



HRS4R label
(Human Resources Strategy for Researchers)
Revised action plan (2024-2026)

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In December 2021, the European Commission **granted the Institut Pasteur the HR Excellence in Research award**, reflecting a process of ongoing improvement in terms of recruitment and working conditions for scientists while strengthening its attractiveness at the international level.

A collaborative process to review existing practices at the Institut Pasteur resulted in **an initial action plan, which was submitted for an Interim Assessment in December 2023.**



The implementation of this initial action plan and the identification of new strategic priorities at the Institut Pasteur, in line with the issues included in the new European Charter for Researchers, have led to the development of the revised action plan for 2024-2026 detailed below, based on the following key areas:

01

Research ethics

02

Interactions between
science and society

03

Recruitment and
employability

04

Working conditions

05

Research management
and training

➔ [Access the summary of the action plan](#)

➔ [Access the full action plan](#)

Summary of the revised action plan for 2024-2026

AREA	OBJECTIVES	MEASURES
01 Research ethics	1. Encourage individual and collective assimilation of ethical principles	1. Improve assimilation and visibility of the ethical approach 2. Disseminate the new scientific integrity charter 3. Enhance the visibility of the «responsible science» program and strengthen its coherence 4. Follow up the developments in research ethics demands by funders and society
02 Interactions between science and society	2. Develop interactions with society	5. Promote an increased sense of social responsibility 6. Facilitate synergies and initiatives aimed at the public
03 Recruitment and employability	3.1 Formalize recruitment procedures for each category (R1 to R4)	7. Publish our open, transparent and merit-based recruitment (OTM-R) policy 8. Oversee the implementation of the OTM-R policy for categories R3 and R4 9. Draw up an OTM-R recruitment policy for PhD students (R1) and post-doctoral fellows (R2)
	3.2 Improve support and professional development for scientists	10. Improve support and professional development for PhD students (R1) and post-doctoral fellows (R2), and for permanent scientists and engineers (R3/R4)
04 Working conditions	4.1 Improve the quality of working life	11. Pursue a diversity, equity and inclusion policy
	4.2 Disseminate a general notice on pay policy	12. Step up communication on pay policy and pay reviews
	4.3 Increase interaction between scientists/support departments and communication on available services	13. Increase the visibility of available services and rules on intellectual property
05 Research management and training	5.1 Improve scientists' employability and develop their managerial skills	14. Develop a mentoring system for all career levels 15. Consolidate the role of supervisors/managers 16. Improve communication on available training

Revised action plan for 2024-2026 – in detail

01

Research ethics

Objectives (and associated principles)	Description of measures	Schedule (quarter/half-year, 2024-26)	Responsible unit	Indicator(s)/Target(s)
<p>1. Research ethics Encourage individual and collective assimilation of ethical principles</p> <p><i>2. Ethical principles</i></p> <p><i>6. Accountability</i></p> <p><i>7. Best practices in research</i></p>	<p>1. Improve assimilation and visibility of the ethical approach: creation of a dedicated page on the new intranet (with information on trainings courses, dedicated contacts), actions to raise awareness on the committees' activities, multi-level training courses (beginners, advanced...).</p>	H1 2024 to H2 2026	<p>Lead: Legal Affairs Department (DJ) – Ethics Unit</p> <p>Also involved: Data Protection Officer, Health Center (Legal Affairs Department), Training Center – HR Department (DRH)</p>	<ul style="list-style-type: none"> - Publication of a dedicated page - Available training - Number of courses delivered - Number of newcomers trained
	<p>2. Disseminate the new scientific integrity charter: the adoption of a new Charter in 2024 is a first action following the audit carried out in 2023, completed by the deployment of a network of referents and local actions that facilitate researchers' apprehension of the system.</p>	H2 2024	<p>Lead: DJ – Ethics Unit</p> <p>Also involved: Scientific Integrity and Conciliation Committee (CISC); Department for Internal Audit and Control (DACI)</p>	<ul style="list-style-type: none"> - Dedicated communication about the Ethics Charter - Audit follow-up measures
	<p>3. Enhance the visibility of the «responsible science» program and strengthen its coherence: all «responsible science» principles (ethics, integrity, deontology and compliance) will be set out in a single, coherent code of conduct which will improve their understanding among the researchers and contribute to public confidence.</p>	H1 2026	<p>Lead: DJ – Ethics Unit</p>	<ul style="list-style-type: none"> - Creation of a code of conduct
	<p>4. Follow up the developments in research ethics demands by funders and society: two processes have recently been set up: the monitoring of dual-use research of concern and the involvement of research participants. These processes must be strengthened.</p>	H2 2025	<p>Lead: DJ – Ethics Unit</p>	<ul style="list-style-type: none"> - Communication on the processes

02

Interactions between science and society

Objectives (and associated principles)	Description of measures	Schedule (quarter/half-year, 2024-26)	Responsible unit	Indicator(s)/Target(s)
<p>2. Interactions between science and society Develop interactions with society</p> <p>3. Professional responsibility</p> <p>9. Public engagement</p>	<p>5. Promote an increased sense of social responsibility: focus the Institut Pasteur's strategy more clearly on the «science and society» priority area, which aims to encourage scientists to develop interactions with the general public; establish an external and internal Science and Society Committee; continue to provide spaces and opportunities for reflection on links between science, scientists and society; structure scientific outreach activities.</p>	<p>H1 2024 to H2 2026 (measure under continuous development)</p>	<p>Lead: Department of Communications (DirCom)</p> <p>Also involved: DirCom; Department of Education (DE); scientific departments; Scientific Affairs Department (DS); Science and Society Committee</p>	<ul style="list-style-type: none"> - Number of interactions with the general public - Rate of participation of scientists - Establishment of an external and internal Science and Society Committee - Number of spaces and opportunities for reflection established - Feedback from the public
	<p>6. Facilitate synergies and initiatives aimed at the public: create a physical space for scientific outreach and cultural activities that is open to the public, namely the 2028 Institut Pasteur Museum project, currently under development. Establish close partnerships with other scientific research institutes and stakeholders in scientific and technical culture. Increase opportunities for interaction between scientists and the public. Develop a public-oriented editorial strategy that addresses public concerns and is openly accessible and easy to understand. Build donor loyalty by giving donors privileged access to research results.</p>	<p>H1 2024 to H2 2026 (measure under continuous development)</p>	<p>Lead: DirCom</p> <p>Also involved: DirCom; DE; scientific departments; DS; Science and Society Committee</p>	<ul style="list-style-type: none"> - Rate of participation in events for the general public - Number of partnerships established - Frequency of encounters between the public and scientists - Media impact of the editorial strategy - Building donor loyalty - Assessment of public satisfaction

Objectives (and associated principles)	Description of measures	Schedule (quarter/half-year, 2024-26)	Responsible unit	Indicator(s)/Target(s)
3.1 Formalize recruitment procedures for each category (R1 to R4) 12. Recruitment 15. Transparency 24. Working conditions 10. Non-discrimination 20. Seniority	7. Communicate our OTM-R policy: dedicated section on our web page and intranet	H2 2024	Lead: Career development service for scientists (CARE) Also involved: DS, DRH	Publication of the OTM-R policy on the Institut Pasteur website (on the dedicated page for the HR Excellence in Research Award)
	8. Oversee the implementation of the OTM-R policy for categories R3 and R4: assess the degree of implementation of the policy, gather feedback from representatives, assess the relevance of adopting quotas	H2 2024	Lead: DCES Also involved: CARE	- Publication on the new intranet - Gather feedback from representatives in these categories (working groups, survey to be defined)
	9. Draw up an OTM-R recruitment policy for PhD students (R1) and post-doctoral fellows (R2): co-develop this policy in conjunction with stakeholders (committees, unit heads), assess the relevance of establishing a recruitment guide based on European Commission recommendations (step-by step Guide on OTM-R Practices) including how to improve dissemination of recruitment procedures, a template for vacancies, recommendations on recruitment committees and a list of weighted selection criteria	H1 2025	Lead: CARE Also involved: DCES; DS; DRH	- Organize sessions with other institutions to share practices - Working meetings with internal stakeholders to present OTM-R recommendations - Produce a guide if necessary

Objectives (and associated principles)	Description of measures	Schedule (quarter/half-year, 2024-26)	Responsible unit	Indicator(s)/Target(s)
<p>3.4 Improve support and professional development for scientists</p> <p>21. <i>Post-doctoral appointments</i></p> <p>17. <i>Variations in the chronological order of CVs</i></p> <p>24. <i>Stability and permanence of employment</i></p>	<p>10. Improve support and professional development for scientists at all stages of their career: establish partnerships with private organizations (immersion sessions, organized events); communicate about the mentoring platform once it has been launched; re-establish the Careers Committee (for categories R3-R4)</p>	<p>H1 2024 Measures rolled out throughout the implementation of the action plan</p>	<p>Lead: CARE</p> <p>Also involved: DCES; Department Directors (DD) and DE</p>	<ul style="list-style-type: none"> - Review career support tools for R1 and R2 levels (career program) - Number of presentations by CARE members at scientific department meetings to raise awareness of non-academic careers - Partnerships established with private organizations - Structured career program for R3 and R4 scientists and engineers (Careers Committee) - Establishment of Postdoc Office

Objectives (and associated principles)	Description of measures	Schedule (quarter/half-year, 2024-26)	Responsible unit	Indicator(s)/Target(s)
4.1 Improve the quality of working life 24. Working conditions 10. Non-discrimination 34. Complaints and appeals 24. Gender balance	11. Pursue a diversity, equity and inclusion policy: set up ERG-DEIs (Employee Resource Groups for DEI) and follow up on measures implemented; implement the disability policy; strengthen communication and prevention regarding sensitive situations and harassment	H1 2024 to H2 2026	Lead: CARE Also involved: DRH, Occupational Health Department, DCES, Technical Resources and Environment Department	<ul style="list-style-type: none"> - Establish dedicated resources to improve DEI and monitor related measures - Visible intranet page - Publish and implement measures related to the disability policy - Awareness-raising sessions on the system for reporting sensitive situations - Policy for rolling out new infrastructures that are accessible to people with reduced mobility
4.2 Disseminate a general notice on pay policy 26. Funding and pay 10. Non-discrimination 15. Transparency 20. Seniority	12. Step up communication on pay policy and pay reviews: boost awareness of measures taken; improve visibility of the system of remuneration by staff category (publish information on gender gaps)	H2 2025	Lead: DRH, Remuneration and Benefits Department, Legal and International Affairs in HR, HR Communication Department (ComRH)	<ul style="list-style-type: none"> - Review measures taken and provide information via the new intranet
4.3 Increase interaction between scientists/support departments and communication on available services 4. Professional attitude 5. Contractual and legal obligations 31. Intellectual property rights 32. Co-authorship	13. Increase the visibility of available services and rules on intellectual property: assess the level of satisfaction regarding the new intranet, boost communication on available information and services related to intellectual property; hold discussions on how to develop available training	H1 2025	Lead: DJ; Technology Transfer and Industrial Partnership Department (DARRI) Also involved: Scientific Secretariat General (SGS); DirCom, DRH (Training Center), Scientific Information Resources Center (CeRIS)	<ul style="list-style-type: none"> - Questionnaire on use of the new intranet and satisfaction survey - Information on the new intranet about services offered by the Transfer and Industrial Partnership Department and Legal Affairs Department, with a clear distinction between their roles and remits - Monitor distribution of Legal Affairs Department newsletter - Implement training and discussion sessions

Objectives (and associated principles)	Description of measures	Timing (2022-2023)	Responsible unit	Indicator(s)/Target(s)
5. Research management and training Improve scientists' employability and develop their managerial skills <i>25. Stability and permanence of employment</i> <i>28. Career development</i> <i>37. Supervision and managerial duties</i> <i>38. Continuing professional development</i> <i>40. Supervision</i>	14. Develop a mentoring system for all career levels: set up an academic/private mentoring program; develop a dedicated internal network for mentoring women; involve the alumni network	H2 2024	Lead: CARE Also involved: DCES; DD; DE; SGS; DS; DARRI	- Roll-out of mentoring system, mentor and mentee charter disseminated and accessible on the intranet
	15. Consolidate the role of supervisors/managers: continued consultation with service providers and development of training pathways, feedback on dedicated training pathway for members of the Senior Management Board (CODIR), adjustment of specifications in response to changes in governance, call for tenders for service providers, develop target architecture and set a schedule for implementation (aim: to make the training pathway compulsory for all managers/supervisors), establish a charter for supervisors	H1 2024 – H2 2025	Lead : Department of Scientific Affairs; training center Also involved: Integration, Support and Career Development Structure for Scientists; Department Directors; Scientific Careers and Assessment Department; Local HR Department; Center for Technological Resources and Research Department of Education	- Number of supervisor training sessions delivered - Number of participants - Charter disseminated and accessible on the intranet
	16. Improve communication on available training: following the study on developments in scientific professions and the introduction of training pathways for different groups, inform unit heads and staff of available training	H1 2025	Lead: Training Center Also involved: CARE; DD; DCES; CeRIS	- Effective communication - Meetings with heads/scientific departments - Increase in numbers enrolled in training courses

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