

IMPLEMENTATION OF THE HUMAN RESOURCES
STRATEGY FOR RESEARCHERS
(HRS4R)

AT

THE NATIONAL INSTITUTE FOR ORIENTAL
LANGUAGES AND CIVILISATIONS (Inalco)
Member of Sorbonne Paris Cité University

Under the European Charter for Researchers and the
Code of Conduct for the Recruitment of Researchers

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PREAMBLE

With the European Research Area (ERA), the European Union has issued recommendations (Official Journal L75/67,22 March 2005) to researchers, employers as well as public and private-funding bodies.

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers have been established in order to ensure researchers successful careers and to develop good practice.

As a French *Grand Etablissement*, Inalco reaffirms its willingness to improve its practices and adhere as closely as possible to the recommendations in the Charter and the Code of Conduct. Working groups have been formed to support this.

PART 1: PRESENTATION OF THE NATIONAL INSTITUTE FOR ORIENTAL LANGUAGES AND CIVILISATIONS (INALCO)

Since its creation in 1669, Inalco's mission has been to teach foreign languages and civilisations. Providing high quality teaching and research, Inalco seeks to spread knowledge and skills in order to foster understanding at the cultural, social and professional level.

Over the centuries, Inalco, proud of its rich tradition of teaching languages and civilisations from Central and Eastern Europe, Africa, Asia, the Americas and Oceania, has become a unique and unparalleled institution in the world. It offers courses in civilisations and circa 100 languages which encompass various disciplines: sciences of the language, orality and literature, social sciences such as history, geography, sociology, social anthropology, economy, political science, international relations, art, history of religious thought etc. The courses on offer at Inalco are taught by academics recognised as specialists in their fields and by native speakers. The courses are aimed at the student population (undergraduate and graduate level including PhD) as well as the general public: high school diploma holders (*bacheliers*), students, professionals, vocational or professional training etc.

The taught courses at Inalco allow students to: 1) master a language and acquire an in-depth knowledge of a civilisation; 2) acquire a particular skillset in addition to other programmes. This type of training lead to five professional courses: international business, international relations, communication and intercultural training, language teaching, and multilingual computing. At undergraduate level: courses taught by language and by geographical zone, which may include a professional specialisation. At Master level: courses based on geographical zones and articulated towards a research discipline or a profession. At doctoral level: the Doctoral School which requires all PhD students to learn an "oriental" language. Inalco also delivers its own diplomas: certificates, initiation diplomas, language and civilisation diplomas, Masters.

Research at Inalco combines cultural areas and disciplines. This particularly rich and innovative approach focuses on languages and civilisations (Middle-East, Africa, Asia, Arctic) which,

increasingly, have taken centre stage and are at the heart of some of today's major global challenges.

Research at Inalco is conducted by 15 research units (eight Inalco-specific and 7 Inalco in partnership with research institutions such as CNRS). It has a high-quality doctoral school and a world-renown university press. It also has a research development and promotion department.

Inalco supports doctoral students throughout their training, from registration to the viva voce. It does so by offering high level training on cultural areas and on the main disciplines of the humanities and social sciences. With the support of the College of doctoral schools and Université Sorbonne Paris Cité's Training Centre for doctoral students, Inalco also support young PhDs to disseminate their work towards the professional sector and develop their operational skills as well their adaptability.

Inalco is a founding member of the Sorbonne Paris Cité University (USPC) association.

PART 2: INALCO'S APPROACH

This approach aims to:

- ✓ support Inalco's policy of excellence in research;
- ✓ participate in the construction of the European Research Area;
- ✓ contribute to Inalco's world reputation and excellence.

2.1. INALCO'S INTERNAL APPROACH

Working groups have been established under the authority of Marie-Caroline Saglio-Yatzimirsky, Vice-President of Inalco's scientific board.

The working groups have been tasked with the following:

- ✓ to conduct an internal assessment of Inalco's strengths and weaknesses towards the Charter and the Code of Conduct;
- ✓ to identify possible areas of improvement;
- ✓ to develop actions to achieve the goals;
- ✓ to validate the strategy by Inalco's board of directors.

To conduct their work, the groups met several times and communicated via email.

Focus Group « Research »

- ✓ **Marie-Caroline Saglio-Yatzimirsky** - Vice-President of Inalco's scientific board
- ✓ Christine Lamarre – Professor - Vice-president in charge of organisation and ressources
- ✓ Etienne Boisserie – Lecturer – Accredited to supervise PhD students - Elected teacher-researcher representative on Inalco's scientific board – appointed for HRS4R by Inalco's scientific board
- ✓ Stéphane Sawas – Professor – Doctoral School Director
- ✓ Marie-Line Jouannaux – Direction of Research and Doctoral Studies, Administrative Director
- ✓ Marine Madani – Direction of International Relations, Administrative Director

Focus Group « Human Resources»

- ✓ **Isabelle Ferreux** – Human Resources Director
- ✓ Olivier Granger – Assistant to the Human Resources Director
- ✓ Karen Cordeiro – Head of the FMPJS
- ✓ Chloé Prado – European Projects Officer

Focus Group « Operational »

- ✓ **Nicole Heily** – Direction of Research Development and Promotion, Administrative Director
- ✓ Marie-Caroline Saglio-Yatzimirsky - Vice-President of Inalco's scientific board
- ✓ Pierre Lenhardt – Director-General for Services
- ✓ Isabelle Ferreux – Human Resources Director

2.2. SHARED USPC APPROACH

The HRS4R approach is an objective shared by the member institutions of USPC.

It has allowed not only for an in-depth assessment of each institution's strengths and weaknesses, but also to devise a common methodology in order to apply the European Human Resources Strategy for Researchers.

In terms of research, USPC's projects are plentiful and ambitious (recruitment of researchers, career management, mobility and professional training).

The creation of a USPC-wide college of doctoral schools and the joint recruitment of young researchers within the context of "international" or "double culture" calls - in addition to the recruitment campaigns of the European project INSPIRE, which won a grant within the Horizon 2020 COFUND scheme - has led USPC's institutions to rethink their researcher recruitment strategy. Research programmes promoting interdisciplinarity, support for USPC excellence research chairs to attract high-level researchers internationally, or long term visiting programmes for researchers confirms this direction taken by Inalco.

In this context, Inalco has :

- ✓ six doctoral contracts: two double culture contracts and four international mobility contracts and INSPIRE;
- ✓ two excellence research chairs in rare fields;
- ✓ one long-term Visiting Researcher in Tibetology.

A working group was established and met eight times between October 2015 and May 2016.

The group's missions were inter alia:

- ✓ the initiation of the collective approach;
- ✓ the exchange of pre-existing good practices within the institutions and within USPC;
- ✓ contact with the European Union and the French Ministry of Higher Education and Research to clarify some open issues;
- ✓ the creation and dissemination of common documents for internal analysis and an action plan.

PART 3: RESULTS OF INALCO'S INTERNAL ASSESSMENT

3.1. STRENGTHS

The internal assessment conducted at Inalco has shown that, at different stages, a number of points had already been implemented within the institution.

The national regulatory framework largely meets the provisions of the Charter and the Code. What is more, certain provisions put in place within Inalco complete this framework.

Because of its status as a *Grand Etablissement*, Inalco need not apply the regulations enacted in the 2007 Liberties and Responsibilities of Universities Act (2007-1199, 10 August 2007). As such, employment and staffing are not funded via the endowment granted by the French Ministry of National Education, Higher Education and Research (MNEHER).

✓ **Recruitment of researchers**

Over the last two years, Inalco has strengthened its human resources strategy, in particular with Selection committees as well as its commitment to gender parity and staff support. Inalco strives to guarantee the highest level of transparency and fairness in the recruitment process of researchers.

It also wants to ensure there are no conflicts of interest, making sure, for example, that no member of the interview panel supervised a candidate's doctoral thesis or worked with the latter on previous publications or common research projects.

Inalco and USPC also appointed a gender parity officer.

✓ **Improvements of working conditions**

- the creation of a preventive medicine service in 2014;
- the appointment of a health and safety officer in 2010;
- the appointment of a sexual harassment point of contact and a disability point of contact.

✓ **Links between research and the socio-economic sector**

In 2014, the Research Development and Promotion department, created in 2010, hired a national and international projects officer on a USPC-Europe Research Network contract. This position's main objective is to strengthen research at Inalco by: 1) help researchers secure national and European funding (H2020, ERC, the French Agence nationale de la Recherche); and, 2) promote their research.

3.2. PROSPECTS FOR IMPROVEMENT

Inalco's internal assessment has shown there is room for improvement when compared to some of the Charter's and the Code's points divided by service and type of action (Communication – Formalisation – Development).¹

They are listed below by:

- ✓ deadline;
- ✓ person in charge of the action;
- ✓ indicator of achievement.

The table uses the structure of the self-analysis tool (Gap Analysis):

- I. Ethical and professional aspects (item 1 to 11)
- II. Recruitment (item 12 to 21)
- III. Working conditions and social security (item 22 to 35)
- IV. Training (item 36 to 40)

I. Ethical and professional aspects (item 1 to 11)

Point	Reference	Action	Type	Deadline (start of action)	Services involved	Indicators
1. Freedom of research	1.1.	Communicate the European Charter and the Code of Conduct for the Recruitment of Researchers and/or a synthetic document produced by Inalco for researchers and faculty	C	2016–Q4	VP SB/ RDSD/ RUD	Report from the CR's general assembly Release date of the Research letter
	1.2.	Upload links to the relevant texts on Inalco's website	C	2016–Q4	LIA RDSD	Date of uploading
	1.3.	Integrate the principles of the freedom of research in the handbook for new employees	C	2017–Q3	RDSD COM	At the start of the academic year

¹ There are three types of actions:

- **communication** internal to promote existing practices (Communication = C)
- **formalisation** of existing devices but not contracted (Formalisation = F)
- **développement** of new devices (Développement = D)

Point	Reference	Action	Type	Deadline (start of action)	Services involved	Indicators
2. Ethical principles	2.1.	Prepare a note highlighting the risk of conflicts of interest for members of the Selection committees	F	2017–Q2	HRD COM	Communicate the note
	2.2	Ask members of the Selection committees to sign a declaration of honour stating, among other things, their role as PhD supervisor, add it to the exam’s written report and the way this has been dealt with during the audition and the vote.	D	2016–Q4	HRD	Deliberation SB Deliberation BD
3. Professional responsibility	3.1.	Encourage this attitude among doctoral students and inform them in advance so as to avoid researchers disclosing information without a signature of confidentiality (planned publication of a guide with the Charter and the Code attached as an annex and in English)	D	2017–Q3	DS SB RDPD	Deliberation SB Website
	3.2.	Conduct training in integrity in research for PhD and Master students	D	2017–Q3	DS TD DTCPDI	Completion of training EU methodology
	3.3.	Develop researchers’ awareness of plagiarism (message to be included in teaching)	D	2017–Q4	DS	Achievement of awareness
	3.4.	Appoint a scientific mediator in case of dispute	D	2017–Q1	DS RDSD HRD	Dates of appointment
	3.5.	Provide documentation on research regulations	D	2017–Q1	RDPD	Acquisition of documentation
4. Professional attitude	4.1.	Make faculty members aware of research agreements	D	2017–Q1	RDPD LIA RDSD HRD	Completion of training
	4.2	Cf. IV.38				
5. Contractual and legal obligations	5.1	Communicate on the implementation of the HAL portal	C	2016–Q4	RDSD UPD SB BULAC	Website

Point	Reference	Action	Type	Deadline (start of action)	Services involved	Indicators
	5.2.	Train faculty and PhD students on how to upload documents to HAL	F	2016–Q4	UPD RDS DS BULAC	Completion of training
	5.3.	Communicate on the procedures implemented to develop and promote research	C	2016–Q4	RDPD RDS SB	Website
6. Accountability	6.1.	Increase transparency on the use of credits	D	2017–Q3	BMPPD RDS SB RUD	Implementation of a budget management software
	6.2.	Secure the budget management of research funds	F	2017–Q3	RDS BMPPD	Procedures put in place
	6.3.	Develop the use of a laboratory's diary for some research centres	D	2017–Q1	RUD Team managers	RUD's meeting reports
7. Good practice in research	7.1.	Update the Information and Technology Charter	F	2016–Q4	DRISD	Signing of the charters
	7.2.	Develop researchers' awareness of the role of occupational medicine	C	2016–Q4	HRD	Website Date of the publication of the note Elaboration of a Leaflet
	7.3.	Disseminate the HSWCC's recommendations on the risk of foreign travels	C	2016–Q4	HRD COM	Publication of the traveller's guide Website
8. Dissemination, exploitation of results	8.1.	Encourage faculty members to publish in open-access archives	C	2016–Q4	RDS UPD SB	Number of publications in HAL Inalco
	8.2.	Disseminate and exploit the actions with TTAC IDF INOV	D	2017–Q1	VPSB CS RDPD RUD	Number of contracts
	8.3.	Disseminate and exploit the actions with the BULAC	C	2017–Q1	RDS	Completion of actions
	8.4.	Disseminate and exploit SSIPT	D	2017–Q1	TD RDS USPC	Completion of tools
9. Public engagement	9.1.	Implementation of conference cycles	C	2016–Q4	TR COM	Social networking sites
	9.2.	Highlight cultural events involving Inalco	C	2017–Q1	RDPD COM	Research letter Cultural events letter
	9.3.	Improve communication of public conferences	D	2018–Q1	DRISD COM	Online posting of conferences

Point	Reference	Action	Type	Deadline (start of action)	Services involved	Indicators
	9.4.	Encourage researchers to make their public-speaking events known to the general public	D	2017–Q1	COM TR RDPD	Research letter Cultural events letter
10. Non-discrimination	10.1.	Propose administrative documents in English	D	2017–Q3	Inalco – all departments	Publication of the documents in English
	10.2.	Add a non-discrimination clause to the Doctoral school's PhD Thesis Charter	D	2017–Q2	DS	Publication of the charter
	10.3.	Promote disability equality actions	C	2016–Q4	ESLD HRD	Poster Website
11. Evaluation / appraisal systems	11.3.	Describe the CNU and the Ministry's five-year plan evaluation systems	D	2017–Q3	Inalco – all departments	Writing a note

II. Recruitment (item 12 to 21)

Point	Reference	Action	Type	Deadline (beginning action)	Services involved	Indicators
12. Recruitment	12.1.	Create a guide on the different types of recruitment for research units (notably NPSs)	C	2016–Q4	HRD COM	Date of posting on website
	12.2.	Create a Charter of the contractor	C	2016–Q4	HRD COM	Date of posting
13. Recruitment (Code)	13.1.	Systematically publish job advertisements for any type of recruitment	F	2017–Q1	HRD	Publication of available positions
	13.2.	Publish available positions and job descriptions on EURAXESS	F	2017–Q1	HRD	Publication on EURAXESS using existing account
14. Selection (Code)	14.1.	Formalise a yearly meeting of all the selection committees' presidents in order to clarify all operational arrangements	F	2017–Q1	HRD	Date of meetings
15. Transparency (Code)	15.1	Remind candidates they are entitled to feedback on their application's strong and weak points	F	2017–Q2	HRD	Letter to candidates
16. Judgement of merit (Code)	16.1	Repeat in a letter consideration for hiring, bonuses and staff promotion of the	F	2019–Q1	HRD	Date of posting

Point	Reference	Action	Type	Deadline (beginning action)	Services involved	Indicators
		researchers' different missions (team and project management, mobility – management , teaching)				
17. Variations in the chronology of CVs (Code)	17.1	See 16.1	F			
18. Recognition of mobility experience (Code)	18.1.	Disseminate experience feedbacks	D	2017–Q1	RDS RDPD	Posting on Inalco's website Research letter
19. Recognition of qualifications (Code)	19.1.	See 16.1	C			
20. Seniority (Code)	20.1.	See 16.1	C			
21. Postdoctoral appointments (Code)	21.1.	Define the status of postdocs	D	2018–Q1	RDS HRD	Policy decision

III. Working conditions and social security (item 22 to 35)

Point	Reference	Action	Type	Deadline (beginning action)	Services involved	Indicators
22. Recognition of the profession	22.1.	Note for the consideration of professional experience	D	2017–Q1	HRD	Professional elections
23. Research environment	23.1	Develop a guide for European projects	D	2017–Q1	RDPD ERN	Publication of the guide
24. Working conditions	24.1.	Work on releases from service	D	2017–Q1	HRD CS BD	Policy decision
	24.2.	Work on the issue of time off for PhD students	D	2017-Q2	DS CS HRD	Percentage of PhD students taking time off
	24.3.	Disseminate information on disability and sexual harassment services	C	2016–Q4	HRD ESLD	Date of posting
25. Stability and continuity of employment	25.1.	Think of contractors' end of contracts (tutors, language teachers)	D	2018-Q2	HRD	Percentage of contractors to have attended an interview
26. Funding and wages	26.1.	Update the social security note : health insurance -- compensation for loss of	F	2017–Q2	HRD	Dissemination of the note

Point	Reference	Action	Type	Deadline (beginning action)	Services involved	Indicators
		employment according to staff status				
27. Gender parity	27.1.	Formalise recruitment criteria	C	2016–Q4	HRD COM	Social report
28. Career development	28.1.	Formalise mobility procedures	C	2017–Q3	HRD COM	Dissemination of the guide Website
	28.2.	Make researchers aware of the possibilities	C	2018–Q1	HRD COM	Dissemination of the guide Website
29. Promotion of mobility	29.1.	Wider dissemination of procedures on the various administrative positions favouring mobility abroad	C	2017–Q3	HRD COM	Dissemination of the guide Website
30. Access to career advice	30.1.	Produce a note advising on career mobility for faculty and PhD students	D	2017–Q4	HRD	Restructuration of FMPJS
31. Intellectual property rights	31.1	Produce a guide of good practice on intellectual property	D	2017–Q1	RDPD	Dissemination of guide Website
32. Co-authorship	32.1.	See 31.1.	D			
33. Teaching	33.1	Establish mandatory training on pedagogy for new faculty	D	2017–Q1	HRD	Open house for contractors Training plan Moodle Study day of the PLIDAM research centre
34. Complaints / appeals	34.1	Remind staff about the existing bodies for conflict management	D	2017–Q3	HRD LIA	Appointment of a mediator (Professor Emeritus) to manage conflicts between PhD students and PhD supervisors
35. Participation in decision-making bodies	35.1	Disseminate the new internal rules	C	2017–Q1	COM	Date of posting

IV. Training (item 36 to 40)

Point	Reference	Action	Type	Deadline (beginning action)	Services involved	Indicators
36. Relation with PhD supervisors and interns' tutors	36.1	See 34.1	D			
37. Supervision and management duties						
38. Professional training	38.1.	Create a training pack for faculty (raising awareness, research funding ...)	D	2017–Q3	RDPD HRD LIA	Creation of the training pack
39. Access to research training and career development						
40. Supervision						

PART 4: HUMAN RESOURCES STRATEGY FOR RESEARCHERS

4.1. HUMAN RESOURCES STRATEGY FOR RESEARCHERS

Inalco has developed a human resources strategy based on analysis-based findings and actions validated by its governing bodies. These actions will allow Inalco to converge its internal procedures with the provisions of the Charter and the Code.

The areas for improvement gather 66 objectives to reach within four years:

- ✓ 1 application for recognition of the plan by the European Commission
- ✓ 22 communication actions (C): internal communication actions to promote existing practices (short to mid-term implementation)
- ✓ 11 formalisation actions (F): formalise existing systems that are not subject to a contract
- ✓ 30 development actions (D): design and/or develop new systems
- ✓ 1 internal assessment stage with a survey of Inalco's faculty after two years (stage 4 of the European HR Excellence research recognition process)
- ✓ 1 external assessment stage after two years (stage 5 of the process)

4.2. STRATEGY IMPLEMENTATION

Inalco's board of directors agrees with the aforementioned approach devised by the working group. The action plan will be published on Inalco's website. The board of directors will implement the strategy. The following directors will make sure it is executed:

- ✓ Director-general of services;
- ✓ Human Resources Director;
- ✓ Research and Doctoral Studies Director;
- ✓ Research Promotion and Development Director;
- ✓ International Relations Director;
- ✓ Communications Director;
- ✓ Budget Management and Public Procurement Director.

CONCLUSION

For several years, Inalco has shown its commitment to improving the way it manages its human resources: by fostering communication between all its staff members, fighting inequalities, and improving procedures and information pertaining to the recruitment of faculty.

This request of the HRS4R award is a great opportunity for Inalco. It shows its determination to improve its human resources strategy towards researchers as well as its willingness to contribute to the development of the European Research Area.

ANNEX 1 : LETTER OF ENGAGEMENT



Référence
2016 - 110

Service émetteur
IAFR
Téléphone
+33 1 81 79 19 19

Mail
nicole.helly@inalco.fr

To the attention of :

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

25th October 2016

Object : declaration of Commitment to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

The National Institute for Oriental Languages and Civilisations, represented by its President Manuelle FRANCK, declares its commitment to the principles laid down in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Inalco is a national *Grand Etablissement* with 300 researchers and a population of 9,000 students, including 300 PhD candidates, and five professional areas. Its fifteen research teams specialise in languages and cultural areas.

We accept the general values, principles and requirements of the European Charter and Code and are committed to carry out the necessary steps of this evaluation process in our institution. We thereby wish to contribute towards a European Research Area with a Human Resources strategy for Research that supports excellence in research.

Yours faithfully,

Manuelle FRANCK



















































President
Inalco

65 rue des Grands Moulins T +33 (0)X XX XX XX XX
F-75013 Paris F +33 (0)X XX XX XX XX
www.inalco.fr

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ANNEX 2 : ACTION PLAN AND IMPLEMENTATION TIMELINE

initiation 
 mise en œuvre 
 suivi 

	Type action (C,F,D)	2016	2017				2018				2019				2020			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Acknowledgement European Commission																		
R1	Request for acknowledgement by the European Commission																	
Ethical and professional aspects (points 1 to 11)																		
1.1.	Communicate the European Charter and the Code of Conduct for the Recruitment of Researchers and/or a synthetic document written by Inalco to the researchers and faculty																	
1.2.	Upload links to the relevant texts on Inalco's website																	
1.3.	Integrate the principles of the freedom of research in the handbook for new employees																	
2.1.	Prepare a note highlighting the risk of conflicts of interest for the members of the Selection committees																	

	Type action (C,F,D)	2016 Q4	2017				2018				2019				2020			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2 Ask members of the Selection committees to sign a declaration of honour stating, among other things, their role as PhD supervisor , add it to the exam's written report and the way this has been dealt with during the audition and the vote.	D																	
3.1. Encourage this attitude among doctoral students and inform them in advance so as to avoid researchers disclosing information without a signature of confidentiality agreement (planned publication of a guide with the Charter and the Code attached as an annex and in English)	D																	
3.2. Conduct training in integrity in research for PhD and Master students	D																	
3.3. Develop researchers' awareness of plagiarism (message to be included in teaching)	D																	
3.4. Appoint a scientific mediator in case of dispute	D																	
3.5. Provide documentation on research regulations	D																	
4.1. Make faculty members aware of research agreements	D																	
4.2 Cf. IV.38																		
5.1 Communicate on the implementation of the HAL portal	C																	
5.2. Train faculty and PhD students on how to upload documents to HAL	F																	
5.3. Communicate on the procedures implemented to develop and promote research	C																	
6.1. Increase transparency on the use of credits	D																	

	Type	2016	2017				2018				2019				2020			
	Action (C,F,D)	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6.2. Secure the budget management of research funds	F																	
6.3. Develop the use of a laboratory's diary for some research centres	D																	
7.1. Update the Information and technology charter	F																	
7.2. Develop researchers' awareness of the role of occupational medicine	C																	
7.3. Disseminate the HSWCC's recommendations on the risk of foreign travels	C																	
8.1. Encourage faculty members to publish in open-access archives	C																	
8.2. Disseminate and exploit the actions with TTAC IDF INOV	D																	
8.3. Disseminate and exploit the actions with the BULAC	C																	
8.4. Disseminate and exploit SSIPDT	D																	
9.1. Implementation of conference cycles	C																	
9.2. Highlight cultural events involving Inalco	C																	
9.3. Improve communication of public conferences	D																	
9.4. Encourage researchers to make their public speaking events known to the general public	D																	
10.1. Propose administrative documents in English	D																	
10.2. Add a non-discrimination clause to the Doctoral school's PhD Thesis Charter	D																	
10.3. Promote disability equality actions	C																	

	Type	2016	2017				2018				2019				2020			
	Action (C,F,D)	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
11.3. Describe the CNU and the Ministry's five-year plan evaluation systems	D																	
Recruitment (points 12 to 21)																		
12.1. Create a guide on the different types of recruitment for research units (notably NPSs)	C																	
12.2. Create a Charter of the contractor	C																	
13.1. Systematically publish job advertisements for any type of recruitment	F																	
13.2. Publish available positions and job descriptions on EURAXESS	F																	
14.1. Formalise a yearly meeting of all the selection committees' presidents in order to clarify all operational arrangements	F																	
15.1 Remind candidates they are entitled to feedback on their application's strong and weak points	F																	
16.1 Repeat in a letter consideration for hiring, bonuses and staff promotion of the researchers' different missions (team and project management, mobility – management , teaching)	F																	
17.1 See 16.1																		

	Type	2016	2017				2018				2019				2020			
	Action (C,F,D)	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
18.1. Disseminate experience feedbacks	D		■	■	■		■	■	■	■								
19.1. See16.1	C										■	■	■	■	■	■	■	■
20.1. See 16.1	C										■	■	■	■	■	■	■	■
21.1. Define the status of postdocs	D						■	■	■	■	■	■	■	■	■	■	■	■
Working conditions and social security (points 22 to 35)																		
22.1. Note for the consideration of professional experience	D		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
23.1. Develop a guide for European projects	D		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
24.1. Work on releases from service	D		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
24.2. Work on the issue of time off for PhD students	D			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
24.3. Disseminate information on disability and sexual harassment services	C	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
25.1. Think of contractors' end of contracts (tutors, language teachers)	D							■	■	■	■	■	■	■	■	■	■	■
26.1. Update the social security note – health insurance - mutuelle – compensation for loss of employment according to staff status	F			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
27.1. Formalise recruitment criteria	C	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
28.1. Formalise mobility procedures	C				■	■	■	■	■	■	■	■	■	■	■	■	■	■
28.2. Make researchers aware of the possibilities	C						■	■	■	■	■	■	■	■	■	■	■	■

	Type	2016	2017				2018				2019				2020			
	Action (C,F,D)	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
29.1. Wider dissemination of procedures on the various administrative positions favoring mobility abroad	C				Green	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
30.1. Produce a note advising on career mobility for faculty and PhD students	D				Green	Blue	Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
31.1 Produce a guide of good practice on IP	D		Green	Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
32.1. See 31.1.	D		Green	Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
33.1 Establish mandatory training on pedagogy for new faculty	D		Green	Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
34.1 Remind staff about the existing bodies for conflict management	D				Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
35.1 Disseminate the new internal rules	C	Green	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Training (points 36 to 40)																		
36.1 See 34.1					Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
38.1. Create a training pack for faculty (raising awareness, research funding ...)	D				Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Assessment action																		
E1 Self-assessment (including survey of Inalco research community (at + 2 years)		Blue	Blue	Blue	Blue	Blue	Green	Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
E2 External assessment at + 4 years									Blue	Blue	Blue	Blue	Blue	Blue	Blue	Green	Orange	Blue

ANNEX 3 : LIST OF ACRONYMS AND GLOSSARY

BD	Board of Directors
BMPPD	Budget Management and Public Procurement Director
BULAC	University Library for Languages and Civilisations
COFUND	Co-funding of Regional, National and International Programmes
COM	Communications Director
DRISD	Digital Resources and Information Systems Department
DS	Doctoral Schools
DTCPI	Doctoral Training Centre for Professional Development Initiative at USPC
EER	European Research Area
ERC	European Research Council
ERN	European Research Network for USPC
ESLD	Education and Student Life Department
FMPJS	Forecast Management of Personnel, Jobs and Skills
HAL	Hyper Articles onLine
HRD	Human Resources Department
HSWCC	Health Safety and Working Conditions Committee
INSPIRE	Infrastructure for Spatial Information in Europe
LIA	Legal and Institutional Affairs
IP	Intellectual property
MNEHER	Ministry of National Education, Higher Education and Research
MRU	Mixed Research Unit
NPS	Non-permanent Staff
NRA	National Research Agency
RDPD	Research Development and Promotion Department
RDSD	Research and Doctoral Studies Department
RUD	Research Unit Director
SB	Scientific Board
SELC	Selection committee

SSIPDT	Support Service for Innovative Pedagogies and Digital Teaching of Sorbonne Paris Cité University
TD	Training Division
TR	Teacher-Researcher
TTAC	Technology Transfer Accelerator Company IDF-INNOV
UPD	Inalco's University Press Department
USPC	Sorbonne Paris Cité University
VP SB	Vice-President of Inalco's Scientific Board

Contact : Nicole HEILY
+33 (0)1 81 70 10 19
Research Development and Promotion Department
Inalco
Nicole.heily@inalco.fr