HR Excellence in Research

Process Description

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Case number

2024RO200614

Name Organisation under review

INCDTIM

Organisation’s contact details

Donat, 67-103, Cluj-Napoca, CLUJ, 400293, Romania

Date endorsement charter and code

06/03/2024

Submission date to the European Commission

28/06/2026

Process

The HR Excellence in Research strategy should be developed in consultation with stakeholders and involve a diverse group of researchers (from R1 to R4). It should also include the appointment of a committee to oversee the process and a working group to carry out the implementation.

Please provide the name, the position, and the management line / department of the persons who are directly or indirectly engaged in the HR Excellence in Research process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
dr. Filip Claudiu - Ortensie	Chief Executive Officer	■	☐	Top Management / Management
dr. Habil Măgdaș Dana - Alina	Scientific Director	■	☐	Top Management / Management
dr.ec. Nicoară Felicia - Diana	Chief Economic Officer	■	☐	Top Management / Management
dr. Habil Soran Maria - Loredana	President of Scientific Council	■	■	Scientific Council / Materials, Energy and Advanced Technologies
dr. Rednic Vasile	Technical Director	■	☐	Top Management/ Management
Faur Melania	Legal Adviser	■	■	Administration / Legal Ofiice
dr. Petran Anca - Cristina	Union Leader	■	☐	The employees' union
Moldovan Adela - Carmen	Human resources specialist	■	■	Administration / Human resources
dr. Toloman Dana - Aurica	Head of Department	■	☐	Researcher / Materials, Energy and Advanced Technologies

Name	Position	Steering Committee	Working Group	Management line/ Department
dr. Bende Attila	Head of Department	■	☐	Researcher / Isotopic and molecular technologies
dr. Onija Oana - Mihaela	Technology Transfer Center Coordinator	☐	■	Technology Transfer Center
dr. ing Belean Bogdan	Deputy Head of Department	☐	■	Researcher / Materials, Energy and Advanced Technologies
dr. ing. Szucs - Balazs Jozsef - Zsolt	Deputy Head of Department	☐	■	Researcher / Isotopic and molecular technologies
Dr. Blaga Bogdan - Lucian	Manegement Consultant	☐	■	Internal managerial control
Dr. Raita Laura - Oana	International projects coordinator	☐	■	Researcher / Materials, Energy and Advanced Technologies
Dr. Nan Alexandrina Emilia	Scientific Researcher I / R 4	☐	■	Researcher / Materials, Energy and Advanced Technologies
Dr. Farcău Cosmin	Scientific Researcher I / R 4	☐	■	Researcher / Isotopic and molecular technologies
Dr. Varodi Codruta	Scientific Researcher II / R 3	☐	■	Researcher / Isotopic and molecular technologies
Dr. Radu Maria - Teodora	Scientific Researcher II / R 3	☐	■	Researcher / Materials, Energy and Advanced Technologies
Dr. Colnita Alia	Scientific Researcher III / R 2	☐	■	Researcher / Isotopic and molecular technologies
Dr. Garabagiu Sorina	Scientific Researcher III / R 2	☐	■	Researcher / Materials, Energy and Advanced Technologies

Name	Position	Steering Committee	Working Group	Management line/ Department
Dr. Gherman Ana Maria - Mihaela	Scientific Researcher III / R 2	☐	■	Researcher / Materials, Energy and Advanced Technologies
Drd Varadi Ana	Scientific Researcher / R 1	☐	■	Researcher / Materials, Energy and Advanced Technologies

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a committee overseeing the process and a working group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researcher groups were involved in the gap analysis.

Stakeholder group	Consultation format	Contributions
Researchers from INCDTIM (R1–R4)	Institutional survey distributed through Google Forms, complemented by targeted consultations and internal dissemination activities	Researchers from all career stages contributed to assessing the level of implementation of the Charter and Code principles, identifying strengths, gaps and priority areas for improvement. The survey results were analysed quantitatively and used as evidence for the Gap Analysis and for defining corrective actions within the Action Plan.
Working Group (WG)	Structured working meetings and thematic review sessions	The WG coordinated the Gap Analysis process, consolidated survey results, reviewed institutional practices and policies, identified implementation gaps and formulated proposals for actions, indicators and priorities. The group ensured representation of researchers across R1–R4 levels and maintained alignment with institutional strategy.
Steering Committee (SC)	Periodic coordination and validation meetings	The SC supervised the overall HRS4R process, reviewed and validated outputs prepared by the WG, monitored consistency between identified gaps and proposed actions and supported institutional decision-making for implementation.

Stakeholder group	Consultation format	Contributions
Administration Council / Management structures	Management meetings and consultation sessions	Management bodies ensured institutional endorsement of the process, reviewed implementation feasibility, supported resource allocation and contributed to integrating HRS4R priorities into organisational planning and governance mechanisms.

Please describe how the committee overseeing the process was appointed and how it worked (meetings, decisions, etc.).

This document describes how INCDTIM designed and implemented the internal consultation process and stakeholder engagement (both internal and external) for the preparation of the Gap Analysis, the OTM-R Checklist and the Action Plan developed in support of the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

Compared to the version submitted in April 2025, the present version has been revised to reflect:

- the updated composition of the Working Group (WG) and the Steering Committee (SC), following institutional changes introduced in 2026 (new Heads of Departments and a new President of the Scientific Council);

- the progress achieved in the implementation of the Action Plan during the period April 2025 – June 2026;

- the recommendations provided by the European Commission regarding a more detailed description of operational roles, meeting frequency and coordination mechanisms between the Working Group and the Steering Committee.

The Steering Committee (SC) was proposed by the Scientific Council and formally established through a decision of the General Director. Its role is to provide strategic oversight of the HRS4R process, validate HRS4R-related documents, monitor the implementation progress of the Action Plan and make decisions regarding any necessary adjustments.

Note compared to the 2025 version: the composition of the SC was updated to reflect the new members appointed in 2026, including the newly appointed President of the Scientific Council. SC decisions are documented through meeting minutes and communicated to the Working Group within five working days following each meeting.

Meeting frequency of the SC: quarterly (or whenever necessary, upon request of the General Director or the Scientific Director). Regular meetings are scheduled in March, June, September and December of each implementation year.

Working procedures: the SC reviews progress reports prepared by the Working Group (WG), validates revisions to the Action Plan, approves updated documents and communicates conclusions to the Scientific Council during its regular meetings.

Please describe how the working group doing the gap analysis was appointed.

The Working Group (WG) was established to involve all research departments, researchers from R1 to R4 levels, the Human Resources department, the coordinator of the technology transfer center, and the management consultant. The Working Group (WG) is responsible for the operational implementation of HRS4R: it coordinates activities, collects and analyses data, prepares and updates documentation, monitors implementation indicators and prepares progress reports for the Steering Committee.

Note compared to the 2025 version: the composition of both the Steering Committee (SC) and the Working Group (WG) was updated to reflect the appointment of new Heads of Departments in 2026. The process coordinator is the President of the Scientific Council, who ensures operational continuity and serves as the liaison between the Steering Committee and the Working Group.

Meeting frequency of the Working Group: quarterly, with dedicated working sessions organised for each action area. Meeting minutes are distributed to all members of the Steering Committee and the Working Group within three working days following each meeting.

Coordination mechanism between the Steering Committee and the Working Group: to ensure an efficient flow of information, the coordinator of the Working Group participates in all Steering Committee meetings as rapporteur. Progress documents and implementation updates are submitted to the Steering Committee at least seven days prior to each quarterly meeting.

Involvement of the Research Community in the Gap Analysis Preparation

The consultation process was structured in several stages to ensure the involvement of researchers across all career levels (R1–R4).

Stage 1 – Information and Awareness Raising (October–November 2024)

The Scientific Director and the Human Resources Specialist organised an internal seminar in the Institute’s meeting room to present:

- the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers;
- the process of participation in the HR Excellence in Research initiative;
- the importance of researchers’ involvement throughout all stages of the process.

At the end of the seminar, an invitation to participate in the consultation survey was distributed through the institutional mailing list (“allitim@itim-cj.ro (mailto:allitim@itim-cj.ro)”). The seminar was also accessible to researchers working remotely through the Institute’s virtual communication platform.

Stage 2 – Consultation Survey (November–December 2024)

The Working Group developed an online survey (Google Forms) structured around the four thematic areas of the Charter and Code (C&C):

- Ethical and professional aspects;
- Recruitment and selection;
- Working conditions;
- Training and career development.

The survey was addressed to all INCDTIM researchers, regardless of career level (R1–R4) and employment status (fixed-term or permanent contracts).

Out of a total of 172 researchers, 103 responses were received (response rate: approximately 60%).

Note compared to the 2025 version: information regarding research staff categories included in the Action Plan has been updated as follows:

R1 (First-stage Researcher) – includes Research Assistant (ACS), Researcher (CS) and Technological Development Engineer (IDT);

R2 (Recognised Researcher) – includes Scientific Researcher Grade III (CS III) and Technological Development Engineer Grade III (IDT III);

R3 (Established Researcher) – includes Scientific Researcher Grade II (CS II) and Technological Development Engineer Grade II (IDT II);

R4 (Leading Researcher) – includes Scientific Researcher Grade I (CS I) and Technological Development Engineer Grade I (IDT I).

Stage 3 – Analysis and Validation (January–March 2025)

The collected responses were processed by the Working Group during dedicated working sessions (two meetings held in December 2024 and two meetings held in January 2025). The results were structured according to the Charter and Code principles and served as the basis for the Gap Analysis.

The Scientific Council validated the conclusions of the Working Group during an informal working session held in February 2025, with the participation of the General Director, Scientific Director and President of the Scientific Council.

Stages of the HRS4R Documentation Development Process

Following the consultation with the research community, the Working Group and the Steering Committee carried out the following activities:

WP1. Preparation and finalisation of the report resulting from the consultation process regarding the implementation of the principles of the European Charter for Researchers and the Code of Conduct (completed in February 2025).

WP2. Preparation and completion of the Gap Analysis, including assessment of the implementation status for each of the 40 Charter and Code principles and identification of specific gaps (completed in March 2025).

WP3. Preparation of the OTM-R documentation regarding existing recruitment, selection and hiring procedures and practices (completed in March 2025).

WP4. Drafting and completion of the Action Plan, structured around three strategic priorities:

- Ethical and professional aspects;
- Recruitment and researchers' career development;
- Increasing institutional visibility and research excellence (completed in March 2025).

WP5 (new – post EC evaluation). Revision of the HRS4R documentation following the recommendations included in the EC Consensus Report (May–June 2026), including updating the composition of the Working Group and Steering Committee, clarifying indicators and strengthening monitoring mechanisms.

Implementation Progress (April 2025 – June 2026)

Compared to the initial submission stage, INCDTIM has achieved relevant progress in implementing the Action Plan. Detailed information regarding the status of each action is presented in the revised Action Plan.

Publication of HRS4R Documents

The HR Excellence in Research Strategy and related documents (Gap Analysis, OTM-R Checklist and Action Plan) are published on the Institute's website in the dedicated section:

Romanian and English versions available at: https://en.itim-cj.ro/hrs4r/ (https://en.itim-cj.ro/hrs4r/)

Following the recommendations provided by the European Commission, INCDTIM increased the visibility of the HRS4R section by displaying direct access to the dedicated page from the institute's homepage.

Prepared by the HRS4R Working Group – INCDTIM Cluj-Napoca

Reviewed and approved by the HRS4R Steering Committee – June 2026