

The Open, Transparent and Merit-based recruitment policy (OTM-R) at INSA Rennes

In 2017, INSA Rennes joined the "Human Resources Strategy for Researchers" (HRS4R) initiative, promoted by the European Commission. Two main goals were assigned to the approach:

- To commit, in the way of quality process and improvement, to an increase in the quality of recruitment procedures, and by implementing an open, transparent recruitment policy based on the merits of researchers and teacher-researchers, also known as the OTM-R policy (Open Transparent Merit-based Recruitment), and respecting French regulations;
- By demonstrating its practice, to make INSA Rennes an institution that meets European standards for hosting researchers.

In December 2020, the European Commission awarded the HRS4R label to INSA Rennes in recognition of this approach.

In addition to this certification, the institution has produced a set of standards or reference documents, enabling everyone to situate themselves and their actions within the institution's policy. Three professional frames can be highlighted :

- The professional equality plan, voted in March 2021 by the executive board;
- The management guidelines for permanent staff, on the career path, mobility and compensation aspects (for teacher-researchers only);
- The charter for contractual staff, updated in March 2021.

Two years after being awarded the label, the institution is voluntarily continuing its approach to incorporate the achievements of the HSR4R label more deeply into its human resources policy.

The opening of recruitment

INSA Rennes defends the principle of equal access to the jobs offered by the institution, by ensuring that calls for applications are widely distributed.

- As regards tenured teachers-researchers staff, in compliance with national regulations, job offers are published on national ("Galaxie") and European (Euraxess) sites, but also on various job platforms, in French and English.
- As regards tenured engineering and administrative staff, publications are made on national ("Senorita", "place de l'emploi public") and local (website) applications, but also on various employment platforms. Depending on the profile, profiles may also be published on Euraxess; this approach will be expanded in 2023 for all engineering jobs in scientific functions.
- As regards non-permanent staff, both teaching and administrative staff, publications are made on national applications ("place de l'emploi public"), local applications (website), but also on various employment platforms. Depending on the profile, profiles may also be published on Euraxess.

Transparency of recruitment procedures

The different steps of recruitment of academic or administrative staff are governed by national or local texts. For the institution's scientific community, its partners and candidates, the transparency of recruitment procedures guarantees the integrity of the process. This transparency is formalised

- When anticipating needs, as a result of the management dialogue process opened with the teaching department and the laboratory to which the candidate is attached
- the institutional various boards are consulted, and in particular its scientific council and executive board, throughout the decisions on the recruitment proposals.
- During their characterization: regardless of the status, the job descriptions are worked on by the recruiting entities, then by the teaching department, the research department and the human resources management.
- By respecting national calendars for statutory positions, as well as the obligation to publish at least one month for contractual positions
- By providing details in the calls for applications on the different steps of recruitment: publication deadline, review of applications, peer review, decision-making process.
- During the decision-making process: for tenured professors, after the recruitment process, the chairpersons of the selection committees provide the restricted executive board with their reasoned recruitment proposal
- Through feedback to candidates:
 - For tenured research professors and BIATSS staff, candidates may request to consult the reports relating to their application.
 - For contractual staff, applicants are informed by the Human Resources management of the follow-up given to their applications. They can claim additional explanations on request.

Merit-based recruitment

Various disparities might of course be highlighted in the INSA Rennes' sociological profile, notably gender, of its workforce. When publishing the INSA Rennes professional equality plan, the staff representatives were brought together to debate on the issue. There was unanimous agreement that all recruitment should be based above all on merit and the match between a candidate's profile and the required skills.

However, this unanimity should not hide the existence of judgmental biases, sometimes unconscious, tending to underestimate the merits of a part of the population.

The inner fight against judgement bias is therefore one of the priorities for action in 2023 and beyond, and from 2023 onwards will take the form of awareness-raising actions aimed at members of selection committees.

The continuous improvement pursued in this area should not, however, undermine the strong guarantees already provided by the existing procedures of INSA Rennes:

- The expected competences are spelled out in the job descriptions, and the candidates are assessed through this sole prism.

- The evaluation of skills is assessed by juries whose regulated composition ensures the impartiality of the decision
 - the composition of the selection committees for teacher-researchers must meet standards of openness (at least 40% from outside the institution) and scientific requirement (at least 50% specialists in the discipline). They are the subject of a deliberation by the restricted board of directors, then a decision by the director
 - 95% of BIATSS staff are from the ITRF sector. Their recruitment is governed by the national regulations in force: the organization of competitive examinations is based on a ministerial decision, which assigns responsibility to organizing centers, which are responsible for forming the selection boards; the selection board must have equal representation and comply with the various composition rules laid down by the specific statutes. These proportions are verified by the Ministry of Higher Education; all the files are studied by the jury; at the end of the recruitment, the results are published by the organizing center.
 - The recruitment of contract staff is governed by an institutional charter, which sets out the rules: the selection panel must include the line manager, a representative of the human resources management and one or more internal or external experts.
 - The notion of postdoctoral fellow was recently defined by a decree of the Ministry of Higher Education. The procedure, conditions of employment and recruitment are specified, and are similar to those for contract staff.
 - In conjunction with the doctoral schools, the recruitment of doctoral students is essentially based on this same procedure. In view of the funding arrangements for doctoral contracts, differences may be noted and should be reconciled from 2023 onwards.

