

HR Strategy management Guidelines

Approved by the Board of Directors on 8th December 2022

These Management Guidelines are a reference document defining the school's HR management policy.

The HR strategy guidelines cover four main areas:

- I- **HR management's strategic directions**
- II- **General guidelines on recruitment, integration and remuneration**
- III- **General guidelines for career development and promotion**
- IV- **General guidelines on quality of life at work**

I –HR management's strategic directions

HR management's strategic directions are as follows:

- make jobs and careers attractive, so as to recruit the candidates required to ensure the School's influence in teaching, research and innovation on the national, European and international scenes;
- support the development of employees' skills so that they can play an active role in the transition to a new world of energy and society;
- maintain the HRS4R certification by applying clear, transparent and non-discriminatory procedures;
- make the school an innovative employer via a rich social partnership;
- encourage collective dynamics by strengthening managerial practices and developing the school culture;
- enable all employees to fulfil their potential in a caring and inclusive environment in which equality and diversity are respected and all forms of violence - particularly sexual and gender-based violence - are combated on an ongoing basis.

II- General guidelines on recruitment, integration and remuneration

II-A Recruitment policy

- ✓ **The School is structured to ensure the best possible match between the skills of those recruited and those required for the positions offered.**

It has specialist recruitment profiles held by the Human Resources department. It distributes its job descriptions widely, both internally and externally.

It is about to equip itself with a recruitment tool, in particular to create the most relevant candidate profile pools possible, as well as a CV library.

In addition, it will continue to digitise the recruitment process that it has begun with the ITEROP workflow tool (used for e-recruitment applications).

It can also call on the expertise of Nantes Université's Talent Office for certain recruitment projects.

- ✓ **The School has formalised its procedures in compliance with the requirements of the HRS4R label (transparency, non-discrimination, equity), which it applies to all its staff.**

It has written management guidelines for certain categories of staff (*see appendix: reference documents*) and intends to do so for all its staff categories. It pays particular attention to the career paths of doctoral students as part of a specific "Parcours doctorants" initiative.

It has set up an Equality and Diversity Commission and established charters to ensure respect for gender equality and the fight against all types of discrimination (*see appendix: reference documents*). It will be formalising an action plan on disability.

The functions and responsibilities entrusted by the Director to teachers-researchers and teaching staff will be formalised in a job description. In addition, the table of equivalent hours lists the activities giving rise to time-off.

The School encourages managers to update their employees' job descriptions, particularly during professional interviews.

II-B Welcoming new employees

- ✓ **The School is preparing for the arrival of new recruits under the best possible conditions.**

It will formalise the cross-functional induction process in order to optimise the material and organisational conditions for taking up a new post.

- ✓ **The School provides more information to new employees about the functioning of its laboratories, teaching departments, services and campus life.**

It will improve the welcome booklet it gives to new employees and will ensure that all documents provided are translated into English.

- ✓ **The School is improving the support and integration of new employees.**

It organises induction days (at least two a year) to introduce the various stakeholders, provide the necessary contacts and send out information documents. Management, the HR department, the accident prevention advisor and the communications department all work together to ensure that new arrivals receive the best possible information during these days. It will organise information sessions when there is a significant flow of new arrivals in a given month.

It will take greater account, from the moment they take up their duties, of the adjustments required to provide the best possible welcome for people with disabilities, in particular by improving coordination between all the qualified staff concerned.

[II-C Remuneration policy](#)

- ✓ **The School has put in place clear rules for setting its employees' remuneration.**

The remuneration of contract staff - excluding doctoral and post-doctoral students whose remuneration is defined by specific regulations - is established according to the salary scale and the allowance system in reference to the category and grade of the civil servants. The School has formalised this regulation in the various management guidelines for contract staff (*see appendix: reference documents*).

It has defined a rule for determining the minimum salary for hiring BIATSS contract staff in the memorandum of 2nd July 2021 and the general guidelines of contract teaching staff.

It pays bonuses as approved by the Board of Directors.

III General guidelines for career development and promotion

- ✓ **The School is implementing a policy to provide its staff with a sustainable working environment and to maintain its in-house skills**

Since September 2021, staff on fixed-term contracts funded from the institution's permanent resources may be offered permanent contracts after one year on contract, on the recommendation of their line manager and after submitting the end-of-term contract report to the HR department.

- ✓ **The School is structured to support the professional development of its employees.**

It is implementing annual professional interviews for all employees except teacher-researchers. It is going to rethink the professional interview form to help managers and employees more readily understand the topics of expected skills in particular.

It is structured to support teacher-researchers at a minimum of three stages in their professional career: at the time of recruitment, after four to five years of seniority and a few years after obtaining the HDR (accreditation *to supervise research*). In addition, it allows contract teacher-researchers to benefit from CRCT (Study Leave for Research or Subject Conversions) and Pedagogical Leave (CPP) in the same way as tenured teacher-researchers.

Teacher-researchers are recruited for tenure-track positions as soon as circumstances permit.

- ✓ **The School will implement a skills development plan.**

The School has a range of training options\programmes. It will develop a skills development plan using a dedicated resource. Particular attention will be paid to managerial practices.

It will endeavour to devote an increasing budget to staff training. It may call on in-house expertise to provide training.

In the case of career changes, the School will examine each individual case and will cover part of the training costs. Retraining courses will be taken outside working hours.

- ✓ **The School is committed to enhancing career paths by creating its own programmes.**

In conjunction with staff representatives, the School is developing its compensation policy with a view to recognising and rewarding the responsibilities and individual and collective performance of its employees (C2 functional allowances and C3 individual bonuses for teacher-researchers and researchers, IFSE (Indemnité de fonctions, de sujétions et d'expertise - Allowance for duties, hardship and expertise) for administrative and support staff and various bonuses).

In compliance with legal and regulatory provisions, and in order to complement national schemes, the School is setting up its own promotion schemes after consultation with staff representatives as part of a documented social dialogue.

It organises its own promotion campaigns for staff on permanent contracts (Open-ended contract) - whether they are teachers, researchers or teacher-researchers. In addition, it has chosen to reward IGEs (Design engineers/Research officer) who have completed a doctoral thesis related to the School's activities.

IV General guidelines on quality of life at work

- ✓ **The School is updating its protocols to enable its employees to adapt their working conditions to the different stages of their personal lives, as well as to the climate and health context.**

The School has a working time protocol for BIATSS staff and doctoral students, as well as a teleworking protocol for these staff. In recent years, the School has amended these documents several times in conjunction with the Technical Committee in order to adapt them to the working context (and in particular to the health crisis linked to COVID 19). It will be careful to adapt these documents again with the Social Management Committee (CSA) whenever necessary.

- ✓ **The School has set up a system to verify the implementation of measures to ensure good working conditions.**

A survey on working conditions will be conducted annually. The results of this annual survey are included in the strategic scorecard indicators. The School will take care to draw up an action plan and to report on the effectiveness of the measures taken to improve the working conditions of its employees.

The School has put in place measures to prevent psychosocial risks and to report sexual and gender-based violence.

An annual review of these management guidelines will be presented to the CSA and CA.

ANNEX
Reference documents for the School's HR policy

AXIS	Documents for HR policy
Recruitment/remuneration/ career	Civil servant BIATSS <ul style="list-style-type: none"> - Management guidelines on mobility - Management guidelines on promotion and career development Contract BIATSS <ul style="list-style-type: none"> - Management charter for contract staff - Note on HR measures for permanent contracts from 2nd July 2021 Civil servant teacher-researchers <ul style="list-style-type: none"> - Management guidelines on mobility - Management guidelines on C2 functional allowances - Management guidelines on the C3 individual bonus (in progress) Contract teacher-researchers <ul style="list-style-type: none"> - Management guidelines on contract teacher-researchers Contract researchers <ul style="list-style-type: none"> - Management guidelines on contract researchers Contract teachers <ul style="list-style-type: none"> - Management guidelines on contract teachers
Employment integration and professional equality	<ul style="list-style-type: none"> - Gender Equality Plan of the Equality and Diversity Committee - Disability Master Plan
Organisation and working conditions	<ul style="list-style-type: none"> - Working time protocol for BIATSS staff and doctoral students - Teleworking protocol or BIATSS staff and doctoral students - Time equivalence reference framework for teacher-researchers and teachers
Skills development	<ul style="list-style-type: none"> - Training manual and courses - Job descriptions for teacher-researchers and teachers

These documents are online on the School's intranet site.