Lead** : HR Department; HR Communication Department	- Promotional initiatives rolled out - Assess the extent to which the 11 specific measures determined by the working group have been implemented

04 Working conditions

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
	20. Consider the introduction of quotas for recruitment	S1 2023	**Lead** : Department of Scientific Affairs **Also involved:** Senior Management Board	- Issue addressed through Women and Science measures (talk during Gender Equality Month) and included on the agenda of a Senior Management Board meeting
4.4 Increase interaction between scientists/ support departments and communication on available services *4. Professional attitude* *5. Contractual and legal obligations* *31. Intellectual property rights* *32. Co-authorship*	**21. Improve the visibility of services provided:** improve the visibility of the welcome guide produced by the Scientific Secretariat General; increase the visibility of measures taken by the Grants Office; involve support departments in departmental day events; organize open days for support departments; include meetings with support departments in the induction program for new recruits; provide newcomers with a briefing on IT security; improve the visibility of available data protection tools	S1 2022	**Lead:** Scientific Secretariat General **Also involved:** Human Resources Department; Information Systems Department; other relevant support departments	- Increase in the number of views for the Scientific Secretariat General guide on the intranet - Promotional initiatives implemented to improve the visibility of services - Working meetings on setting up open days for support services - IT security briefing for newcomers

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
	22. Increase the visibility of available services and rules on intellectual property: increase the visibility of available services by creating a summary of services offered by the Legal Affairs Department; produce a (brief and informal) legal newsletter to provide readers with accessible information on legal issues (legal news, special features, explanations of legal concepts including intellectual property-related rules) (Legal Affairs Department); Legal Affairs Department (DJ) and Technology Transfer and Industrial Partnership Department (DARRI): draw up a publicity plan to increase the visibility and reach of an online FAQ available on the IP intranet listing existing rules and bodies for supporting scientists and information and services offered in relation to intellectual property (IP); further publicize this FAQ at welcome days; set up training modules for newcomers (decide whether this training should be compulsory) and offer information/discussion sessions for all employees; set up a working group (with three parties: DARRI, DJ and HR Department – training center) to review future training requirements; draw up and disseminate a practical guide summarizing rules on the order of co-authors in publications based on contributions made	S1 2023	**Lead** : Legal Affairs Department; Technology Transfer and Industrial Partnership Department **Also involved:** Department of Communications and Fundraising (DirCom), HR Department (training center), Scientific Information Resources Center (CeRIS)	- Publication of services offered by the Transfer and Industrial Partnership Department and Legal Affairs Department on the intranet with a clear distinction between their roles and remits - Publication of legal newsletters by the Legal Affairs Department – preparation of a Legal Affairs Department FAQ - Visibility of the Transfer and Industrial Partnership Department FAQ increased: number of views increased for the intranet page, listing of dissemination channels - Transfer and Industrial Partnership Department and Legal Affairs Department FAQs mentioned at welcome days - Transfer and Industrial Partnership Department/Legal Affairs Department/HR Department working group meetings on setting up internal training

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
5.1 Develop a mentoring programme for all career levels *25. Stability and permanence of employment* *28. Career development* *37. Supervision and managerial duties* *38. Continuing professional development* *40. Supervision*	**23. Develop a mentoring system for all career levels:** set up an academic/private mentoring program; develop a dedicated internal network for mentoring women; involve the alumni network	S2 2023	**Lead:** Integration, Support and Career Development Structure for Scientists **Also involved:** Scientific Careers and Assessment Department; Department Directors; Department of Education; Scientific Secretariat General; Department of Scientific Affairs; Transfer and Industrial Partnership Department	Mentoring system rolled out, mentor and mentee charter disseminated and accessible on the intranet
5.2 Consolidate the role of supervisors/managers *36. Relations with supervisors* *37. Supervision and managerial duties* *40. Supervision*	**24. Consolidate the role of supervisors/ managers:** By introducing compulsory management training (delivered in English and French) for all supervisors, thesis/internship supervisors, individuals in supervisory roles to improve their supervisory skills (adjust the length of training accordingly) including for management with no hierarchical authority; draw up a charter for supervisors including guidelines on scientific review and career development; include this training in a career path for research associates embarking on supervisory roles By implementing further measures to consolidate their role: specify best practice for joint supervision; raise supervisors' awareness of teaching duties for their PhD students and post-doctoral fellows; raise supervisors' awareness of the need for their employees to attend training; clarify the Accreditation to Supervise Research procedure	S2 2023	**Lead** : Department of Scientific Affairs; training center **Also involved:** Integration, Support and Career Development Structure for Scientists; Department Directors; Scientific Careers and Assessment Department; Local HR Department; Center for Technological Resources and Research Department of Education	- Number of supervisor training sessions delivered - Charter disseminated and accessible on the intranet - New, more user-friendly platform for the training catalog - Involvement of the training center in departmental meetings to perform awareness-raising measures - Accreditation to Supervise Research procedure disseminated on the intranet

Institut Pasteur
25-28, rue du Docteur Roux
75724 Paris Cedex 15, France
www.pasteur.fr

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