



INRAE



2021 INRAE Employee Handbook

Understanding your new workplace

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Welcome to INRAE!

INRAE was officially created on January 1, 2020. As we continue on this enriching and engaging adventure, we know the strength of our community will buoy us along the way.

The INRAE community includes nearly 12,000 people.

Everyone within the community is starting off on the same footing because you are all new employees at the institute. Long-standing employees and new arrivals alike all need points of reference.

The goal of this handbook is to give you a practical introduction to INRAE so that you, as an employee, feel comfortable at your new workplace.

In this national guide, you'll find a general presentation of INRAE along with its organisational structure, HR policy, and other useful information.

Your local centre will also provide specific guides to provide you with relevant information that will help you carry out your work.

It is my great pleasure to welcome you to INRAE, and I hope that you will achieve your full potential at our institute. Your well-being at work is essential to INRAE's success!

Philippe Mauguin
Chair and CEO



INRAE

a general description

INRAE's history

A quarter of a century after the foundation of the French Institute for Agricultural Research (IRA), the French government passed a law on May 18, 1946, creating INRA, a Public Administrative Establishment. Supported by the Minister of Agriculture François Tanguy-Prigent (1909–1970), this parliamentary action took place after World War II had ended, and France was facing severe economic and political challenges. There was a single objective: “feeding France”. In January 1955, the Ministry of Agriculture granted INRA even more autonomy.

A decree was issued that made changes to the law of May 18, 1946, internally transforming INRA from a legislative agency to a regulatory agency. This shift gave the institute significant control over future administrative and scientific changes.

What was to follow was more than 70 years of research and discoveries in the fields of agrifood, biotechnology, and the environmental sciences. In 1984, INRA became a Public Scientific and Technical Research Establishment (EPST).

Also in the 1980s, and more precisely in 1981, the National Centre of Agricultural Engineering (CNEEMA) and the Technical Centre for Rural Engineering of Water and Forests (CTGREF) merged to form the National Centre for Agricultural Mechanisation, Rural Engineering, Water, and Forestry Management (CEMAGREF), a Public Administrative Establishment under the aegis of the Ministry of Agriculture.

In 1985, CEMAGREF became an EPST under the dual aegis of the Ministry of Research and the Ministry of Agriculture. For 30 years, the institute dedicated itself to research in the environmental sciences that was focused on water, ecotechnology, and regional land use. In 2012, CEMAGREF became the National Research Institute of Science and Technology for the Environment and Agriculture (IRSTEA), so that its name better reflected its research concerns.



Major historical steps in INRAE's creation

2016

April: At the joint request of the Ministry of Agriculture and Food and the Ministry of Higher Education, Research, and Innovation, CGAAER and IGAENR carry out a strategic audit of IRSTEA, during which the possibility of merging INRA and IRSTEA is raised.

2017

November 30: The two ministries receive a report discussing scientific cooperation between INRA and IRSTEA and the organisation of their environmental research.

2018

February 6: The presidents of INRA and IRSTEA receive their engagement letters based on the results of the November 30 report.

September 24: The staff of INRA and IRSTEA receive the results of two reports, one from the Operational Committee for Scientific Organisation and the other from the Operational Committee for Organisation, Management, and Support.

October 12: The two ministries receive a progress report.

November: The preconfiguration phase begins for the affected directorates, centres, and divisions. Starting in mid-November, those tasked with leading the process receive engagement letters signed by both presidents.

2019

May 6: After the final selection is made by the two ministries, the name of the new institute—INRAE—is shared with the staff of INRA and IRSTEA.

May to early July: Events bringing together INRA and IRSTEA research teams take place across France.

October 12: Following their approval by the Council of State, decrees describing the institute's creation appear in the country's official gazette.

December 2019 to mid-February 2020:

Participatory debate is held that is open to all employees with a view to collaboratively defining the institute's strategic priorities.

January 1, 2020

The new institute is officially launched.

Main objectives and research themes

INRAE is the world's number-one institute for research in the fields of agriculture, food, and the environment. The institute is more committed than ever to finding solutions to the challenges caused by global changes and to helping fully manage the resulting transitions.

Food security, nutrition security, agricultural transitions, the preservation of natural resources, the restoration of biodiversity, risk prediction and management, a comprehensive approach to health, the protection of food regional...these are all issues of concern in INRAE's quest to sustainably transform agricultural, food, and environmental systems. Drawing upon the rich and diverse work of its research teams, the institute aims to generate new knowledge and novel solutions.

To this end, INRAE will also utilise its

- singular network of research infrastructures and experimental units, unparalleled in Europe
- institutional policies anchored in open and participatory science
- membership within the French system of higher education and research
- collection of regional relationships and research alliances
- international network built upon collaborations with the best research teams in Europe and the world
- strong code of ethical practices based on the highest principles.

Establishing our future strategies INRAE 2030

INRAE 2030: a participatory project to define the institute's strategic priorities

Upon its creation, INRAE adopted an innovative approach to collectively define its strategic priorities, a project called INRAE 2030. The process began at the end of 2019, when all INRAE staff were invited to contribute to this realistic yet ambitious project which was extended to include discussions with all the Institute's partners during the first half of 2020. In the second half of 2020, this **2030 roadmap** was the subject of discussions with INRAE's Scientific Advisory Board as well as with international experts and was officially approved by decision-making bodies at the end of 2020.

Site strategies and centre plans (S3C)

In France, higher education and research (HER) institutions are organised into “sites”, which are composed of the HER establishments found within a defined geographical area. These sites can have their origin in the July 22, 2013 law on higher education and research or in high-level projects resulting from the French Investments for the Future Programme (e.g., IdEx, I-SITE, Convergence Labs, Laboratories of Excellence [LabExs], Laboratories of Territorial Innovation, etc.).

Developed under the guidance of its president, each research centre has its own Site Strategies and Centre Plans (S3C) policy, which has a threefold objective:

- 1• To clearly communicate strategies externally (i.e., to underscore research objectives) and internally (i.e., to ensure consistency in research themes and disciplines)
- 2• To create a tool for facilitating interactions with regional partners (scientific, private, and/or institutional)
- 3• To promote internal scientific activities.

Each S3C policy has three parts: 1) a description of the centre's major research themes and activities; 2) a description of the strategies of the site and local partnerships; and 3) a description of the centre's overall research plans.

A centre's major research themes are jointly determined by INRAE's strategic priorities, important local issues, and region-specific manifestations of the division's strategic plans (SSDs). There is a limit on the number of themes a centre can have. In 2018, when the S3C policies were being written, the centres each developed a new set of research themes. With the merger of INRA and IRSTEA in 2020, they were modified appropriately. **You can access the map here.**

The S3C policies act as roadmaps that centre presidents can use to guide scientific activities and develop policies related to academic, regional, and socio-economic partnerships, as in the case of innovation transfer. Initially adopted in July 2018, the S3C policies will be revisited and modified in 2020 to become better aligned with the identities and activities of INRAE's various centres.

Research-based training

Like all EPSTs, INRAE's objective is to “organise, perform, and coordinate (...) all types of scientific and technological research”. One of the institute's specific responsibilities is carry out research-based training.

For example, INRAE's researchers, engineers, and technicians provide instruction to many younger scientists—namely master's students and engineering students. The institute's research units host many interns and are training more than 2,000 PhD students, who come from France as well as a diversity of foreign countries. Furthermore, each year, INRAE provides training opportunities to more than 6,000 permanent and contractual employees, including a large number of these PhD students.

This research-based training is anchored in the institute's partnerships with institutions of higher education across the country. INRAE's 18 research centres collaborate with 33 universities found all over France.

Division strategic plans (SSDs)

The divisions' strategic plans (SSDs) define the research directions and activities pursued by the institute's research teams in key disciplines, including biology, ecology, agricultural science, soil science, economics, sociology, mathematics, and informatics.

The SSDs identify novel scientific questions and priority research topics within these disciplines.

They were written to cover the period from 2016 to 2020. In 2021, INRAE will produce a new group of orientation documents for all its scientific divisions. This process is part of INRAE 2030—the institute's project for defining its strategic priorities; the latter will be adopted in late 2020.

Our academic partners in a few figures

• University partners

45 universities are partners in our research units (38 in our joint research units); 70 of our 124 joint research units (56%) have at least one governing institution which is a university

• Agricultural and veterinary school partners

10 agricultural and/or veterinary schools and 21 other establishments of higher education are partners in our research units; 70 of our 124 joint research units (56%) have at least one governing institution which is an agricultural and/or veterinary school

• Research organisation partners

8 national research organisations are partners in our research units; 42 of our 124 joint research units (34%) have at least one governing institution which is a research organisation

Europe

INRAE's policies centring on Europe have three goals:

- To boost INRAE's visibility as Europe's number-one institute for research on agriculture, food, and the environment
- To ensure INRAE's research themes attain prominence within Europe's scientific landscape
- To encourage researchers to take part in European research projects and provide support along the way.

Consequently, these policies are focused on strategies for both increasing the institute's influence within EU administrative bodies and building institutional partnerships as part of European initiatives and/or initiatives involving INRAE's homologues in other European countries. INRAE also created the Directorate of Academic Partnerships, Regional and European Affairs (DESSE), which encourages researchers to participate in European projects by providing information and support. In this same spirit, the institute has developed specific policies that facilitate the coordination of European projects and that activate the expertise of staff specialising in European affairs within INRAE's various scientific divisions. For example, researchers can take advantage of the services provided by the institute's Directorate of Partnerships and Innovation Transfer as they put together their grant proposals.

INRAE strives to perform globally impactful research that addresses key questions related to agriculture, food, the environment, and the bioeconomy. It examines issues of crucial importance to research and innovation in Europe that are also essential components of the UN's sustainable development goals. Given the increasingly global nature of the research challenges we face, INRAE's metaprogrammes [\[see page 22\]](#) are an important tool for creating value from the institute's work at the international level. INRAE's policies on international relations also involve bolstering alliances formed by French research institutes and institutions of higher education.

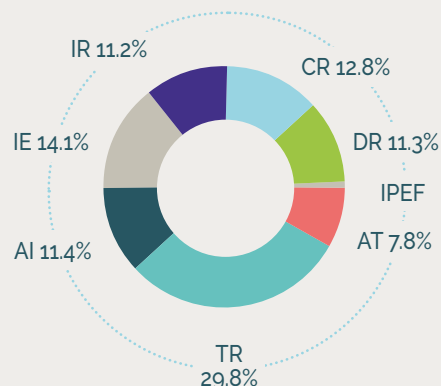


Key Figures & Practical Information

Key Figures*

Personnel

8,281 permanent staff (FTE)**



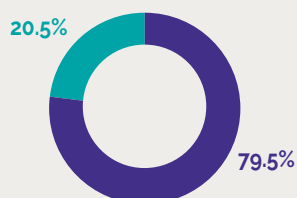
2,749

contractual staff (i.e., with full-time jobs),
including 718 PhD students
(25% from outside of France)
Main 5 countries of origin:
Italy, Spain, Germany, China and Morocco

Budget

(2020 INRAE data)

Resources: €999.1 million



- Public subsidies from the French government
- Autonomous resources

Public subsidies from the French government €794.5 M
Autonomous resources..... €204.6 M
including:
autonomous resources produced by research contracts..... €137.4 M
autonomous resources from other sources €67.2 M

*2020 INRAE data

** FTE: full-time equivalent – takes into account the percentage of time (part-time or not) and the working period (one year or less)

Partnerships and innovation transfer

(combined data from 2018 for INRA and IRSTEA)

Socio-economic partnerships

More than **450** socio-economic partners

€**34** M in revenue

5 Carnot Institutes

Intellectual property

116 invention disclosures
and exploitable results

45 patent applications filed

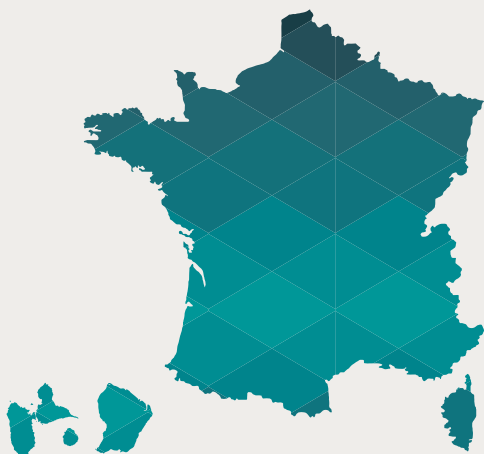
Value creation

1,470 licenses for patents, expertise,
software, and plant variety certificates

€**9.1** M in revenue obtained from patents,
consultancy work, software, and plant
variety certificates

Business creation

212 start-ups home grown at INRAE
since 1999, **168** are still in operation



Structure (INRAE—2020)

18 research centres

14 scientific divisions

261 research units, experimental research units,
and support units

Practical information

INRAE Headquarters

INRAE's headquarters are spread across multiple locations. They comprise around 500 employees, who are part of the institute's different directorates and delegations or who provide local support.

4 locations:

- 147 rue de l'Université, 75007 Paris
- 1 rue Pierre Gilles de Gennes, 92160 Antony
- 11 rue Jean Nicot, 75007 Paris
- 28 rue Finlay, 75015 Paris

The opening hours of the reception desk at 147 rue de l'Université are as follows:

8:30 am–7 pm, Monday to Friday.

Phone: +33 (0)1 42 75 90 00/Fax: +33 (0)1 47 05 99 66

Getting to the offices

at 147 rue de l'Université and 11 rue Jean Nicot



RER > Ligne C

Station: Pont de l'Alma (a 5-min walk away)

Station: Invalides (a 10-min walk away)

METRO > Lines 8 and 13 Station: Invalides /

Latour-Maubourg

> Line 9 Station: Alma Marceau

BUS > Line 83 Stop: Pont des Invalides-Quai d'Orsay

> Line 28 Stop: La Tour-Maubourg-St Dominique

> Line 63 Stop: Jean Nicot-Eglise Américaine

> Line 69 Stop: St-Pierre du Gros Caillou

> Lines: 80, 92 et 42 Stop: Bosquet Rapp

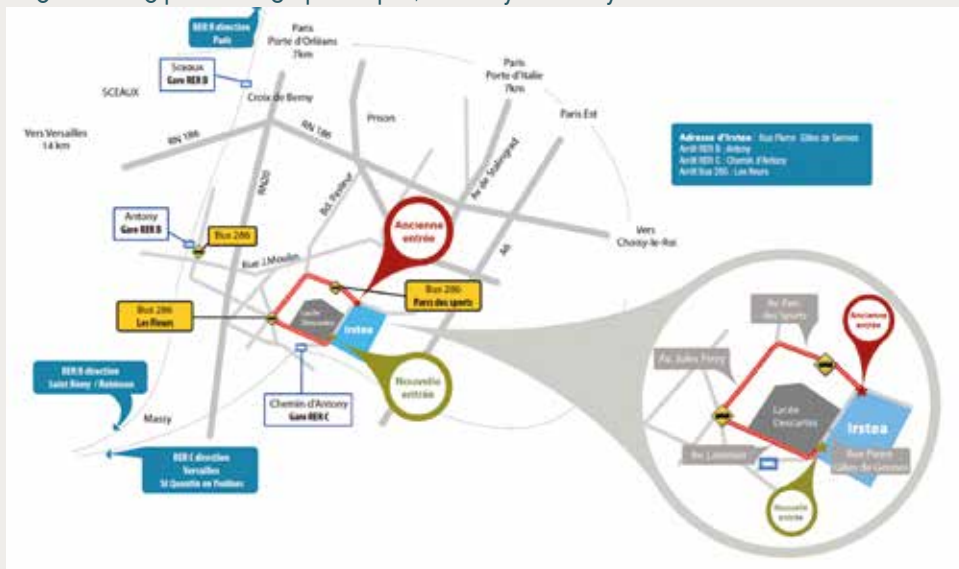
TAXI > Station Bosquet - 2 Avenue Bosquet -

Place de la Résistance - Phone: +33 (0)1 47 05 66 86

Getting to the office in Antony

Phone: +33 (0)1 40 96 61 21

The opening hours of the reception desk are as follows:
8:15 am–12:15 pm and 1:30 pm–6 pm, Monday to Friday.



By car

- > If you are coming via RN20, head in the direction of Bourg-la-Reine from Porte d'Orléans in Paris. Then, at the main intersection near La Croix de Berny RER station, head left on RN186 towards Créteil. Turn right on Boulevard Pasteur, and then turn left onto Avenue du Parc des Sports
- > If you are coming via A6 from the south, follow the signs for Paris Est and take the exit at Fresnes

Using public transport

- RER > Line C / Take a MONA train towards Massy-Palaiseau, get off at Chemin d'Antony, and take the exit Lycée Descartes within the station
- RER > line B (RATP) / Take a train in the direction of Saint-Rémy-lès-Chevreuse or Massy-Palaiseau. Get off at Antony; take Bus 286. Exit at the stop Lycée Les Fleurs, which is located about 100 metres from the office's main entrance

If arriving by plane (based on Air France timetables)

> From Orly:

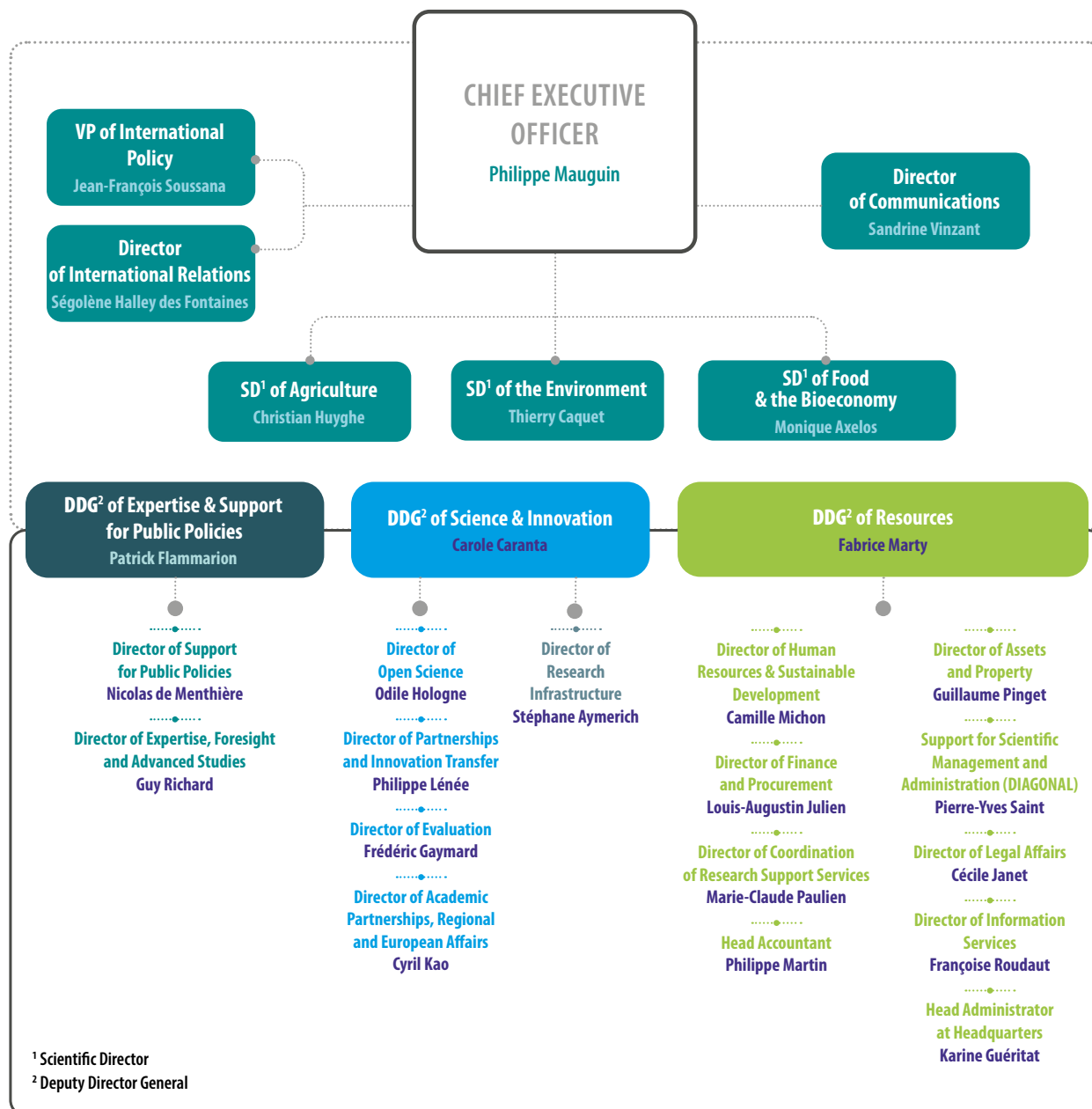
- Take the Go C Paris shuttle bus to the RER C station Pont de Rungis. Get on a MONA train towards Massy-Palaiseau, and get off at Chemin d'Antony. Use the exit Lycée Descartes within the station
- Take Orly Val to Antony, and then take Bus 286. Exit at the stop Lycée Les Fleurs



Organisational structure



Organisational Chart



Management Board

INRAE's Chair & CEO works side-by-side with the management board, which ensures that the institute's work is cohesive, effective, and strategically relevant.

Board of Directors

› Directorate General

Philippe Mauguin

Chief Executive Officer

Jean-François Soussana

Vice President of International Policy

Carole Caranta

Deputy Director General of Science & Innovation

Fabrice Marty

Deputy Director General for Resources

Patrick Flammarion

Deputy Director General of Expertise & Support for Public Policies

Christian Lannou

Associate Deputy Director General for Science & Innovation

› Scientific directors

Monique Axelos

Scientific Director of Food & the Bioeconomy

Christian Huyghe

Scientific Director of Agriculture

Thierry Caquet

Scientific Director of the Environment

› Directorate General for Resources

Cyril Kao

Director of Academic Partnerships, Regional & European Affairs

Camille Michon

Director of Human Resources & Sustainable Development

Edith Legouy

Chief Science adviser

Sandrine Vinzant

Director of Communications

Sophie Lebonvallet

Board of Directors Secretary general

The scientific divisions

INRAE is organised into 14 scientific divisions, which carry out research within specific disciplines. The divisions serve as the link between the institute's research units and its management board. They therefore have several roles: they allocate the money given to them by the Management Board, allowing the units to pursue their different research projects; they weigh in on matters of skills management; and they monitor and encourage research activities.



ACT > Transformations in agriculture, socio-ecological systems, and food systems from the perspectives of stakeholders and as manifest in their actions
Division head: Christophe Soulard



AGROECOSYSTEM > Creation and evaluation of agroecosystems; characterisation of agroecosystem functions and changes at different organisational scales
Division head: Philippe Hinsinger



ALIM-H > Relationships between food, health, the environment, and society; nutrition security and food toxicology
Division head: Jean Dallongeville



AQUA > Functions of and changes in aquatic ecosystems, the water cycle, and biogeochemical cycles
Division head: Mohamed Naaim



BAP > Characterisation of the main functions of plants; management and exploitation of genetic diversity
Division head: Isabelle Litrico-Chiarelli



ECODIV > Structures, functions, and changes observed in continental ecosystems little affected by humans
Division head: Catherine Bastien



ECOSOCIO > Functions, economic changes, and social changes associated with agriculture, the agrifood industry, food consumption, and the environment
Division head: Alban Thomas



GA > Evolutionary dynamics and functions of animal genomes; genetic architecture of traits; management and exploitation of genetic variability
Division head: Edwige Quillet



MATHNUM > Mathematics, informatics, and artificial intelligence; data and digital sciences and technologies; modelling and complex systems
Division head: Hervé Monod



MICA > Functioning, management, and exploitation of micro-organisms and microbial ecosystems (food, health, biotechnology)
Division head: Sylvie Dequin



PHASE > Creation of sustainable livestock systems that account for animal welfare; mechanisms behind the development of phenotypes, behaviours, and products
Division head: Françoise Médale



SA > Links between livestock health and human health: preventing, detecting, and fighting diseases caused by infectious agents and chemical agents
Division head: Muriel Vayssier-Taussat



SPE > Environmentally friendly plant - to landscape-level approaches to protecting crops and crop health
Division head: Christian Lannou



TRANSFORM > Processes for transforming organic matter into food and bio-based products; exploiting waste produced by human activities
Division head: Michael O'Donohue

The units

On January 1, 2020, INRAE was composed of 268 units.

These units are the foundation upon which the institute is built. Each employee is assigned to a unit and reports to that unit's director (the DU).

Each research unit (i.e., autonomous, joint, or under contract), experimental research unit, and support unit is affiliated with at least one of INRAE's scientific divisions.

The institute's Offices of Research Support Services (SDARs) are decentralised and thus provide aid to units belonging to one or more research centres. They are coordinated at the national level and organised by professional sector (e.g., HR, finances, partnerships, scientific and technical information, information systems, communications, and property).

The research centres

INRAE comprises 18 research centres that are found across France (including in overseas departments) at more than 150 geographical locations. The headquarters act as a 19th centre.

This spatial organisation helps the institute pursue its INRAE 2030 roadmap and its strategic policies at the local levels.

INRAE's Chair and CEO appoints the centre presidents (PCs), who then represent the institute within their particular regions. They thus help shape the regional scientific landscape. The PCs guide the collective activities of their research centres and carry out the research support tasks assigned to them.

The director of centre support services (DSA) is given all necessary authority to provide a full suite of decentralised research support services.

The research centres

- ① **French West Indies-French Guiana**
President: Harry Archimède
- ② **Burgundy-Franche-Comté**
President: Nathalie Munier Jolain
- ③ **Brittany-Normandy**
President: Hélène Lucas
- ④ **Clermont - Auvergne-Rhône-Alpes**
President: Emmanuel Hugo
- ⑤ **Lyon-Grenoble - Auvergne-Rhône-Alpes**
President: Pascal Boistard
- ⑥ **Corsica**
President: André Torre
- ⑦ **Grand Est-Colmar**
President: Serge Kauffmann*
- ⑧ **Grand Est-Nancy**
President: Meriem Fournier
- ⑨ **Hauts-de-France**
President: Jean Tayeb
- ⑩ **Île-de-France - Jouy-en-Josas-Antony**
President: Nathalie Touze
- ⑪ **Île-de-France - Versailles-Grignon**
President: Egizio Valceschini
- ⑫ **Nouvelle-Aquitaine-Bordeaux**
President: Olivier Lavalie
- ⑬ **Nouvelle-Aquitaine-Poitiers**
President: Abraham Escobar-Gutierrez
- ⑭ **Occitanie-Montpellier**
President: Sylvain Labbé
- ⑮ **Occitanie-Toulouse**
President: Pierre-Benoit Joly
- ⑯ **Pays de la Loire**
President: Emmanuelle Chevassus Lozza
- ⑰ **Provence-Alpes-Côte d'Azur**
President: Jean-Philippe Nabot
- ⑱ **Val de Loire**
President: Marc Guérin
- ⑲ **Headquarters in Paris-Antony**
Head administrator: Karine Gueritat



Overseas departments

The directorates and delegations

INRAE's various directorates and delegations provide functional guidance and support, framing the institute's decentralised professional services and networks (centres, divisions, units) linked with their different areas of expertise.

> Research Support Units

- Directorate of Partnerships and Innovation Transfer (DPTI)
- Directorate of Human Resources and Sustainable Development (DRHDD)
- Directorate of Finance and Procurement (DIFA)
- Directorate of Information Systems (DSI)
- Directorate of Assets and Property (DPI)
- Directorate of Coordination of Research Support Services (DSCDAR)
- Directorate of Support for Scientific Management and Administration (DIAGONAL)
- Directorate of Legal Affairs (DAJ)
- Directorate of Communications (DirCom)
- Directorate of International Relations (DRI)
- Directorate of Evaluation (DEv)
- Directorate of Academic Partnerships, Regional and European Affairs (DESSE)
- Directorate of Open Science (DipSO)
- Directorate of Expertise, Foresight, and Advanced Studies (DEPE)
- Directorate of Support for Public Policies (DAPP)

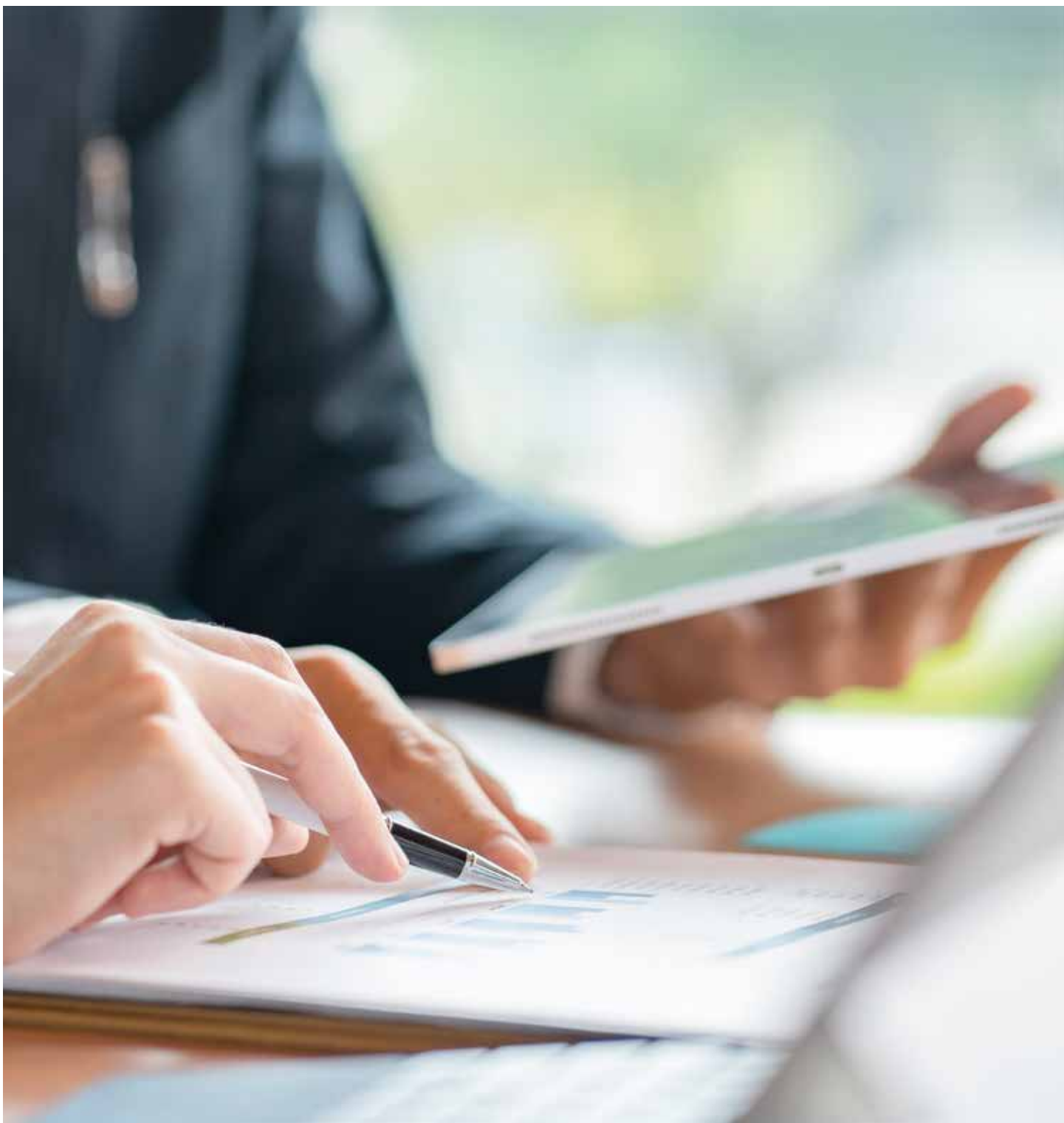
> Delegations

- Delegation for Research Infrastructure
- Delegation for the Digital Transition
- Delegation for Ethics
- Delegation for Equality and the Fight Against Discrimination
- Delegation for Sciences in Society
- Delegation for Biological Security
- Delegation for Informatics and Freedom
- Delegation for Security and Defence

> Mission

- Head of Information Systems Security

There is also the Central Accounting Office (ACP) and the Joint Service for Contractual Engineering (SCIC), which receive functional guidance from the Directorate of Legal Affairs (DAJ) and the Directorate of Finance and Procurement (DIFA) and fall under the administrative umbrella of the Directorate of Partnerships and Innovation Transfer (DPTI).



The metaprogrammes

The institute's metaprogrammes are a tool for carrying out interdisciplinary research. They help bolster the cohesiveness of INRAE's research, better positioning the institute to tackle national and international challenges, and they promote systematic, integrative, and multidisciplinary approaches.

The list of metaprogrammes:

➤ Since 2011:

- Meta-omics and microbial ecosystems (MEM)
- Sustainable management of crop health (SMaCH)
- Adaptation of agriculture and forests to climate change (ACCAF)

➤ Since 2012:

- Diet impacts and determinants: interactions and transitions (DID'IT)
- Genomic selection (SELGEN)
- Integrated management of animal health (GISA)

➤ Since 2014:

- Ecosystem services (EcoServ)
- Transitions to global food security (GloFoodS)

➤ Nine metaprogrammes have been launched since 2019:

- Holobionts and microbial fluxes within agrifood systems (HOLOFLUX)
- Change of scale of organic farming (METABIO)
- Livestock health and welfare (SANBA)
- Sustainable management of crop health (SumCrop which continues on from SMaCH)
- Bioeconomy for urban territories (BETTER)
- Biodiversity and ecosystem services (BIOSEFAIR)
- Food systems and human health (SYALSA)
- Managing climate change in agriculture and forests: Adaptation and mitigation (CLIMAE)
- Digital biology to explore and predict living organisms (DIGIT-BIO)

The research infrastructures

INRAE's research infrastructures (IRs) are a key part of the institute's national research strategies, as shown by the resources invested in them. INRAE's research activities cover a raft of diverse themes that draw from many technological fields.

If we add up all the assets invested in these IRs, which produce and manage data, they represent one third of INRAE's budget; clearly, the IRs comprise a major strategic component of the institute's overall research programme. INRAE coordinates IRs in fields that fall under its own umbrella, such as agricultural experimentation, plant phenotyping, metabolics, bioresources and biotechnologies. The institute also has plans to coordinate IRs in the field of soil and food science. Additionally, INRAE supports generic IRs or others run jointly by several institutions.

As of 2020, INRAE possesses around 70 collective scientific infrastructures (**ISCs**), organised into 13 IRs. In turn, the ISCs and IRs coordinate or are part of 16 national IRs. At the European level, they are associated with seven European Strategy Forums on Research Infrastructures (ESFRIs), 11 integrated infrastructure projects, and four data infrastructures linked to the European Open Science Cloud (EOSC) initiative.

The administrative bodies

As the institute is transforming, so are its administrative bodies.

Since the beginning of January 2020, INRAE has been in a 6-month transition period during which the governance structures of the two former research institutes have been merging.

During this time, the Board of Directors, the Scientific Advisory Board, the Technical Committee, and the national Committee for Health, Safety, and Working Conditions (CHSCT) will combine members from the administrative bodies of the former institutes.

In the centres and divisions affected by the merger, administrative bodies will also be adapted so that the former communities of both INRA and IRSTEA are represented. The same will be true for the Directorate of Coordination of Research Support Services (DSCDAR).

National elections should have taken place by 30 June 2020 at the latest and new or recomposed administrative bodies were to have been formed. In view of the unprecedented situation in the country (COVID-19 pandemic and confinement) and in agreement with the institute's line ministries, it is preferable to postpone them for a period of time proportional to the duration of confinement. A draft electoral calendar is being drawn up. The officials' terms after election will be renewed for a duration of 4 years except for the terms of officials serving on the Scientific Advisory Board, where current term length is five years. There are also administrative bodies for which term lengths are fixed by civil service policies, such as the Technical Committee, the national CHSCT, the centre CHSCTs, and the Commissions for Employee Rights. For all civil service positions, new terms will begin on December 31, 2022. By this date, the implementation of the recent law on the transformation of the civil service sector will have also brought about changes. The Technical Committee will become the Committee for Social Administration (CSA).

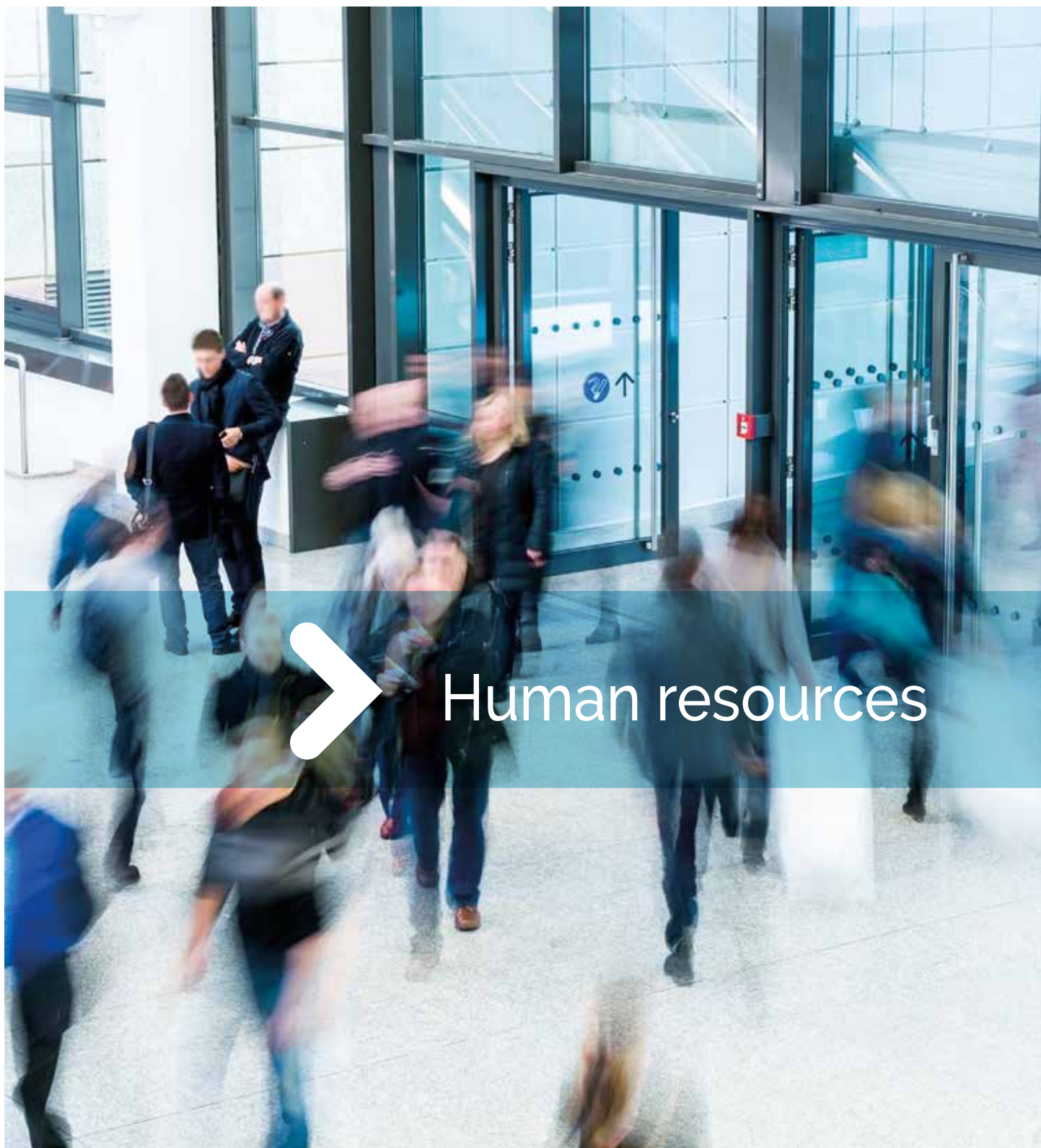
INRAE's Board of Directors has 19 members and contains a balanced number of representatives from inside the institute and outside the institute (i.e., qualified individuals from civil society).

INRAE's Scientific Advisory Board has 27–31 members, who are important researchers in France or abroad, individuals elected by INRAE's employees, and government representatives, notably from the Ministry for the Ecological and Inclusive Transition.

In 2020, new officials will be elected to the **Technical Committee and CHSCT** under the same conditions as before.

Finally, for the **administrative bodies focused on employee rights**, such as the Commissions for Employee Rights and the Commission for the Rights of Contractual Workers, officials will remain at their posts until their term of service ends—on the date defined for all civil service positions. Their composition will remain unchanged for the next three years, and their representatives will serve in mixed or aggregated groups until December 31, 2022.

In contrast, the composition of the Specialised Scientific Commissions (CSSs) will change in 2020 because they are in part composed of elected officials who help evaluate the institute's researchers.



Human resources and sustainable development policies

In any institution, human resource (HR) policies are of major strategic importance.

Several elements are crucial to boosting INRAE's performance and ability to respond to major challenges in its areas of expertise. These elements include the institute's creation of powerful knowledge and innovations as well as its information systems, organisational structure, management strategies, and cohesiveness. The efficiency of its personnel and the reciprocal exchange of knowledge among its staff and its communities are also highly important.

As a result, INRAE has prioritised certain HR policies: encouraging personnel to maintain and develop their skill sets; creating a healthy and inclusive workplace; building a shared identity; and committing to sustainable development practices and greater social and environmental responsibility.

Work schedule

The INRAE workweek and workday

In all INRAE's units, the workweek is composed of five days.

Full-time employees can choose to work **36 h** or **38 h 40 min** per week.

Employees who have chosen to work 36 h per workweek can decide to spread those hours out over 4.5 workdays or to work 4 days one week and 5 days the week after.

When employees have been granted permission to work part-time ($\leq 80\%$ of full-time hours), their workweek may be shorter than 5 days.

If employees work 38 h 40 min per week, they receive 15 days of time off in lieu (TOIL) in addition to their regular 30 days of annual leave.

If employees work 36 h per week, they just receive their regular 30 days of annual leave.

The workweek option chosen applies for the entire calendar year; this choice cannot be modified during the year.

Both workweek options now incorporate 10 min of extra work per week to cover *the journée de solidarité*, instead of employees having to use a vacation day.

Employees are allowed a lunch break of at least 45 min

Supplementary leave

If employees take at least 5 days of their annual leave from the current year (i.e., excluding any vacation days rolled over from the previous year) outside of the period from May 1 to October 31, they receive one additional day of leave. Employees receive two additional days of leave if they take 8 days outside of that designated period, depending on the type of work contract they have chosen (i.e., % of full-time work).

Telecommuting

The general rule at INRAE is that employees of all professions can telecommute. The types of work that can be performed via telecommuting are defined on a case-by-case basis during conversations between the employee asking to telecommute, the unit director, and the research team leaders.

INRAE technicians, engineers and researchers, as well as permanent and trainee civil servants and employees on fixed- or long-term contracts are allowed to telecommute, without any requirement to have worked at the institute for a specific amount of time.

Telecommuting is allowed for up to 100 days per year for a full-time employee. Telecommuting days do not have to be the same day every week.

Employees have the right to request to telecommute. They cannot be forced into telecommuting, nor can they demand that their request be granted.

Unit directors must communicate with their advisory councils about the rules governing collective telecommuting arrangements. In particular, unit directors can stipulate that certain types of work cannot be done remotely or that telecommuting is not allowed on certain days. Employees must work in person at least two days per week.

Employee assessment

➤ Employee assessment interviews—engineers and technicians

Employee assessment interviews are important moments of exchange between employees and their supervisors, namely the unit directors or their representatives. The latter may be team leaders. During this interview, there is in-depth discussion of the work that has taken place since the last interview. It is also an opportunity to put into place improvement measures based on the given work situation.

More specifically, the goal of the interview is as follows: to summarise an employee's past professional activities and current professional goals; to define work objectives for the future—actions to take, contributions to make to one or several projects, leadership of one or several projects, and/or goals related to work productivity and quality; to identify the tools needed to attain these objectives, including training; and to provide a concrete assessment of an employee's professional contributions. This assessment will be taken into account during the career advancement decisions made by INRAE.

➤ Employee assessments—engineers

INRAE's Commissions for Engineer Evaluation (CEIs) have several responsibilities: to qualitatively evaluate the individual work of the institute's engineers; to help engineers build and pursue their professional careers; and to improve skills management at INRAE in a manner that is consistent with the institute's research directions.

Employees are evaluated by their peers (from both inside and outside the institute). This evaluation process yields results at both the individual and collective levels (i.e., unit/division/institute). It helps identify an engineer's individual contributions and provides engineers with career advice.

➤ Employee assessments—researchers

Every two years, INRAE's Specialised Scientific Commissions (CSSs) evaluate researchers based on written portfolios. The commissions both carry out assessments and provide advice: they identify the individual

contributions of researchers, provide feedback on their performance, and inform the relevant administrators if the latter is unsatisfactory or if a researcher is facing difficult or risky circumstances. They pay particular attention to both the situation of young researchers and the balance of work types over a researcher's career.

Contractual employees

Contractual employees make up a significant proportion of INRAE's staff and greatly contribute to the institute's work, energy, and attractiveness.

These employees have varied professions, skills, and contract lengths. They are part of INRAE's single work community and labour alongside permanent staff to address the scientific challenges targeted by the institute. INRAE is developing and implementing an internal charter for contractual employees that allows them to better position and highlight their work at the institute in the context of their career.

Career advancement

To ensure equality and transparency in staff governance, it is crucial to adopt high-quality HR policies that are based on a solid statutory framework and sound employee management. INRAE does everything within its power to provide its employees with solutions and support as they pursue their career goals, from the time that they are hired until the time that they retire.

Mobility

INRAE seeks to balance its shifting personnel needs with the individual aspirations of its staff. Its mobility policies thus allow the institute to engage in skills management while also permitting employees to pursue their career objectives.

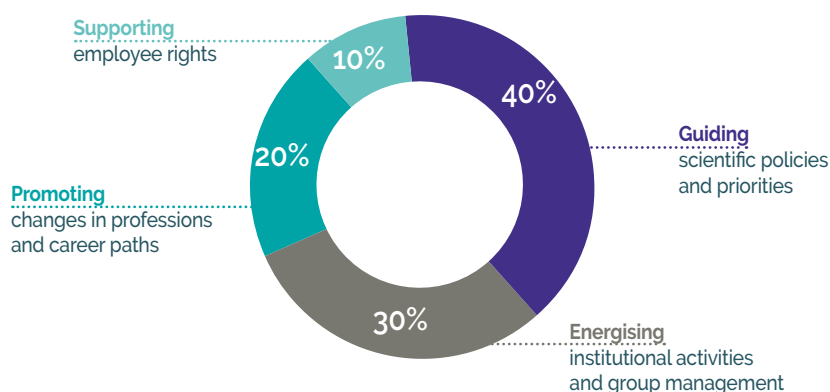
INRAE employees can take advantage of three types of mobility opportunities, each with a different aim.

- First, there is the annual mobility campaign that promotes mobility within the institute.
- Second, there is mobility focused on the occupations of the future, which offers opportunities for internal career advancement by encouraging employees to construct long-term career paths.
- Third, there is emergency mobility, which allows employees to deal with urgent individual or group situations.

The annual and emergency mobility options are open to all civil servants and permanent staff in the three civil service groups who have been in their current posting for at least three years. The second option is open to INRAE researchers, engineers and technicians, whether they are permanent employees or on long-term contracts, who have been in their current posting for at least three years.

Training opportunities

In a world of dynamic situations and scientific challenges, INRAE is fully committed to the continuing education of its employees, a philosophy that aligns with its overall research priorities. In tandem, the institute has adopted HR policies that are focused on employee support. The objective is that INRAE employees at all organisational levels, across the entirety of the institute's units, centres, and divisions, have a better understanding of their work environment, their professional value, and their career advancement possibilities. To make advances in its priority issues and objectives, the institute has based its training policies on four main pillars:



Any INRAE employee can request continuing education. The institute offers its staff training opportunities so that all employees can take charge of their own career paths by building upon their current skills or acquiring new skills.

For both permanent and contractual employees, the contact person for any type of continuing education project is the centre's head of training. These projects may take the form of group or individual training, such as a request for an experience-based degree (*validation d'acquis de l'expérience* - VAE); degree-based training; career advancement programmes; skills assessment; or preparation for exams/competitions.

Career advancement

➤ Advances in grade

In the case of engineers and technicians, advances in grade occur based on years of experience. Employees can choose to participate in annual career advancement campaigns or to take competitive professional exams (open to research engineers [IR *hors classe*] and research technicians [TR *classe supérieure* and TR *classe exceptionnelle*]).

Researchers can apply to advance in grade; approval of the request will be based on their years of experience and the results of assessments by the relevant administrative bodies (CSSs or career advancement commissions).

➤ **Changes in professional category**

Engineers and technicians can change their professional category by participating in annual career advancement campaigns or in open or internal hiring competitions.

Research scientists can also participate in competitions to become research directors (DR2), provided that they have the requisite level of years of experience.

Management

Research demands are constantly changing, which means that INRAE must be able to react quickly and efficiently. The institute is committed to providing training and support to employees in supervisory roles. The goals are the following:

- to provide support when they become supervisors and as they carry out supervisory tasks
- to help deal with issues that arise in shifting group settings by promoting participatory management and the development of learning organisations
- to foster cooperation and complementarity within work collectives via "collective intelligence".

Risk prevention policies

INRAE's risk prevention policies are defined by the Management Board. The centre presidents each have a delegation for workplace health and safety. The unit directors take on this responsibility at the more local level.

The Management Board receives advice on these matters from the Department of Social and Environmental Responsibility and Workplace Health and Safety (RSE-SST), which is part of the Directorate of Human Resources and Sustainable Development (DRHDD). RSE-SST also develops action programmes aimed at risk prevention, provides support to centre administrators, guarantees that preventive actions are implemented, and ensures that regulations and technical conditions are respected.

Additionally, RSE-SST manages the networks of risk prevention advisors and doctors in preventive medicine found across all INRAE's centres.



Promoting INRAE our image

Both inside and outside the institute, INRAE has built a positive image from our research results, our broad diversity of partnerships (national, international, private, public), our commitment to promoting conversations with society, our dedication to communication, our excellent working conditions, and our campaign to attract and retain the most skilled employees...

INRAE's image is disseminated by the institute's research units, scientific divisions, centres, and directorates. It is also communicated by each and every member of the INRAE community, through our individual perceptions of and contributions to the institute, as well as our ways of communicating this image outside INRAE's walls.

Our scientific values

In all our research and management work, we are committed to applying a code of ethical practices rooted in responsibility, impartiality, integrity, dignity, and probity. We feel that this approach serves the common good.

Our code of ethics

INRAE has clearly delineated its code of ethics, which all staff should employ in their professional activities (2013 Ethics Charter for Research Professionals). With support from the Committee for Ethics and Compliance, the Delegation for Ethics has the responsibility of promulgating these ethical guidelines and of providing often indispensable clarification to those seeking general advice or help with difficult situations.

INRA/CIRAD/IFREMER/IRD Ethics Committee

INRAE, CIRAD, IFREMER and IRD have a joint ethics committee. It considers and provides council on matters beyond these institutes' economic and societal objectives—more specifically, it focuses on the ethics of their projects and practices. It does not matter if researchers are looking at aquatic or terrestrial systems, if their study species are plants, animals, or microbes, or if they are examining soil organisms, aquatic organisms, or symbioses between plants and animals.

When one of these four institutes submits one or more questions related to specific scientific procedures, techniques, or technologies, the Ethics Committee issues a formal opinion. This opinion is based on the principles and values that must frame scientific research at every moment.

Excellence: a guiding light for all INRAE personnel

INRAE addresses complex research questions with major implications for society, often via collaborative work. At every step in the process, it is crucial to employ a rigorous scientific approach and address any ethical issues that arise. To this end, the institute is constantly striving to improve professional practices by offering high-quality organisational and management strategies. DIAGONAL's Office for Quality Research Management and Support ensures that this national policy is implemented during all scientific research and support activities. It also guarantees that it is strengthened via the appropriate tools, methods, and organisational themes.

INRAE remains committed to promoting diversity and gender equality and to fighting discrimination. This commitment is essential to our ability to welcome new personnel and to adapt to a rapidly changing international and digital environment. INRAE is also dedicated to sustainable development practices and greater social responsibility.



› AFNOR Equality and Diversity at Work certification

Because of its efforts to promote diversity and female-male equality, INRAE received Diversity and Equality at Work certification from AFNOR in January 2020. This official recognition is important to us all, both individually and collectively, because it is a beacon of the work community's objectives: to share values, welcome newcomers, help employees find their place, provide attractive workplace conditions, and work efficiently.



HR EXCELLENCE IN RESEARCH

› Human Resources Excellence in Research Award: the European Commission recognises the high quality of INRAE's human resource policies

In 2010, INRAE was the first French research organisation to receive the HR Excellence in Research Award. This honour signifies that the institute is constantly working to further improve its HR policies. INRAE is proud of the work that earned it the award: its respect for labour rights, its transparent hiring practices, its training and mobility opportunities, its commitment to promoting a healthy work-life balance, and its open, innovative research environment.

› Sustainable development

In the spirit of its research priorities, INRAE must assess the impacts of all its decisions and activities on society and the environment. This commitment is in alignment with national sustainable development goals (Agenda 2030). DRHDD's Office for Sustainable Development is implementing the institute's sustainable development plan, which takes into account INRAE's overall greenhouse gas emissions and deals with other issues such as the minimisation of travel; the preservation of biodiversity; energy and waste management; efficient resource use; responsible consumption; and digital sobriety.





A friendly and supportive
workplace

Improving social conditions at work is a key part of INRAE's HR policies. It is a tool that the institute uses to effectively support its personnel as they conduct their work. This support takes different forms that all aim to lighten the daily load of responsibilities. More broadly, these policies seek to nurture social ties among INRAE employees and to create attractive working conditions across the entire institute.

Employee benefits

INRAE firmly believes that a workplace should be characterised by group solidarity, social cohesion, and a high quality of life. The institute therefore offers **employee benefits** that help meet the diverse needs of its staff members. They include housing and childcare subsidies; accommodations that increase workplace friendliness for employees with disabilities or that make leisure and cultural activities more accessible; an income supplement for employees with families; complementary health insurance; holiday housing subsidies; and holiday vouchers.

➤ Social services

INRAE's HR policies aim to improve its employees' working conditions and quality of life. If you are struggling with personal or professional problems, you can make an appointment with a social services assistant at your research centre. Anything you share will be kept strictly confidential.

A disability friendly workplace

For several years, INRAE has voluntarily chosen to create a more disability friendly workplace and to develop institutional policies for increasing accessibility, with a view to better supporting its employees throughout their careers (e.g., recruitment, hiring, and retention).

Some of these efforts include better developed practices for recruiting and retaining employees with disabilities; funding to implement workplace accommodations and to increase accessibility; and subsidies for household services (*CESU compensation du handicap*).

ADAS

The Association for the Development of Social Activities (ADAS) is an official group whose aim is to organise and promote a variety of social, sporting, and cultural activities for INRAE employees (whether currently employed or retired). ADAS has local chapters in all the institute's centres. It is easy to take advantage of the services offered by ADAS: simply become a member.

Labour unions

Within the realm of government employment, the work of labour unions largely centres on informing employees of their rights, coordinating group actions, and conducting negotiations, as well as submitting demands and leading protests (e.g., exercising the right to strike or advocating for social justice).

➤ **CFDT - INRAE** / Route de Saint-Cyr / RD 10 / 78210 Saint-Cyr-L'Ecole / Phone: +33 (0)1 30 83 35 41 / +33 (0)1 39 53 76 55 / cfdtinra@inrae.fr

➤ **CFTC - INRAE** / Route de Saint-Cyr / RD 10 / 78210 Saint-Cyr-L'Ecole / Phone: +33 (0)1 30 83 35 43 / +33 (0)1 39 53 37 60 / cftcinra@inrae.fr

➤ **CGT - INRAE** / Route de Saint-Cyr / RD 10 / 78210 Saint-Cyr-L'Ecole / Phone: +33 (0)1 39 53 56 56 / cgt@inrae.fr

➤ **SUD - Recherche EPST - INRAE** / contactinrae@sud-recherche.org

➤ **Syndicat Force Ouvrière INRAE FO ESR FNEC FP-FO** / 6-8 rue Gaston Lauriau / 93513 Montreuil cedex / Phone: +33 5 57 89 08 36 / fo-esr@inrae.fr



Discover and share
INRAE's research

Scientific and technical information

Scientific and technical information (IST) professionals provide a variety of products and services that research teams can call upon when conducting their scientific projects. At INRAE, IST's professional activities and services are provided through the Directorate of Open Science (DipSO). IST is one of the key parts of this new administrative structure. More broadly, DipSO also provides services on behalf of the Delegation for Sciences in Society, via the INGENUM unit and the relegation of certain responsibilities to the Delegation for the Digital Transition.

Partnerships and innovation transfer

INRAE policies focused on partnership building are implemented by several administrative bodies:

- **The Directorate of Partnerships and Innovation Transfer (DPTI)** helps create socio-economic partnerships, facilitates business creation, and streamlines innovation transfer via its subsidiary, INRAE Transfert. <https://intranet.inrae.fr/partenariat/>
- **The Directorate of Academic Partnerships, Regional and European Affairs (DESSE)** helps create academic partnerships at the regional, national, and European levels. Its goal is to pursue local strategies and support European policies. <https://intranet.inrae.fr/darese>
- **The Directorate of Support for Public Policies (DAPP)** fosters relationships with non-academic public partners (e.g., ministries, agencies, and local governments). DAPP works with DESSE and the Directorate of International Relations (DRI) to build support for European and international public policies. It also works with DPTI to create public-private partnerships that bolster public policies.
- **The Directorate of International Relations (DRI)** seeks to build academic and institutional partnerships with collaborators outside of Europe. <https://intranet.inrae.fr/dai-international>

A new administrative body, the Joint Service for Contractual Engineering (SCIC), was created to provide complementary services to these four directorates. SCIC receives functional guidance from the Directorate of Legal Affairs (DAJ) and the Directorate of Finance and Procurement (DIFA); it falls under the administrative umbrella of DPTI.

It provides legal and financial council whenever research agreements or contracts are established with third parties. It also facilitates the activities carried out by the institute's network of engineers as part of partnership projects (IPPs), which are found in all INRAE research centres. SCIC is the administrative body to contact if INRAE employees wish to establish a formal collaboration or research project.

Support for public policies

INRAE created the Deputy Directorate-General of Expertise and Support for Public Policies (DGDEAPP) to ensure that supporting public policies is of the highest priority for the institute. DGDEAPP seeks to develop ties with new stakeholders and strengthen relationships with current partners as well as to predict and develop emergent themes that can inspire work by the Directorate of Expertise, Foresight, and Advanced Studies (DEPE) and the Directorate of Support for Public Policies (DAPP).

Working closely with DGDEAPP, INRAE's scientific directors can help shape governmental policies alongside other public policy stakeholders (e.g., the committees of scientific interest groups [GISs], the scientific committees of various stakeholder groups, the advisory bodies or thematic working groups created by governmental officials, and/or the steering committees of research agreements and framework agreements). DAPP collaborates with the divisions to develop scientific support for public policies. Each scientific division has a representative for public policy support. This person is responsible for disseminating information coming from DAPP and working with the directorate to develop the division's strengths in terms of expertise and support for public policies (e.g., establishing priority actions and agreements).

INRAE also has academic partnerships (i.e., with HER institutions), facilitated by DESSE; partnerships with associations and civil society organisations, facilitated by DipSO; partnerships with private stakeholders (e.g., companies, farmers, industry representatives), facilitated by DPTI; and partnerships with public institutions (ministries and local governments), facilitated by DAPP. DGDEAPP works with DESSE and DRI to develop INRAE's expertise and support for public policies inside and outside of Europe.

International instruments

➤ International associated laboratories

International associated laboratories (LIAs) are research projects that are jointly carried out by two or more laboratories, including at least one outside of France. They are collaborations without borders. They have no juridical status; the research teams involved retain their own official statuses and modes of operation. LIAs are established via research partnership agreements signed by the governmental entities responsible for the laboratories involved. They are coordinated by researchers from at least two different countries and receive support from a steering committee. Being a LIA increases project visibility and makes it easier to obtain funding from the partner institutes as well as various grant programmes and research agencies.

➤ 2RI international research networks

U2RI international research networks link French research partners with foreign research partners. They generally include 1–3 laboratories per country, and they receive support from a scientific committee and a coordination committee.

➤ Joint Linkage Calls

Joint linkage calls (JLCs) are mobility projects that INRAE funds as part of the framework agreements for scientific cooperation that it signs with foreign research institutes and certain foreign funding agencies. This investment fosters both new professional relationships among researchers and the creation of collaborations. JLCs help to engage young researchers (PhD students, postdocs, and young permanent hires).

Communication

At INRAE, multiple entities play a role in communications.

- The Directorate of Communications produces and coordinates all the information shared by the institute with the general public. It also publicises INRAE's research results and organises major events inside and outside the institute.
- At the regional level, these tasks are carried out by the centre's communications manager.
- The scientific divisions and metaprogrammes also have communications managers, who are essential to this process.

As an INRAE employee, one of these entities may ask for your help (e.g., to take part in an event, talk to the media). You can also ask INRAE's communications experts to highlight your research projects and results or to provide advice (e.g., about interacting with the press, graphic communication rules).

What should you do if a journalist contacts you for a written or televised interview?

Before answering, you must always notify your centre's communications manager, or the institute's news office, of the invitation. They will approve the request and provide guidance from the beginning to the end of the interview. For more information, please see the infographic: **"What to do if the media contacts you"**

A generic overview of INRAE

Our «boilerplate» text to use when communicating about INRAE

INRAE, the French National Institute for Agriculture, Food and Environment, created on 1st of January 2020, is a major player in research and innovation. INRAE is a targeted research institute resulting from the merger of INRA and IRSTEA. It is a community of 12,000 people with over 200 research units and about 40 experimental units located in 18 regional centers throughout France. The institute is among the world leaders in agricultural and food sciences, in plant and animal sciences, and is 11th in the world in ecology and environment. INRAE's main goal is to be a key player in the transitions necessary to address major global challenges. In the face of the increase in population, climate change, scarcity of resources and decline in biodiversity, the institute develops solutions for multiperformance agriculture, high quality food and sustainable management of resources and ecosystems.

The INRAE website presents the institute, its research themes and scientific news to the general public and our partners: <https://www.inrae.fr/en>

The INRAE Jobs website promotes our job offers and employer brand: <https://jobs.inrae.fr/en>

If you need to produce INRAE documents or other materials, you can consult the institute's style guidelines: <https://intranet.inrae.fr/charte-identitaire>

INRAE glossary and helpful links

INRAE's new website: <https://www.inrae.fr/en>

➤ INRAE's Wikipedia page

National intranet portal: <https://intranet.inrae.fr/national>

➤ Information related to the INRA-IRSTEA merger

➤ FAQ

➤ INRAE primer

➤ Intranet for the Site strategies and centre plans (S3C) policies

➤ Learn about the institute's major research themes

➤ Learn more about INRAE's Europe-focused policies

➤ Learn more about INRAE's international policies

➤ Explanation of INRAE's structural organisation

➤ **Overview** of INRAE's structural organisation: the Management Board, centres, and scientific divisions and departments providing research support at the institute

➤ List of the research centre intranets

➤ More about INRAE **Metaprogrammes**

International Affairs:

➤ **Information about LIAs**

➤ **Information about zRIs**

➤ **Information about JLCs**

Links to English

Links to French (no English version available)

Intranet for HR:

➤ HR guidelines as of January 1, 2020

➤ Information on Telecommuting

➤ Information on research activity and mobility interviews

➤ Information on job assessment interviews

➤ Charter for contractual employees

➤ Virtual space for contractual employees

➤ Information on Career Paths

➤ Information on Hiring Competitions

➤ Information on Mobility

➤ Information on Training

➤ Information on Career Advancement

➤ Information on Management Practices

➤ Intranet for risk prevention: INRAE tools, guidelines, and rules

➤ Space of internal memos

➤ Online information about INRAE's **code of ethics**

➤ Intranet for Quality

➤ Learn more about INRAE's policies for promoting gender equality and diversity and fighting discrimination

➤ Website discussing INRAE's **HR Excellence in Research Award**

➤ Intranet for HR: current sustainable development activities

➤ Written guide to INRAE's social policies

➤ Learn more about INRAE's **policies for enhancing workplace friendliness for employees with disabilities**

Intranet for ADAS

IST services: <https://ist.inra.fr/en>

Intranet for DPTI