

HRS4R



HR EXCELLENCE IN RESEARCH

HUMAN RESOURCES STRATEGY for RESEARCH



**Implementation of Principles for the European Charter
for Researchers and the Code of Conduct
for the Recruitment of Researchers**

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PRESENTATION OF THE CNRS

Founded in 1939, the French National Centre for Scientific Research (CNRS) is a Public Scientific and Technological Institution (« Établissement public à caractère scientifique et technologique » or « EPST »), placed under the supervision of the French Ministry of National Education, Higher Education and Research.

With nearly 32,000 employees (including 24,617 civil servants —or 11,106 researchers and 13,511 engineers and technicians personnel— 42.9% of which are women), a budget for 2015 of 3.3 billion Euros, including 769 million Euros of generated income, and an establishment over the entire national territory, the CNRS exercises its activity in all fields of knowledge, counting on 18 regional delegations and more than 1100 research and service units.

France's main multidisciplinary research body, the CNRS conducts research in all areas of science, technology and society, whether it be in the field of mathematics, physics, information and communication, science and technologies, nuclear physics and high energies, geoscience and astrophysics, chemistry, life sciences, social and human sciences, environmental science or engineering science.

These disciplines are grouped into ten scientific institutes.

The institutes

- *Institute of Biological Sciences (INSB)*
- *Institute of Chemistry (INC)*
- *National Institute for Earth Sciences and Astronomy (INSU)*
- *Institute of Ecology and Environment (INEE)*
- *Institute for Engineering and Systems Sciences (INSIS)*
- *Institute for Humanities and Social Sciences (INSHS)*
- *Institute for Information Sciences and Technologies (INS2I)*
- *National Institute for Mathematical Sciences (INSMI)*
- *National Institute of Nuclear and Particle Physics (IN2P3)*
- *Institute of Physics (INP)*

The CNRS develops partnerships with a large plurality of national and international research actors in both public and private sectors. It is to be noted that:

- The development of research within the CNRS is carried out in close connection with all of the French higher education and research bodies in particular in the framework of Joint Research Units (« unités mixtes de recherche » or « UMR »), the “building blocks” of research organisation in France.
- The CNRS is present in the academic and scientific groupings, especially federations (« Communautés d’universités et établissements » or « COMUE ») resulting from the restructuring of the national higher education and research system by site.
- The CNRS undertakes actions toward companies to enhance the knowledge derived from laboratories and fosters breakthrough innovation by forging partnerships with the industry (framework agreement, joint laboratories), by ensuring the transfer of technology (patent or software protection, operating license), by fostering the creation of businesses by our researchers and distributing knowledge (expertise and advice, short training sessions, etc.).
- The CNRS implements a dense network of collaborations with research organisations, universities or academies at the international level. To this end, it has concluded cooperation agreements with other research organisations allowing exchanges of researchers and has developed proper tools for the strengthening of European and international collaborations [International Joint Units (« unités mixtes internationales » or « UMI »), International Programs of Scientific Cooperation (« programmes internationaux de coopération scientifique » or « PICS »), Joint Research Projects (« projets de recherche conjoints » or « PRC »), International Associated Laboratories (« laboratoires internationaux associés » or « LIA »), International Research Groups (« groupements de recherche internationaux » or « GDRI »)].

SOME KEY FIGURES

- More than **1,100** research and service units, nearly **96%** of which are in partnership with higher education and research institutions and other – national and international – research actors
- **100** public/private structures including **21** laboratories under joint supervision between the CNRS and a company
- **5,629** families of patents
- **43,000** publications per year on average, **60%** of which are co-signed with at least one foreign laboratory
- **1,116** innovative companies created since 1999
- **4,600** foreign researchers hosted annually in the laboratories, **1,750** foreign permanent researchers, conventions signed with more than **60** countries, **392** international scientific cooperation programmes and joint research projects, **172** international associated laboratories, **101** international research groupings, **35** international joint units (UMI), **26** Joint Units - French Institutes Abroad (« unités mixtes - Instituts français à l'étranger » or « UMIFRE »)
- **8** permanent representations in Brussels, New Delhi, Beijing, Pretoria, Rio de Janeiro, Singapore, Tokyo and Washington

The personnel of the CNRS are vested with the following missions, defined by Article L411-1 of the Code of Research:

- Knowledge development,
- Transfer and application of knowledge in business and in all fields contributing to the progress of society;
- Distribution of information and of scientific and technical culture throughout the entire population, and particularly among young people,
- Participation in initial and continuing education,
- Research administration,
- Scientific expertise.

The officers of the CNRS (civil servants and contract agents) are:

- Researchers in charge of research activities: scientific production, development of results, distribution of scientific information, training through research (coaching);
- Engineers and technicians in charge of research support activities: The engineers define the technical characteristics of scientific projects, manage these projects from design to completion and monitor the instrumentation. They are responsible for research support activities: administrative and financial management, communication, network systems, etc.; The technicians assist the researchers and engineers in the implementation and the conduct of experiments at all levels. They also participate in all research support activities: secretariat, administrative and financial management, communication etc.

Rules governing the employment of CNRS civil servants are established by national laws and regulations (especially law n° 83-634 of July 13, 1983, as amended, on the rights and obligations of civil servants, law n° 84-16 of January 11, 1984, as amended, on the statutory provisions related to the State civil service and decree n° 83-1260 of December 30, 1983 fixing the statutory provisions common to the corps of civil servants in the EPSTs).

Rules governing the engagement of contractual agents are set by the Decree n°86-83 of January 17, 1986, as amended, related to the general provisions applicable to contract agents of the State and rules governing the engagement of doctoral students are set by the Decree n° 2009-464 of April 23, 2009, as amended, related to contractual doctoral students of Public institutions of higher education and research.

THE HRS4R APPROACH WITHIN THE INSTITUTION

2.1. Initialisation of the Approach

The CNRS invests in the development of a Europe of Science by actively participating in the construction and management of large European scientific facilities, by associating itself with the development of European research organisations and by getting involved in structures of reflection and consultation on research policy. Very early on, it integrated the European dimension both in its strategy and its research activities as well as in the recruitment of its researchers.

Through its many partnerships in Europe, the CNRS, a leading European public research organisation, is a major player in the construction of the European Research Area (ERA). The European policy of the CNRS is implemented according to two main axes: the strengthening of cooperation in the framework of European programmes (including the Horizon 2020 programme) and the bilateral and multilateral action aimed at the creation of strong links with other research organisations of the ERA.

The CNRS is among the first European organisations to have formally acceded to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (December 2005).¹

By this accession, the CNRS has stressed that all of the principles laid down in the Charter and the Code are intended to apply to the researchers it employs. Several initiatives have been developed in this direction (see 3.1. Assessment of Strengths).

Furthermore, the CNRS has participated in an inter-EPST working group (INRA, CNRS, INSERM), aimed at analysing each of the recommendations of the Charter and the Code.

It is thus natural that, since 2015, the CNRS has been engaged in putting into place the Human Resources Strategy for Researchers (HRS4R) process. This desire of the CNRS was officially expressed to its supervising ministry (Ministry of National Education, Higher Education and Research) in November 2015. Therefore, the implementation of the HRS4R became a strategic objective for the CNRS.

2.2. Methodological Elements

The first step has been to analyse the various internal rules and procedures in the light of the principles of the Charter and the Code. This analysis was conducted by the CNRS functional departments (DRH, DIRE, DAJ, DCIF,² etc.), the Ethics Committee (COMETS), the Mission for Women's Integration (MPDF), the Secretary General of the National Committee (SGCN) and the Mission for Interdisciplinarity (MI). Its results were consolidated by the human resources department of the institution.

A Steering Committee³ has been established comprising political, scientific and administrative representation.

¹ The commitment letter of the CNRS is annexed to this document (Annex 2) .

² A presentation of the organisational chart of the CNRS is available in Annex 1 and a list of abbreviations in Annex 5.

³ A brief presentation of the members of the Steering Committee is available in Annex 4.

This Steering Committee is chaired by Ms Anne Peyroche, Chief Research Officer at the CNRS.

It is composed of the following members appointed by decision of the President of the CNRS:

- Mr Pierre COURAL, Director of Human Resources
- Ms Marie-Pierre COMETS, Director of the Innovation and Business Relations Department
- Ms Myriam FADEL, Director of the Legal Affairs Department
- Mr Pascal DAYEZ-BURGEON, Head of the Community Europe Division, Director of the Brussels office of the European Research and International Cooperation Department
- Ms Joëlle RAGUIDEAU, Director of the Mission for the Monitoring of and Relations with Regional Offices and Institutes
- Ms Michèle LEDUC, Researcher Emeritus, President (2011 to 2016), then member (from September 1, 2016) of the Ethics Committee of the CNRS
- Ms Anne PÉPIN, Researcher, Director of the Mission for Women's Integration in the CNRS
- Mr Philippe BÜTTGEN, University Professor, former President of the Conference of Presidents of the National Committee for Scientific Research (from 2012 to 2016)
- Ms Ursula BASSLER, Researcher, Deputy Director of the IN2P3
- Mr Lionel BUCHAILLOT, Researcher, Director of the joint research unit "Institute of Electronics, Microelectronics and Nanotechnology" (IEMN) attached to the INSIS and the INP
- Ms Virginie BONNAILLIE-NOËL, Researcher, Deputy Scientific Director of INSMI
- Ms Lucile MARION-POLL, post-doctoral researcher at the joint research unit for "Developmental Biology and Genetics" (UMR 3215)
- Mr Jean-Baptiste BRAULT, post-doctoral researcher at the joint research unit for "Subcellular Structure and Cellular Dynamics" (UMR 144).

The Steering Committee has been invested in the following missions:

- Participating in the development of the internal analysis and arbitrating the actions carried out by the CNRS in its action plan
- Monitoring the implementation of the action plan adopted.

This committee held three plenary sessions in 2016.

Meanwhile, bilateral meetings and working groups have been put in place to deepen the analysis around targeted themes, to examine the feasibility of the actions proposed and to estimate the timetable for their implementation [e.g. working group on the development of tools available in order to publish posts on Euraxess Jobs, inter-service HR meetings and bilateral meetings of the Human Resources Department (DRH) and the COMETS/MPDF/DIRE/DAJ/CNPS/IN2P3].

The work on the HRS4R has been included in the agenda of the meeting of the Direction Committee of 8 June 2016.

The members of the Conference of Presidents of the Sections of the National Committee, representatives of the scientific community, have also been led to debate this subject at two meetings.

In order to associate the largest number of national and regional actors with this approach, the Human Resources Department has undertaken significant communication and information actions [discussion on the HRS4R with the representatives of the trade union organisations (on the occasion of two meetings with the DRH, as well as in the CNRS technical committee meeting), presentation to the Regional Delegates and the decentralised services in Delegation, in particular the human resources and the partnership and valorisation services].

The European Human Resources Strategy 2016-2020 (see 4. Human Resources Strategy for Research 2016-2020) and in particular the HRS4R action plan have been presented and approved by the direction of the CNRS (Direction Committee meeting of October 12, 2016).

Thereafter, the President of the CNRS has transmitted to the European Commissioner for Research, Science and Innovation, Mr. Carlos Moedas, his written declaration reaffirming the commitment of the CNRS to the implementation of the principles of the Charter and the Code⁴.

⁴ This declaration is available in Annex 3.

RESULTS OF THE INTERNAL ANALYSIS

3.1. Assessment of Strengths

Since the adoption of the Charter & the Code and even before, the CNRS has put in place actions and is equipped with tools that honour the great majority of the recommendations of these texts.

Those actions include, but are not limited to, the following:

Recruitment

The CNRS mainly recruits permanent researchers (civil servants) through competitions. Recruitment by competition, based on the principle of selection by panels composed of peers, constitutes, by definition, a transparent recruitment procedure based on the assessment of the merits and the value of candidates. It shall be mentioned that the legislation applicable to the CNRS allows it to open its competitions to nationals of all countries without any condition of nationality.

Moreover, it should be noted that:

- Competitions for researchers are subject to advertising including in scientific journals with international visibility
- The information concerning the procedure for recruitment by competition and the career of researchers is published on the bilingual website of the institution
- Candidates can submit their application within a period of one month once the positions are published
- Since 2003, applications can be filed entirely online
- The evaluation criteria implemented by the panels (sections of the National Committee for Scientific Research) are displayed on the site of the CNRS.

Consequently, the CNRS reveals itself to be more and more attractive for foreign researchers. For all the Researcher ("chargés de recherche" or CR) and Senior Researcher ("directeurs de recherche" or DR) competitions of 2016, the rate of candidates of foreign nationality was 37.2% and the rate of the successful candidates of foreign nationality was 31.6%.

Like the recruitment of civil servants, the recruitment of the contract researchers is not subject to any condition of nationality. The proportion of foreign nationality personnel among the contract agents (researchers) is important: more than 1 out of 2 for researchers (56%) and 1 out of 3 for doctoral students (31%).

The CNRS implemented in 2013 an «Employment Portal» site which allows distribution of the job offers of contract agents. The job advertisements give a broad description of the knowledge and skills required and include a description of the working conditions.

The recruitment procedure is framed by the Fixed Term Contract Charter (« **charte des CDD** ») which : lists the mandatory information of the announcement, recalls the need for wide distribution in order to ensure transparency and facilitate applications, sets out the principles governing the selection of candidates and specifies the terms of engagement. This document is published on the website of the CNRS.

Professional support

The CNRS has put in place actions to promote the careers of researchers as well as their personal development, in particular:

Actions of Individual support

- ✓ Several welcome seminars for new entrants are organised at national and regional levels, and by each institute
- ✓ Administrative assistance is provided to foreign nationals by the human resources services
- ✓ Support of successful competition candidates: the researchers (“chargés de recherche” or CR) benefit from several interviews during the probationary period (1 year)
- ✓ Support of contract agents throughout their contract with routine interviews for holders of fixed term contracts of a duration exceeding one year and with an interview at the end of the contract (Fixed Term Contract Charter of the CNRS)
- ✓ Support of researchers (in case it is needed) following the evaluation of their professional activities by the National Committee
- ✓ Within several institutes, the researchers (CR) receive an interview with a scientific deputy director of the institute within 4 years of recruitment.

In addition, the DRH of the CNRS has implemented a procedure of HR support in the event of major reorganisation of the research units.

Training actions in support of professional development

The priority of the CNRS training policy is to anticipate business evolution and to contribute to the development of collective and individual skills in the different fields of science and technology.

The training at the CNRS aims to ensure the acquisition, maintenance and development of the collective and individual skills of its employees and to support them throughout their career. It offers everyone a career path that reconciles the scientific priorities of the organisation and their own aspirations of development.

For more than twenty years, the CNRS has developed a multi-annual training policy plan. The 6th plan (accessible on the website of the institution), for 2015-2018, is based around three objectives: supporting scientific and technological excellence of laboratories, supporting the professional development of officers and optimising its engineering.

The CNRS researchers have different possibilities to follow training including specialist schools (“écoles thématiques” or ET) and National Training Actions (« actions nationales de formation » or « ANF »). It is thus possible to provide assistance for thematic and/or technical reconversions, to foster collaborations and exchanges of skills, to strengthen the mastery of practices and finally to cause synergies between professionals working in related fields.

In particular, specialist schools (a hundred per year) are a preferred mode of training to develop interdisciplinarity. They offer the opportunity for specialists from different disciplines to work together and overcome divisions. They contribute to increase curiosity and mutual interest, renew points of view and create the seeds of a new community sharing the same interests. This is the most popular mode of training among researchers.

Professional equality and parity

As early as 2001, the CNRS has been the first EPST to engage in an innovative approach to improve professional equality and gender balance by creating a Mission for Women's Integration (MPDF) directly attached to its governance.

The Mission acts as an observatory responsible for promoting, advising and assessing the consideration of professional equality and gender issues in the overall policy of the institution.

Its work is organised around 4 major themes:

- ✓ Working for professional gender equality
- ✓ Promoting the transversality of research on this subject
- ✓ Promoting scientific careers with young women and female role models
- ✓ Developing French, European and International partnerships.

The action plan for professional equality between women and men proposed by the MPDF in 2013 was adopted by the CNRS in March 2014. This plan is based on the diagnosis made within the CNRS for several years (quantitative and qualitative analyses) and more particularly on the work carried out since 2011 in the framework of the European project INTEGER (7th Framework Programme, 2011-2015) coordinated by the CNRS. This plan can be broken down into forty or so actions around 4 axes: involving leaders, acting on the organisational structure, acting on career progressions and promoting work-life balance. The overall approach to which the CNRS has committed with this equality plan, which has already brought its first fruits, was notably rewarded in 2015 with the APEC Trophy for Gender Equality.

As a key action, shall be mentioned the training on equality and social gender stereotypes, based on data from the most recent research, put in place since 2011 for leaders: governance, institute departments, functional departments, regional departments (with the creation of a network of equality correspondents), unit directors, and also the National Committee for Scientific Research [with the creation of a dedicated working group, the STRIDE Committee ("Strategies and Tactics for Recruiting to Increase Diversity and Excellence") which examines the possible sources of gender inequality in the scientific evaluation process and formulates recommendations aimed at improving the procedures for recruitment, promotion and awarding distinctions to research personnel at the CNRS].

The CNRS has been a pioneer in the development of actions promoting the integration of the gender dimension in research projects beyond social and human sciences alone, in particular through the Gender Challenge Programme (« Défi Genre ») of the Mission for Interdisciplinarity, which has supported interdisciplinary teams since 2012.

The CNRS, through its MPDF, has also become an actor and major facilitator at European level on this theme, which constitutes the Priority 4 of the ERA. It has coordinated the ERA-NET GENDER-NET (funded by the European Commission under the 7th Framework Programme for the period 2013-2016), the first network of collaboration between actors at national level (ministries, funding agencies, bodies) on issues of gender equality in the higher education and research establishments and integration of the analysis of sex and gender in the content and programmes of research. To amplify the impact of this project, the CNRS has submitted to the European Commission a proposal for a project ERA-NET Cofund GENDER-NET Plus.

Disability Policy

The integration of persons with disabilities and the conditions of employment of officers whose disability occurs over the course of their working life are a major concern of the CNRS and constitute the bedrock of the policy which has been in place since 2007 through three successive action plans, the last of which covers the period 2016-2019.

The management of the disability policy and the coordination of its implementation have been entrusted since 2007 to the national disability integration mission, a component of the Human Resources Department.

The two previous disability plans (2007-2010, 2011-2015) were designed to increase recruitment and personalised support for disabled personnel. This period of appropriation has allowed significant advances and the adoption of key actions:

- | | | |
|---------------------------------|---|--|
| Action
plan
2007 | - | Recruitment of disabled staff by contract intended to lead to a permanent appointment |
| | - | Creation of a pool of young scientists by the annual award of doctoral and postdoctoral contracts to students with disabilities |
| | - | Professionalisation of the HR sector and the medico-social sector on issues of disability in the workplace |
| - | - | Training of intermediate supervisors in the matter of personalised support |
| 2010 | - | Conducting a survey (anonymous) on disability perception within the CNRS officers and a social diagnosis |
| Action
plan
2011 | - | Construction of a national database gathering statistical elements related to disabled workers (that benefit from the obligation to employ disabled workers provided for in the French Labor Code) for the calculation of the statutory rate of employment |
| | - | Drafting a circular on HR practices adapted to the issues of disability (March 2013) |
| | - | Launch of a training for experts that are members of the selection committees, as well as for the appointed and elected members of the joint administrative commissions (« commissions administratives paritaires » or « CAP ») |
| - | - | Establishment of a public service contract for specific funding for accessibility works on premises-buildings |
| 2015 | - | |

This policy has given tangible and measurable results. Since 2007, 528 jobs have been filled, including 52 researchers, 363 engineers and technicians in the contractual framework reserved for beneficiaries of the employment obligation and 82 contracts for young researchers (doctoral and postdoctoral).

In addition, in the framework of the national communication campaign on invisible disability launched in 2015, the Human Resources Department has just opened a website dedicated to disability (handicap.cnrs.fr).

The new 2016-2019 plan capitalises on the actions undertaken and opens new fields, in connection with the other policies of the institution. It is about definitively consolidating what has been started, verifying that the practices of integration and support are established throughout and measuring the impacts of the CNRS real estate, IT and purchasing policies on the working life of disabled personnel.

Prevention, Health and Safety

The CNRS has adopted a mode of operation and specific structures designed to ensure the workplace health and safety of its workers. A few key actions can thus be presented:

Adoption of Instructions relating to Health and Safety at Work (December 2012)

This text specifies the procedures for application of regulations within the institution and the role of the different actors in terms of prevention. It also defines the organisation of the mechanism for the prevention and the articulation between the National Prevention and Safety Coordination (« coordination nationale de prévention et de sécurité »), the National Preventive Medicine Coordination (« coordination nationale de médecine de prévention »), the 44 agents of the safety and prevention services including the 18 regional safety and prevention engineers, the 86 doctors and 50 nurses, the 18 Regional Hygiene, Safety and Working Conditions Committees (CRHSCT), the 6 national project managers (biological/chemical/nanomaterial-related/artificial optical radiation-related, radiation protection, risk assessment) and the 1,846 prevention assistants, present in the laboratories.

Single Document on the Evaluation of Risks (« Document unique d'évaluation des risques » or « DUER »)

In accordance with the regulatory obligation for the assessment of risks and its transcription in a single document including a programme of action, the CNRS has made the DUER a central priority.

The rate of the presence of the DUER in all of its units has gone from 51% in 2011 to more than 73% in December 2015.

Prevention Tools

The CNRS has made available to its units and its agents, the following tools (software, educational software):

- ✓ EvRp: tool to aid in the assessment of occupational risks, allowing the DUER to be generated
- ✓ FEVAR: tool to aid in the assessment of chemical risks
- ✓ AIE "Accidents Events Incidents": Database of accidents and tool for the sharing feedback
- ✓ LISA "light safer": tool for calculation of safety variables relating to the exposure to artificial optical radiation (Laser)
- ✓ NEO: safety educational software for the new entrants designed in collaboration with INSERM

Training and Information for Risk Prevention

A particular effort in the field of training in risks has been conducted for several years: "recurrent" training (prevention assistants, members of the Central Hygiene, Safety and Working Conditions Committee (« Comité d'hygiène, de sécurité et des conditions de travail » or « CHSCT »), etc.) and "specific" training (animal, high mountain, etc.) with more than 667 sessions in 2015, corresponding to the training of 6,919 people.

The CNRS is equipped with dedicated websites and Intranet sites on "Prevention and Safety" on which are available at the same time, regulatory and technical information and links on the various tools of the institution (more than 230,000 visits/year).

Prevention of Psycho-social Risks

As regards, in particular, the prevention of these risks, an action plan was adopted by the CNRS, in 2011. This comprehensive plan, supported by the Human Resources Department, is the fruit of a work conducted with a large number of players internal and external to the CNRS, in consultation with the social partners. In this framework, the CNRS has published a circular on the treatment of situations of psychological harassment at work (2011) and a circular on the treatment of situations of sexual harassment (2013). The practical information sheets on working life conditions and the prevention of psychosocial risks are available on the website of the CNRS. In addition, the Human Resources Department is piloting training actions for supervisors for the prevention of psycho-social risks.

Since 2014, the Mission for Women's Integration in the CNRS has been developing specific training in the prevention and treatment of sexual harassment in the workplace, rolled out across all regional delegations.

Social Policy

The social policy of the CNRS aims to improve the living conditions of its personnel and their family by ensuring a good balance of professional and personal life.

In 2016, the CNRS set up a new device for reserving places in crèches to allow all regional delegations to benefit from them and to offer officers the places that best meet their needs through a national public contract.

In matters of housing:

- ✓ Possibility of benefiting from housing reserved depending on the availability of rental housing and of the resources of the officer
- ✓ Support for housing: loan granted to officers for the performing of works in their primary residence
- ✓ Settlement support: loan to cover the settlement costs of newly recruited staff regardless of their place of assignment, their age, their nationality, and their status
- ✓ Geographic mobility support: possibility of benefiting from a personal/real estate loan to support geographic mobility.

In addition, the CNRS published, in May 2016, a guide on time organisation to ensure better balance between professional and personal life.

Ethics of Research, Integrity and Professional Responsibility

Since its creation in 1994, the Ethics Committee of the CNRS has had in particular the tasks of leading and developing the reflection on ethical aspects and raising the awareness of research personnel on the importance of ethics.

In 2014, it established a guide to promote integrated and responsible research, delivered to any new entrant during recruitment and sent to all unit directors for collective discussion in the laboratories. Its members conduct regular seminars and debates on the issues of ethics and professional conduct within the CNRS and in the laboratories. They have initiated a joint reflection on the issues of integrity with universities and other research institutions in France and participate in the work of Science-Europe on this highly topical issue.

Among the actions to raise awareness of responsible research practices are also included:

- ✓ The reception days for new entrants organised at the national, regional and scientific institute level: these allow newly recruited researchers to be aware of their environment, the support available to them in conducting their research project and the rules that apply to them in collaborations with third parties
- ✓ The actions intended for unit directors: their legal responsibility is discussed during the reception days for new unit directors and a guide to the management of the contractual activity of the unit is also made available to them.

Naturally, the CNRS denounces proven scientific misconduct and takes the necessary measures.

In addition, the CNRS has designed a tool to support researchers, units and regional administrations in the different phases of the research projects. This is the Webcontrat tool, the use of which is intended to ensure that:

- ✓ The research is conducted following a process of preparation, negotiation and signing that involves every appropriate level of the institution
- ✓ The financial management of contracts is transparent through better coordination of all actors.

By the end of the year, Webcontrat will be deployed across all of the regional delegations of the CNRS.

Participation in decision-making bodies, dispute resolution

The CNRS employees participate in the decision-making

The researchers have elected representatives in the Board of Trustees, the Technical Committee, the Scientific Board, the Scientific Boards of the Institutes, the Central Hygiene, Safety and Working Conditions Committee (« Comité central d'hygiène, de sécurité et des conditions de travail » or « CCHSCT »), the Regional Hygiene, Safety and Working Conditions Committee (« Comités régionaux d'hygiène, de sécurité et des conditions de travail » or « CRHSCT »), the National Committee for Social Action (« Commission nationale d'action sociale » or « CNAS »), the National Commission for Life-long Learning (« Commission nationale de formation permanente » or « CNFP »), the National Mobility Commission (« Commission nationale de mobilité » or « CNM »), the National Commission for Monitoring the Three-Year Plan of Job Development and Integration of Disabled Persons (« Commission nationale de suivi des travaux du plan triennal de développement de l'emploi et de l'insertion des personnes handicapées » or « CNSPH »), the Steering and Monitoring Commission of the Observatory of Scientific professions and employment (« Comité d'orientation et de suivi de l'observatoire des métiers et de l'emploi scientifique » or « COS »), in the interdisciplinary sections and commissions of the national committee, in the joint administrative commissions and the joint consultative commissions.

The CNRS has had an ombudsperson since 1995.

The ombudsperson of the CNRS intervenes to help resolve disputes and difficulties arising in the internal life of the institution and involving the operation of institutes, central services, regional delegations and operational structures of research and service.

This mission may lead to the drafting of proposals for the improvement of the operation of services. Each year the ombudsperson addresses to the President an activity report presented to the Technical Committee and published in the Official Bulletin of the CNRS.

3.2. Prospects for Improvement

The work of analysing the rules and internal practices vis-a-vis the forty principles of the Charter and the Code has helped reveal possible margins for improvement on various topics.

It has helped to develop the general objective and the priority axes of the Human Resources Strategy for Research of the CNRS in the medium term. These elements, as well as the actions to be implemented in the years 2016-2019 are presented in detail in the following chapter.

HUMAN RESOURCES STRATEGY FOR RESEARCH 2016-2020

4.1. General Description

The Human Resources Strategy for Research was designed as a procedure to build on what already existed in order to systematise good practices and communicate them to the greatest number while remaining in an approach of continuous improvement. This strategy is an integral part of the general policy of the CNRS and does not constitute, in any case, an isolated objective. It is focused around the following priority areas:

Priority Areas of HRS4R

- I. Ethics of Research and Professional Responsibility
- II. Recruitment
- III. Working Conditions
- IV. Non-discrimination
- V. Training and Professional Development

For each of these areas, objectives in connection with the principles of the Charter and of the Code have been set. They can be summarised as follows:

PRIORITY AREA	PRINCIPLE (European Charter for Researchers, Code of Conduct for the Recruitment of Researchers)	OBJECTIVE
ETHICS OF RESEARCH AND PROFESSIONAL RESPONSIBILITY	1/ Research freedom (Charter) 2/ Ethical principles (Charter) 3/ Professional responsibility (Charter)	Promote the respect of ethical and deontological principles
	4/ Professional attitude (Charter) 5/ Contractual and legal obligations (Charter) 6/ Accountability (Charter)	Ensure compliance with regulatory requirements and efficient use of public funding
	8/ Dissemination, exploitation of results (Charter) 9/ Public engagement (Charter)	Facilitate the exploitation and the dissemination of the research results
	10/ Relation with supervisors (Charter) 11, 26/ Supervision (Charter)	Improve the mentoring of young researchers
	RECRUITMENT	31/ Recruitment (Charter) 34/ Transparency (Code)
32/ Recruitment (Code) 34/ Transparency (Code)		Increase attractiveness (enhanced communication on job offers)
33/ Selection (Code) 35/ Judgment of merit (Code)		Improve the selection procedure
WORKING CONDITIONS		16/ Working conditions (Charter)
	7/ Good practice in research (Charter) 15/ Research environment (Charter)	Continue and intensify measures in the field of hygiene, security and safety
	15/ Research environment (Charter)	Prevent psychosocial risks
	16/ Working conditions (Charter)	Facilitate the flexibility of work/access to information
NON-DISCRIMINATION	14/ Non-discrimination (Charter)	Improve the professional situation of personnel with disabilities
	19/ Gender balance (Charter) 14/ Non-discrimination (Charter)	Promote professional gender equality
	14/ Non-discrimination (Charter)	Improve the induction of foreign researchers
TRAINING AND PROFESSIONAL DEVELOPMENT	12/ Continuing Professional Development (Charter) 20/ Career development (Charter) 22/ Access to research training and continuous development (Charter)	Implement the actions foreseen by the training orientation plan 2015-2018 Promote the professional development of officers
	12/ Continuing Professional Development (Charter)	Support the professional development of researchers
	21/ Value of mobility (Charter)	Recognize the value mobility in the career of researchers
	37/ Recognition of mobility experience (Code)	

The transition from the design of the Human Resources Strategy for Researchers to its implementation is ensured by the establishment of a multi-year action plan, elaborated on below.

The HRS4R steering committee is the guarantor of the implementation of the actions listed therein. It will meet at least twice per year for this purpose and will be the driver of an internal evaluation at two years. An evaluation by the evaluators mandated by the European Commission is also provided for at 4 years.

The approach described here is approved by the direction of the CNRS.

I Ethics of Research and Professional Responsibility

Objectives (and associated principles)	Description of the action	Actions					Actor
		Provisional timetable					
		2017	2018	2019	2020		
Promote the respect of ethical and deontological principles 1/ Research freedom (Charter) 2/ Ethical principles (Charter) 3/ Professional responsibility (Charter)	1. Designate the expert-advisor on deontological issues (« référent déontologue ») of the institution 2. Establish a working group on deontology, integrity and the fight against scientific misconduct 3. Create an interactive training module on deontology and scientific integrity	↑	↑	↑	↑	Presidency Presidency DRH	
		Ensure compliance with the regulatory requirements and the effective use of public financing 4/ Professional attitude (Charter) 5/ Contractual and legal obligations (Charter) 6/ Accountability (Charter)	↑	↑	↑	↑	DAU DCIF
			Facilitate the exploitation and dissemination of the research results 8/ Dissemination, exploitation of results (Charter) 9/ Public engagement (Charter)	↑	↑	↑	↑
↑	↑	↑		↑	DIRE		
↑	↑	↑		↑	DIRE		
↑	↑	↑		↑	DIST		
↑	↑	↑		↑	DIRCOM		
↑	↑	↑		↑	DRH		
Improve mentoring of young researchers 10/ Relation with supervisors (Charter) 11, 26/ Supervision (Charter)	11. Offer management training to the CNRS researchers who supervise doctoral students 12. Communicate a mission letter to research directors (scientific advisors) who follow the researchers (CR) during the probationary period 13. Designate a scientific advisor for the researchers recruited under a contract of a duration equal or greater to one year	↑	↑	↑	↑	DRH DRH/ institutes DRH/DR/DU	
		↑	↑	↑	↑		
		↑	↑	↑	↑		

Legend : ↑ Initialisation ↑ Implementation ↑ Follow-up

II Recruitment

Objectives (and associated principles)	Description of the action	Provisional timetable				Actor
		2017	2018	2019	2020	
		Actions				
<p>Make recruitment policy more transparent (internally and externally)</p> <p>31/ Recruitment (Charter) 34/ Transparency (Code)</p>	14. Enhance the English version of the CNRS website with more information on the recruitment of contract agents	↑	↑	↑		DRH
	15. Establish an internal guide on the recruitment procedure of contract researchers	↑	↑			DRH
	16. Give the Fixed Term Contract Charter/the European Charter for Researchers to researchers at the time of their recruitment as well as to new unit directors	↑	↑	↑	↑	DRH/DR
<p>Increase the attractiveness (enhanced communication on job offers)</p> <p>32/ Recruitment (Code) 34/ Transparency (Code)</p>	17. Widely distribute the positions open at research competitions and the positions of contract researchers (contracts ≥ 3 months) and doctoral students on the « EURAXSS Jobs » portal	↑	↑	↑	↑	DRH/MPR/DSI
	18. Publish bilingual job advertisements (contracts ≥ 3 months and doctoral positions)	↑	↑			DRH
	19. Ensure the publication time allows at least 3 weeks before the first interview (contracts ≥ 3 months and doctoral positions)	↑	↑	↑	↑	DRH
<p>Improve the selection procedure</p> <p>33/ Selection (Code) 35/ Judgment of merit (Code)</p>	20. Recruit the contract researchers following an interview led by at least two people	↑	↑	↑	↑	DRH/DR
	21. For civil servants, translate the selection criteria available on the site of the National Committee into English	↑				DRH

III Working Conditions

Objectives (and associated principles)	Description of the action	Provisional timetable				Actor
		2017	2018	2019	2020	
<p>Improve the quality of life at work and strengthen the system of social action</p> <p>16/ Working conditions (Charter)</p>	22. Provide better support for officers on long-term sick leave	↑				DRH
	23. Implement a fund intended to co-finance, by call for projects, actions to improve quality of life at work	↑	↑	↑		DRH
	24. Continue the support for access to housing	↑	↑			DRH
	25. Adopt measures to facilitate access to mass catering	↑			↑	DRH
	26. Maintain, enrich according to needs and ensure a wide distribution of tools (software, education software) for prevention (e.g. additional module on radiation protection in NEO)	↑	↑	↑	↑	CNPS
<p>Continue and intensify measures in the field of hygiene, security and safety</p> <p>7/ Good practices in research (Charter) 15/ Research environment (Charter)</p>	27. Maintain the number of persons trained in risk (general and specific training)	↑	↑	↑	↑	CNPS
	28. Continue the implementation of the single document on the evaluation of risks (DUER) on all of the units related to the CNRS	↑	↑			CNPS
	29. Publish and/or update guides on risks (chemical, biological, pressure risk, radioactive risk, laser risk)	↑	↑	↑	↑	CNPS
	30. Continue training and awareness-raising of psychosocial risks among researchers and engineers in charge of management responsibilities	↑	↑	↑	↑	DRH/DR
<p>Prevent psychosocial risks</p> <p>15/ Research environment (Charter)</p>	31. Support the professionals (human resources managers, social service assistants, etc.) through training actions specific to manage situations	↑	↑	↑	↑	DRH/DR
	32. Set up and run a new network of HR managers/social service assistants/prevention doctors to ensure the responsive operation of the medico-social unit, which provides support for officers in a situation of suffering at work.	↑	↑	↑	↑	DRH/CNIMP
	33. Pursue training activities on the fight against sexual harassment in the workplace	↑	↑	↑	↑	MPDF
<p>Facilitate the flexibility of work</p> <p>16/ Working conditions (Charter)</p>	34. Implement the decree on teleworking (after publication of the ministerial order).	↑	↑	↑	↑	DRH
<p>Facilitate access to information</p> <p>16/ Working conditions (Charter)</p>	35. Create an intranet site accessible to any officer and including useful information on career, time and work conditions.	↑	↑	↑	↑	DRH

IV Non-discrimination

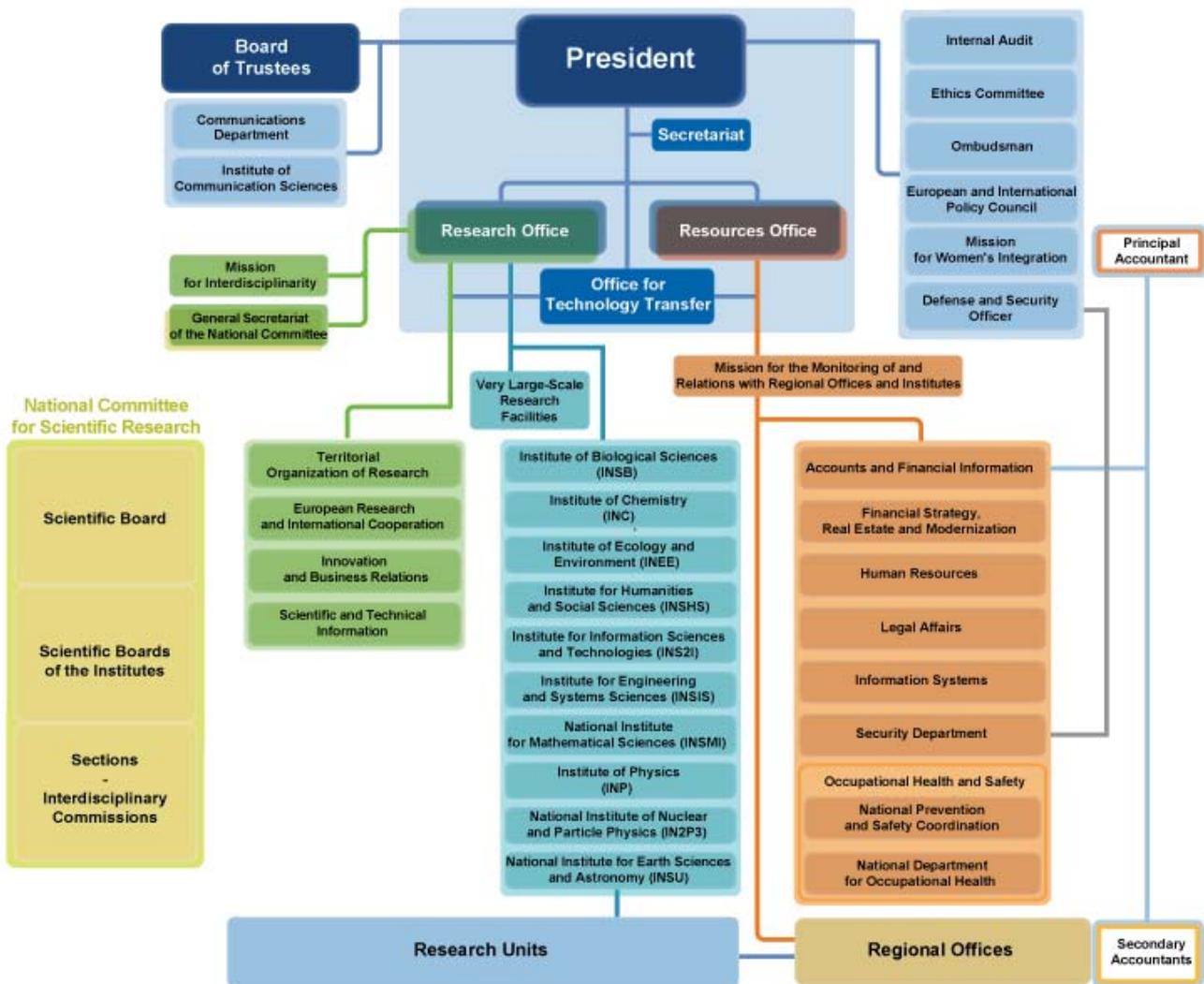
Objectives (and associated principles)	Description of the action	Provisional timetable				Actor
		2017	2018	2019	2020	
<p>Improve the professional situation of personnel with disabilities</p> <p>14/ Non-discrimination (Charter)</p>	36. Develop a guide of good professional practice in the field of disability intended for the CNRS units	↑	↑			DRH
	37. Include in the HR information system, the information of belonging to the category of "beneficiaries of the employment obligation" (BOE) to measure equality of treatment in the management of human resources	↑	↑			DRH
	38. Organise disability training for regional engineers of prevention and safety	↑	↑	↑	↑	DRH
	39. Implement disability recruitment training of competition panels	↑	↑	↑	↑	DRH
<p>Promote professional gender equality</p> <p>14/ Non-discrimination (Charter) 19/ Gender balance (Charter)</p>	40. Implement the comprehensive multi-year action plan for professional gender equality at the CNRS adopted in 2014	↑	↑	↑	↑	MPDF
	41. Train all sections/interdisciplinary commissions (CID) of the new mandate of the National Committee (2016-2021) in issues of professional gender equality and the unconscious bias related to social stereotypes of gender; continue the activities of the STRIDE Committee	↑	↑	↑	↑	MPDF/ SGCN/ Institutes
	42. Develop a communication campaign encouraging young women to run for open research positions at the CNRS	↑	↑	↑	↑	MPDF/ Institutes
	43. Put in place training sessions to integrate the analysis of sex and gender in the projects and content of research, for the intention of the researchers and scientific supervisors	↑	↑	↑	↑	MPDF/MI/ Institutes
<p>Improve the induction of foreign researchers</p> <p>14/ Non-discrimination (Charter)</p>	44. Give foreign researchers an English translation of their employment contract	↑	↑	↑	↑	DRH
	45. Insert information for foreign researchers on the intranet of the CNRS (entry and residence formalities, etc.)	↑	↑			DRH
	46. Provide the regional HR services with a guide on the administrative formalities relating to the employment of foreign nationals	↑	↑			DRH

V Training and Professional Development

Objectives (and associated principles)	Description of the action	Provisional timetable				Actor	
		2017	2018	2019	2020		
<p>Implement the actions foreseen by the training orientation plan 2015-2018</p> <p>Promote the professional development of officers</p> <p>12/ Continuous Professional Development (Charter)</p> <p>20/ Career Development (Charter)</p> <p>22/ Access to Training in Research and Continuous Development (Charter)</p>	<p>47. Support and develop the action of the institutes in the development of scientific knowledge in strategic areas (scientific and technological developments, innovation, value-creation, transfer of skills, specific actions for confirmed researchers)</p> <p>48. Implement joint training courses - face-to-face and remotely</p>	↑	↑			DRH/ DR/ Institutes	
	<p>49. Support the training actors in the deployment of the pedagogical methods related to the use of new technologies</p>	↑	↑	↑			DRH/ DR/ Institutes
	<p>50. Establish experimental workshops to allow researchers to reflect on their career path, their skills and professional aspirations</p>	↑					DRH
<p>Support the professional development of researchers</p> <p>12/ Continuous Professional Development (Charter)</p>	<p>51. Continue the offers of professional development intended more particularly to support the career progressions of women researchers and their assumption of responsibility</p>	↑	↑	↑	↑	MPDF	
	<p>52. Offer various forms of mentoring to doctoral students and post-doctoral fellows in connection with the specialised associations, like the Association for Women in Science</p>	↑			↑	MPDF	
<p>Recognize the value of mobility in the career of researchers</p> <p>21/ Value of mobility (Charter)</p> <p>37/ Recognition of mobility experience (Code)</p>	<p>53. Raise awareness among sections of the National Committee for better recognition of mobility (education, business creation, transfer activities) in the careers of researchers.</p>	↑				Présidency	

ANNEX 1

Organisational Chart of the CNRS



ANNEX 2



CENTRE NATIONAL
DE LA RECHERCHE
SCIENTIFIQUE



EUROPEAN COMMISSION

The French National Center for Scientific Research (CNRS), having taken cognizance of the general principles and requirements made of researchers and their employers as these are laid out in the Commission Recommendation of March 11th 2005 on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers, expresses its full support for this Recommendation.

In adhering to the Recommendation, CNRS commits itself particularly to applying the stated principles to its human resources management, the goal of which is to encourage open and diversified career development, regardless of the researcher's status.

Accordingly, actions will be carried out, together with CNRS' partners, which aim to increase the openness and transparency of researcher recruitment, and to encourage all forms of mobility and to better take these into account in the evaluation of a researcher's career.

CNRS will guarantee a research environment and working conditions which enable high quality research to be carried out, and will heighten awareness among researchers as to the principles laid out in the Recommendation.

CNRS also commits itself to supporting, wherever possible, all proposals for the development of the legislative or statutory framework which is essential to the implementation of the Charter and Code.

By subscribing to the principles of the Charter and the Code, CNRS confirms that it will make attractiveness of research careers one of the major tenets of its strategy, in order to contribute to the building of the European Research Area.

Signed in Brussels in duplicate
Date : 16 December 2005

Bernard LARROUROU
CNRS Director General

Janez POTOČNIK
European Commissioner
for Sciences and Research

ANNEX 3



www.cnrs.fr

Mr. Carlos MOEDAS
European Commissioner for Research,
Science and Innovation,
European Commission
200 rue de la Loi
1049 Brussels
BELGIUM

Paris, 14th October 2016

Object: Declaration renewing commitment to the principles of the European Charter for Researchers and the code of conduct for the recruitment of researchers.

Dear Sir,

The French National Center for Scientific Research (CNRS) welcomes and supports the initiatives of the European Commission for the creation of an open labor market for researchers as a key priority for the consolidation the European Research Area.

By this declaration, the CNRS wishes to reiterate its commitment to the principals laid down in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Commission Recommendation of 11 March 2005).

Since its initial engagement expressed by declaration signed on December 16, 2005, the CNRS has adopted measures enhancing the implementation of those principles whose value is plainly recognized.

This renewed commitment is fully in line with the policy of the CNRS aiming at making a researcher's career more attractive, improving the quality of research and innovation and fostering international collaboration and the various forms of mobility by researchers.

Therefore, the CNRS reaffirms its aim to take further steps towards applying the stated principles in its human resources management and formally expresses its intention to request the "HR Excellence in Research" recognition.

The President of the CNRS

A handwritten signature in black ink, appearing to read 'A. Fuchs', written over the printed name 'Alain Fuchs'.

Dépasser les frontières
Advancing the frontiers

ANNEX 4

Presentation of the HRS4R Steering Committee

PRESIDENT

Anne PEYROCHE, Chief Research Officer

Anne Peyroche, researcher at the French Alternative Energies and Atomic Energy Commission (CEA), has been the Deputy Executive Director of Science of CNRS since January 2016. A former student of the École normale supérieure in Cachan, she holds an agrégation⁴ and is a Doctor of Biology. A researcher at the CEA, she conducts research on various fundamental cellular processes by genetic and biochemical approaches. In 2013, she became Deputy Director of the Molecular Genetics and Cell Fate Laboratory (CNRS/CEA/Université Paris-Sud). From 2012 to 2014, she was a member of the National Scientific Research Committee in the 'Genome Organization, Expression and Evolution. Computational Biology and Systems Biology' section. In May 2014, Anne Peyroche entered the Office of the French State Secretariat for Higher Education and Research: first the advisor in charge of research, she was then appointed Chief Research Officer in October 2015.

MEMBERS

Pierre Coural, Director of Human Resources

A high-ranking civil servant, Pierre Coural holds postgraduate degrees in History of Art and in Philosophy. A former student of La Fémis (the French state film school), he has held several positions in the audiovisual production sector. After graduating from the French National School of Administration (ENA) in 2003, he began a career in the civil service. A specialist in human resources management, he occupies positions of responsibility within government departments (Public Service, Culture and Communication), and in the Energy Regulatory Commission. From 2009 to 2012, he was an advisor to the Civil Service Minister. The Head of the Directorate of Administration and Civil Service (Ministry of Public Service) since 2012, Pierre Coural was appointed Director of Human Resources of the CNRS in May 2015.

Marie-Pierre Comets, Director of the Innovation and Business Relations Department

A physicist from the École normale supérieure in Fontenay-aux-Roses, a Professor of Physics and Doctor of Nuclear Physics, Marie-Pierre Comets has spent a large part of her career at the CNRS. A Quark-Gluon Plasma specialist, she carries out her research at the Institute of Nuclear Physics of Orsay (CNRS/University of Paris Sud), at the Centre for Nuclear Studies of Saclay, at the Large Hadron Collider at CERN but also in laboratories in the United States of America. From 2006 to 2012, she was a member of the College of the Nuclear Safety Authority. She joined the Innovation and Business Relations Department (DIRE) of the CNRS in 2012. In March 2015, she was appointed President of the High Committee for Transparency and Information on Nuclear Safety (HCTISN). Marie-Pierre Comets has been Director of the Innovation and Business Relations Department (DIRE) since October 2013.

Myriam Fadel, Director of Legal Affairs

A research engineer, Myriam Fadel began her career at the Ministry of Research within the Legal Office of the Directorate General for Research and Technology (DGRT). In 1997 she joined the legal department of INRA, on Rue de l'Université, to take charge of the real estate office. In 2003, she joined the Legal Affairs Department (DAJ) of CNRS. She ensures successively the responsibility of the public procurement, criminal responsibility and risk management divisions. Myriam Fadel has held the role of Deputy Director of the DAJ since 2013.

⁴ The "agrégation" is a high level civil service competitive examination entitling the holder to teach.

Pascal Dayez-Burgeon, Head of the Community Europe Division, Director of the Brussels office of European Research and International Cooperation Department

A former student of the ENS, with an agrégation in History, a graduate of the Paris Institute of Political Studies and a former student of the National School of Administration, Pascal Dayez-Burgeon was posted to the National Ministry of Education during the French presidency in 2000, was Cultural Advisor in Seoul (2001-2006) and in Suva (2006-2009) and Deputy Director of the ISCC (2009-2013). A senior civil administrator, he was appointed to the role of Director of the Office of the CNRS in Brussels from April 1, 2015.

Joëlle Raguideau, Director of the Mission for the Monitoring of and Relations with Regional Offices and Institutes

A high-ranking research engineer, Joëlle Raguideau originally studied contemporary literature. She began her career as a teacher and later worked for the Éditions du Seuil publishing house before joining the CNRS. From 2008, she acted as advisor to the Presidency for the development of sponsorship projects, as well as a representative for the organisation's offices across France. Joëlle Raguideau has been Director of the Mission for the Monitoring of and Relations with Regional Offices and Institutes since July 2010.

Michèle Leduc, Researcher Emeritus, President (2011 to 2016), then member (from September 1, 2016) of the Ethics Committee of the CNRS

Michèle Leduc is Emeritus Senior Researcher at the CNRS in the Kastler Brossel Laboratory at the ENS in Paris. Her work focused on the physics of quantum gases, lasers, MRI imaging of lungs and cold atoms. For 10 years she has been Director of the Ile de France Cold Atom Research Institute (IFRAF) and manager of the "Current Knowledge" and "Introduction to" collections. She was president of the French Physics Society from 2007 to 2010. She is a member of the Ethics Committee of the CNRS that she has chaired from 2011 to 2016.

Anne Pépin, Researcher, Director of the Mission for Women's Integration

Senior researcher, Anne Pépin is a graduate of the École supérieure d'électricité and holder of a doctorate in Physical Sciences. After a post-doctorate in nanoscience at the Massachusetts Institute of Technology, she joined the CNRS in 1996 as a researcher in the Laboratory for Photonics and Nanostructures (LPN). From 2006 she has been involved in the CNRS's Mission for Women's Integration as Project Manager. In parallel, between 2009 and 2012, she was the Scientific Attachée in the cell nanoscience and nanotechnologies unit, attached to the CNRS presidency. Anne Pépin was appointed Director of the Mission for Women's Integration in 2012. As such, she also coordinates for the CNRS, European projects dedicated to gender equality and the integration of the gender dimension in research.

Philippe Büttgen, University Professor, former President of the Conference of Presidents of the National Committee for Scientific Research (from 2012 to 2016)

Former student of the Ecole normale supérieure (Ulm), holder of an agrégation and Doctor of Philosophy, he has been a researcher at the CNRS (1999-2011), Deputy Director of the French Historical Mission in Germany (2003-2007), and is currently a Professor of Philosophy at the University of Paris 1 - Panthéon-Sorbonne. From 2012 to 2016, he is an elected member, President of section 35 of the National Committee for Scientific Research (Philosophical Sciences and philological, sciences of the art) and chairs the Conference of Presidents of Sections and Interdisciplinary Committees of the National Committee.

Ursula Bassler, Researcher, Deputy Director of the National Institute of Nuclear and Particle Physics

Since her thesis in 1993 at the Université Pierre et Marie Curie on the structure of the proton, Ursula Bassler has worked in the field of particle physics with colliders. Having been recruited at the CNRS, she continued her involvement in the H1 experiment at the HERA electron-proton collider until 1997. In 1998 she joined the D0 experiment of the proton-antiproton collider Tevatron in FNAL (United States). Between 2007 and 2013 she was Head of the Department of Particle Physics at CEA-Irfu in Saclay, before being appointed Deputy Scientific Director for particle physics and calculation at the CNRS-IN2P3. She has been Deputy Director of the IN2P3 since 2016.

Lionel Buchaillot, Researcher, Director of the unit «Institute of Electronics, Microelectronics and Nanotechnology» (IEMN)

Senior researcher, Lionel Buchaillot is the holder of a doctorate in Engineering Science. After a post-doctorate at the University of Tokyo, within the LIMMS CNRS-IIS, he joined the company AVIAC Technologies, subsidiary of the SFIM, now SAFRAN. In 1998, he became a researcher at the Institute of Electronics, Microelectronics and Nanotechnology (IEMN), his research focusing on the physics of micro and nano systems. Lionel Buchaillot is associate editor of two journals and he has been director of the IEMN since January 2010.

Virginie Bonnaillie-Noël, Researcher, Deputy Scientific Director of National Institute for Mathematical Sciences

Virginie Bonnaillie-Noël is Deputy Scientific Director at INSMI, in charge of site policy since October 2014. She also assists the advising scientific director for the CNRS on several sites. A former student of the École normale supérieure in Cachan, she obtained the agrégation for mathematics in 2000 and was a Doctor of Mathematics in 2003. From 2004 to 2014, she was a CNRS researcher at the Institute of Mathematics in Rennes. Since then, she has been Director of Research in the Department of Mathematics and Applications at ENS Paris. Her research work concerns numerical analysis and partial differential equations. From 2008 to 2012, she was an elected member and Scientific Secretary of the National Committee for Scientific Research, section “Mathematics and interactions of Mathematics”.

Lucile Marion-Poll, Post-doctoral researcher at the joint research unit for “Developmental Biology and Genetics” (UMR 3215)

Double-graduate of the Ecole nationale de chimie (Chemistry) of Montpellier and the University of Montpellier 2 in Biology, Lucile Marion-Poll has obtained a PhD in Neuroscience from the Université Pierre et Marie Curie in 2014. Since 2015 she has been conducting a post-doctorate in neuro-epigenetics in the Joint Research Unit “Genetics and biology of development” (UMR 3215).

Jean-Baptiste Brault, post-doctoral researcher at the joint research unit for “Subcellular Structure and Cellular Dynamics” (UMR 144)

After obtaining his Masters in “Molecular and Cellular Biology” from the Pierre et Marie Curie University in 2007, Jean-Baptiste Brault obtained a PhD specialising in “fundamental virology” within the “Flavivirus-Host Molecular Interactions” laboratory led at the time by Dr Philippe Desprès at the Pasteur Institute. He then joined the “Molecular Mechanisms of Intracellular Transport” laboratory of Dr Bruno Goud in the UMR144 at the Curie Institute in 2011 for a first postdoctoral contract. He is currently beginning a second post-doctoral contract in the team “Cellular Biology of Neurogenesis in the “Mammal” of Dr Alexandre Baffet, still within the UMR144.

ANNEX 5

List of abbreviations

Acronym	English	French
AIE	Accidents, Events, Incidents	Accidents, évènements, incidents
ANF	National Training Actions	Actions nationales de formation
APEC	Agency for the Employment of Managers	Association pour l'emploi des cadres
BOE	Beneficiaries of the Employment Obligation	Bénéficiaires de l'obligation d'emploi
CAP	Joint Administrative Commission	Commission administrative paritaire
CCHSCT	Central Hygiene, Safety and Working Conditions Committee	Comité central d'hygiène, de sécurité et des conditions de travail
CEA	French Alternative Energies and Atomic Energy Commission	Commissariat à l'énergie atomique et aux énergies alternatives
CERN	European Organisation for Nuclear Research	Organisation européenne pour la recherche nucléaire
CID	Interdisciplinary Commissions	Commissions interdisciplinaires
CNAS	National Committee for Social Action	Commission nationale d'action sociale
CNFP	National Commission for Life-long Learning	Commission nationale de formation permanente
CNM	National Mobility Commission	Commission nationale de mobilité
CNMP	National Preventive Medicine Coordination	Coordination nationale de la médecine de prévention
CNPS	National Prevention and Safety Coordination	Coordination Nationale de Prévention et de Sécurité
CNSPH	National Commission for Monitoring the Three-Year Plan of Job Development and Integration of Disabled Persons	Commission nationale de suivi des travaux du plan triennal de développement de l'emploi et de l'insertion des personnes handicapées
COMETS	Ethics Committee	Comité d'éthique
COMUE	Federations	Communautés d'universités et établissements
COS	Monitoring Commission of the Observatory of Scientific Professions and Employment	Comité d'orientation et de suivi de l'observatoire des métiers et de l'emploi scientifique
CR	Researcher	Chargé de recherche
CRHSCT	Regional Hygiene, Safety and Working Conditions Committee	Comités régionaux d'hygiène, de sécurité et des conditions de travail
DAJ	Legal Affairs Department	Direction des affaires juridiques

DCIF	Accounts and Financial Information Department	Direction des comptes et de l'information financière
DERCI	European Research and International Cooperation Department	Direction Europe de la recherche et coopération internationale
DIRCOM	Communications Department	Direction de la communication
DIRE	Innovation and Business Relations Department	Direction de l'innovation et des relations avec les entreprises
DIST	Scientific and Technical Information Department	Direction de l'information scientifique et technique
DR	Senior Researcher	Directeur de recherche
DR	Regional Office	Délégation régionale
DRH	Human Resources Department	Direction des ressources humaines
DSI	Information Systems Department	Direction des systèmes d'information
DU	Unit Director	Directeur d'unité
DUER	Single Document on the Evaluation of Risks	Document unique d'évaluation des risques
ENA	French National School of Administration	Ecole nationale d'administration
EPST	Public Scientific and Technological Institution	Etablissement public à caractère scientifique et technologique
ERA	European Research Area	Espace européen de la recherche
ET	Specialist Schools	Ecoles thématiques
EvRp	Assessment of Occupational Risks	Evaluation des risques professionnels
Femis	See French definition	École nationale supérieure des métiers de l'image et du son
FEVAR	Sheet for Assessment of chemical Risk	Fichier d'évaluation du risque chimique
GDRI	International Research Groups	Groupements de recherche internationaux
HCTISN	High Committee for Transparency and Information on Nuclear Safety	Haut comité pour la transparence et l'information sur la sécurité nucléaire
HR	Human Resources	Ressources Humaines
IEMN	Institute of Electronics, Microelectronics and Nanotechnology	Institut d'électronique, de microélectronique et de nanotechnologie
IFRAF	France Cold Atom Research Institute	Institut francilien de recherche sur les atomes froids
IN2P3	National Institute of Nuclear and Particle Physics	Institut national de physique nucléaire et physique des particules
INC	Institute of Chemistry	Institut de chimie
INEE	Institute of Ecology and Environment	Institut écologie et environnement

INP	Institute of Physics	Institut de physique
INRA	French National Institute of Agricultural Research	Institut national de la recherche agronomique
INS2I	Institute for Information Sciences and Technologies	Institut des sciences de l'information et de leurs interactions
INSB	Institute of Biological Sciences	Institut des sciences biologiques
INSCC	Institute for Communication Sciences	Institut des sciences de la communication du CNRS
INSERM	French National Institute for Health and Medical Research	Institut national de la santé et de la recherche médicale
INSHS	Institute for Humanities and Social Sciences	Institut des sciences humaines et sociales
INSIS	Institute for Engineering and Systems Sciences	Institut des sciences de l'ingénierie et des systèmes
INSMI	National Institute for Mathematical Sciences)	Institut national des sciences mathématiques et de leurs interactions
INSU	National Institute for Earth Sciences and Astronomy	Institut national des sciences de l'univers
LIA	International Associated Laboratories	Laboratoires internationaux associés
LISA	Light Safer	See English definition
LPN	Laboratory for Photonics and Nanostructures	Laboratoire de photonique et de nanostructures
MI	Mission for Interdisciplinarity	Mission pour l'interdisciplinarité
MPDF	Mission for Women's Intergration	Mission pour la place des femmes
NEO	Application of safety training for new entrants	Didacticiel de sécurité pour les nouveaux entrants
PICS	International Programs of Scientific Cooperation	Programmes internationaux de coopération scientifique
PRC	Joint Research Projects	Projets de recherche conjoints
SGCN	Secretary General of the National Committee	Secrétariat général du Comité national
SRH	Human Resources Service	Service des Ressources Humaines
STRIDE	Strategies and Tactics for Recruiting to Increase Diversity and Excellence	See English definition
UMI	International Joint Unit	Unité mixte internationale
UMIFRE	Joint Units - French Institutes Abroad	Unités mixtes - Instituts français à l'étranger
UMR	Joint Research Unit	Unité mixte de recherche