HR Excellence in Research

Action Plan

Back to Task (/my/hrs4r/task/44117) Back to Case (/my/hrs4r/hrs4r-case-incdtim?phase=initial#40901)

Printable Version (https://euraxess.ec.europa.eu/my/hrs4r/case/200614/task/40905/document-type/action-plan?referrer=44117&print=true)

Action Plan

Case number

2024RO200614

Name Organisation under review

INCDTIM

Organisation’s contact details

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

Submission date to the European Commission

05/04/2025

What it is

Following the gaps individuated in the GAP Analysis and in the OTM-R checklist, the Action Plan is the set of activities that the organisation will put in place to advance toward the implementation of the 20 principles of the European Charter for Researchers.

Why it is important

The Action Plan establishes the foundation of the organisation's HR award management. Rooted in the Gap Analysis and the OTM-R Checklist, it is the organisation's strategic vision in terms of the priority areas and implementation steps to be undertaken in the next two years (i.e. until the interim phase, when the organisation will submit the new action plan).

Key elements to consider

The Action Plan form to be used for reporting in the E-tool comprises four separate parts:

1. Organisational information
   This section is intended to illustrate the larger context in which the organisation performs, its structure, its impact upon the communities it serves, as well as the resources leveraged.
   In this context, there are two categories of data required:
   1. Staff indicators to be presented as full-time positions (FTEs) at the moment of reporting in the E-tool, and
   2. Budget and funding, if applicable, to be expressed as amounts in euro. For countries using other currencies than euro, official currency conversion tools should be used, such as currency conversion calculators of national banks.
2. Strengths and weaknesses of the current practice
   In this section, the organisation must provide an overview of its current state and practice under the four thematic headings of the European Charter for Researchers (Ethics, integrity, gender and open science; Researchers' assessment, recruitment and

progression; Working conditions and practices; Research careers and talent development). Information on current practices related to OTM-R should be also included here.

Although this section presents only one text block for the two headings, we strongly recommend elaborating on both strengths and weaknesses as they will highlight the organisation's rationale for setting actions as priorities in the Action Plan.

3. Actions
   In order to help connect actions to improvement needs easier, all principles with their implementation ratings will be retrieved automatically from the Gap Analysis into the Action Plan. The proposed actions can address either individual or multiple principles and a list of GAP principles not selected in any action is provided.

   We propose an approach based on SMART Action Planning, which incorporates five characteristics of a goal: specific, measurable, attainable, relevant, and time-based.

   More specifically, the Action Plan should:

   1. include tasks tackling existing/emerging gaps, as identified in the Gap Analysis and the OTM-R Checklist in a specific way,
   2. state the task ownership and detail the responsibilities (i.e. assigned to a specific department, specific person/role within the organisation),
   3. have a clear and measurable timeframe for implementation,
   4. indicate how the state of achievement will be measured by means of precise and quantifiable key performance indicators (KPIs).
   5. The timeline should cover at least two years (up to the interim phase Internal Review). Timing should be indicated in quarters of a year.
   6. The actions should reflect a balance between short-term interventions (i.e. such as organising a workshop) and long-term systemic actions (i.e. fostering policy and culture change).
   7. The organisation can customise planning based on its own priorities and creativity. There is the possibility to add as many new fields as needed to include the desired volume of actions.

The Action Plan also includes a dedicated section to OTM-R policy and practices.

The establishment of an Open Recruitment Policy is a key element in the HR award strategy. The applicant organisation must also indicate how the Open, Transparent and Merit-Based Recruitment Toolkit will be used and how the principles of Open, Transparent and Merit-Based Recruitment will be implemented. Although there may be some overlap with a range of the actions already planned as emerged from the Gap Analysis, the organisation must provide a short commentary demonstrating this implementation. The organisation will have to make the link between the OTM-R Checklist and the overall Action Plan in a free text section.

If the organisation already has a recruitment strategy that implements the principles of Open, Transparent and Merit-Based Recruitment, it must provide the web link where this strategy can be found on the organisation's website.

4. Implementation of the HR award process
   This section will include information on how the HR award process will be coordinated and embedded by the organisation (through working groups, alignment with HR policies or internal mechanisms, etc.)

   In addition to a free text to describe the actions, there is also a list of mandatory questions. Each answer should be maximum of 500 words in length.

   In case the same answer is applicable to more than one question, please clearly state this instead of merely duplicating replies.

   Important: The Action Plan and the OTM-R must be published in visible and easily accessible location of the organisation's website. The URL to the must be included in the URL field in the e-tool, starting with "https://" or "http://". Ideally, only one URL should be shared. In case multiple emails need to be shared, they should be comma separated and each should be introduced as an autonomous address, (starting with "https://" or http://).

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	**FTE**
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	172
Of whom are international (i.e. foreign nationality) *	10
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	88
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	70
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	40
Of whom are stage R1 = in most organisations corresponding with doctoral level *	13
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	241

RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	8936645.76
Annual organisational direct government funding (designated for research)	758432
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	8080801

RESEARCH FUNDING (figures for most recent fiscal year)	€
Annual funding from private, non-government sources, designated for research	0

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

We are a Research and Innovation (R&I) institute with more than 75 years of expertise in technological progress. Our organization has a proven track record of providing advanced solutions across various scientific fields, encompassing fundamental research, applied sciences, and technology transfer. We concentrate on a broad spectrum of research domains, including Materials Science, Stable Isotopes, Food Safety, Renewable Energy and Environment, Nanofabrication, and Quantum Computing.Our interdisciplinary methodology, bolstered by cutting-edge facilities, enhances our adaptability and aligns us with current EU research priorities. We possess significant experience and expertise in tackling intricate challenges and promoting innovation.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*

Strengths and Weaknesses (max. 800 words)

Strengths:

- Freedom of Research: One of INCDTIM's strengths is maintaining a balance between research freedom and ethical responsibilities. Researchers enjoy the freedom to conduct research activities, supported by a well-defined regulatory framework that promotes respect for the rights of individuals involved in research.

- Adherence to Ethical Principles and Research Integrity: The Code of Ethics and Conduct promotes transparency and fairness in scientific activities. The internal monitoring system, including the role of the Ethics Committee and hierarchical supervisors, ensures proper oversight of research activities. Ethical violations are sanctioned according to the legislation.

- Prevention of Plagiarism and Self-Plagiarism: INCDTIM has a strict policy against plagiarism and self-plagiarism. These practices are actively prevented and strictly sanctioned, while researchers are encouraged to adhere to the highest standards of scientific integrity.

- Professional Responsibility: The INCDTIM Code of Ethics explicitly prohibits plagiarism and protects copyright. Special emphasis is placed on including all individuals who have made significant contributions to a scientific work. These measures support the development of a culture of professional responsibility and help strengthen trust in the integrity of research conducted within the institute.

- Financial Management and Internal Control: INCDTIM has an internal managerial control system (SCIM) that ensures transparency and efficiency in the use of financial resources. The Financial Management Office and the Legal Office are responsible for ensuring financial and contractual compliance, providing support to researchers in fulfilling financial obligations. This system contributes to the more efficient use of resources, a crucial aspect for the success of research activities.

- Support for Staff Development: INCDTIM actively invests in the continuous development of researchers by providing training and educational opportunities. The International Projects Office supports researchers in obtaining European and international funding, while mentoring activities and collaborations with the business sector are encouraged. This support fosters continuous professional development and enhances scientific performance.

Weaknesses:

- Financial Constraints: Lack of predictability and stability in funding through national RDI (Research, Development, and Innovation) programs.

- Lack of Updated Guidelines on Professional Responsibility: Internal procedures do not provide sufficient guidance for researchers regarding new trends such as open data, open science, or co-authorship, which are essential for aligning with modern international research standards.

- Insufficient Awareness of Knowledge Transfer and Intellectual Property Rights: Although procedures and regulations exist, staff awareness regarding the importance of knowledge transfer and intellectual property rights could be improved through training sessions and clearer information.

- Limitations in Internal Procedures for Integrating New Research Practices: Existing procedures are not fully adapted to support the development and implementation of new research practices, such as open access to data and open science, which are becoming increasingly important globally.

- Need for Periodic Seminars: Although there are internal regulations and guidelines to ensure adherence to ethical principles, it would be beneficial to organize regular seminars to discuss and address specific cases related to ethics and best practices in research.

Recruitment and selection*

Strengths and Weaknesses (max. 800 words)

Strengths:

- **Compliance with National and International Legislation**: The recruitment process fully complies with national legislation, including Law no. 183/2024 regarding the Status of Research, Development, and Innovation Personnel, thereby ensuring adherence to legal regulations and guaranteeing a fair and transparent selection process.

- **Accessibility and Transparency of Job Announcements**: Recruitment announcements are published on high-visibility platforms such as the official INCDTIM website, the Ministry of Education and Research portal (jobs.research.gov.ro), and Euraxess. Posting on multiple channels ensures broad distribution and accessibility for candidates from various parts of the world.

- **Transparent Selection Process**: Job announcements include clear information about the job description, required qualifications and competencies, competition schedule, and specific responsibilities of the position. The results of the selection process are published on the institute's website, ensuring transparency throughout the process.

- **Diversity and Gender Balance**: The selection process ensures gender balance, promoting diversity and ensuring a fair, non-discriminatory process. This is a significant strength, especially in research, where diversity can lead to innovative perspectives and solutions.

- **OTM-R Recruitment and Selection Policy**: INCDTIM adopts a set of international policies regarding OTM-R (Open, Transparent, Merit-based Recruitment), meaning the institute applies open and transparent recruitment principles based on merit. These principles help foster a work environment that values the real competencies and skills of candidates.

- **Accessibility for All Candidates**: Competitions are open to any individual who meets the specific job requirements, without any form of discrimination. This approach promotes inclusion and ensures a non-discriminatory recruitment process.

- **Postdoctoral Career Opportunities and Professional Development**: INCDTIM offers clear opportunities for postdoctoral researchers, supporting their continuous professional development and enabling them to apply for both national and international research projects. These opportunities help strengthen researchers' scientific careers and support their ongoing development.

Weaknesses:

- **Internal Regulations and Procedures Under Revision**: Although the institute complies with national legislation, certain internal regulations and procedures are still in the process of being updated, which may create uncertainty for candidates and delay the implementation of the latest legislative requirements. The regulation regarding the organization of competitions for filling vacant

positions is currently being revised, which may lead to delays or a lack of clear procedures during this transitional period.

- **Lack of a Defined Career Plan**: The career development plan is currently under development; the absence of a structured plan can create uncertainty for candidates regarding long-term advancement opportunities and prospects for professional growth.

- **Lack of Detailed Feedback After Selection**: Although the results are published on the institute’s website, the process does not include detailed feedback on each candidate’s performance during the selection competition.

Working conditions*

Strengths and Weaknesses (max. 800 words)

Strengths:

- Early Professional Recognition: Young researchers are employed with individual employment contracts within research projects, thus gaining access to continuous training, mentoring, and adequate resources (financial, educational, and infrastructure-related).

- Stimulating Research Environment: Investments in modern equipment and infrastructure contribute to creating a suitable environment for high-quality research. National and international collaborations are supported, and research topics are diverse. The Technology Transfer Center, accredited by the Ministry of Research, Innovation and Digitalization, provides support to researchers for valorizing their research results.

- Promotion of Work-Life Balance: INCDTIM ensures equal opportunities and treatment for women and men in their careers by providing fair working conditions and a balance between professional and personal life. This includes maternity protection, parental leave, and flexible working hours, in line with the provisions of the institute's collective labor agreement, gender equality strategy and action plan, and applicable legislation.

- Job Stability: Institute employees benefit from job stability, with most researchers employed under permanent individual labor contracts.
Employees with fixed-term contracts enjoy the same rights and have the same obligations as those with permanent contracts. A procedure is in place to transition fixed-term contracts into permanent ones.

- Performance-Based Funding and Salaries: Salaries are determined based on performance within research projects, which motivates researchers to contribute actively and improve research outcomes. Researchers also benefit from social protection measures (paid leave in case of temporary work incapacity, maternity/paternity leave, pension and unemployment insurance contributions) in accordance with national legislation.

- Career Development Support: Training and mentoring are provided for early-career researchers, along with personalized guidance in project writing through the International Projects Management Office.

- International Mobility: Researchers are supported in participating in international exchanges and conferences, strengthening international collaboration networks.

Weaknesses:

Financial Fluctuations: Financial fluctuations hinder the implementation of a predictable salary system, as they may cause changes in available funds, affecting the stability of the salary fund.

Instability of Employment Contracts: Fixed-term contracts within research projects can create a sense of uncertainty in researchers' careers.

Lack of a Formal Feedback Mechanism: There is no formal mechanism for periodic feedback to gather suggestions from researchers, which would allow for continuous improvement of working conditions and career development.

Underfunding of Young Researchers: Young researchers typically do not have access to large research budgets and may face difficulties securing funding for their projects. This limits their ability to conduct large-scale or innovative research that could significantly contribute to scientific progress.

Limited External Budget for Training: Although many internal training opportunities are offered, access to external specialized courses or international mobility may be limited due to the availability of funds.

Deficiencies in the Co-authorship Process: There is no clear procedure within the institute for recognizing co-authors for early-career researchers, which may lead to confusion regarding the recognition of scientific contributions.

Administrative and Bureaucratic Barriers: Excessively bureaucratic administrative processes may overwhelm researchers with administrative tasks, reducing the time they can devote to actual research activities.

Training and development*

Strengths and Weaknesses (max. 800 words)

Strengths:

- Continuous professional growth: INCDTIM facilitates researchers' access to various continuous training opportunities, including workshops, courses, seminars, and training sessions that cover not only scientific skills but also soft skills such as communication, project management, and leadership. This helps researchers stay up to date with the latest trends in their field and improve their transversal skills.

- Development of transferable skills: Training in essential skills for the long-term success of researchers, such as career management, grant writing, research ethics, and science communication. These competencies are crucial for researchers to grow into leaders in their field.

- Opportunities for International Professional Growth: Through researcher mobility and international exchanges, researchers gain global experience. Participation in international conferences and collaboration with external institutions significantly contribute to their professional growth.

- Acknowledgment of Achievements and Performance Assessment: A transparent performance evaluation system provides researchers with constructive feedback on their achievements. This evaluation process supports career development and helps identify areas where additional training may be beneficial.

Weaknesses:

- **Limited access to training opportunities** – access to training opportunities may be restricted based on researchers' status (junior vs. senior) and the available funding sources.

- **Insufficient financial resources for training** – this represents a significant barrier for researchers, especially those at the beginning of their careers or employed on short-term contracts, who lack the budgets to attend external courses or international conferences.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s). Multiple links must be comma separated.

http://ro.itim-cj.ro/hrs4r/ (http://ro.itim-cj.ro/hrs4r/)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
WP 0. Establishment of the Working Group and the Oversight Committee for the Implementation of the Action Plan. Establishing Working Procedures 0.1. Formation of the Working Group and Oversight Committee for the Implementation of the Action Plan 0.2. Establishment of Working Procedures for the Working Group and Oversight Committee 0.3. Updating the Website with Relevant Information on	(++) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (-/+) 7. Good practice in research (++) 8. Dissemination, exploitation of results (++) 9. Public engagement (++) 10. Non discrimination (-/+) 11. Evaluation/ appraisal systems (-/+) 12. Recruitment (++) 14. Selection (Code) (++) 15. Transparency (Code) (-/+) 16. Judging merit (Code) (++) 24. Working conditions (++) 25. Stability and permanence of employment	WP 0.1 - S2 / 2025 WP 0.2 - S2 / 2025 WP 0.3 - 2025 - 2027 WP 0.4 S 2 / 2025 - S 1 /

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(++) 26. Funding and salaries	
	(++) 27. Gender balance	
	(++) 28. Career development	
	(-/+) 30. Access to career advice	
	(++) 32. Co-authorship	
	(-/+) 40. Supervision	

Responsible Unit	Indicator(s) / Target(s)
WP 0.1. – Scientific Director – Economic Director – General Director – President of the Scientific Council WP 0.2. – Working Group – Steering Committee WP 0.3 - Working Group WP 0.4 – Working Group – Steering Committee	WP 0.1 - Decision WP 0.2 - Operational Procedures WP 0.3 - Update webite WP 0.4 - Human Resources Strategy

Proposed ACTIONS

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
Organizing periodic seminars on topics related to the adherence to ethical principles and good practices in research	(++) 2. Ethical principles (-/+) 7. Good practice in research	S1 – S2 / 2026

Responsible Unit	Indicator(s) / Target(s)
Ethics Committee Legal Advisor Human Resources INCDTIM	Number of seminars organized;

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)
Organizing training sessions on disaster response, occupational safety, and the prevention of existing risks;	(-/+) 7. Good practice in research	S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Responsible SSM	Number of sessions / percentage of

Proposed ACTIONS

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
Procedure for the administration and management of the IT system	(-/+) 7. Good practice in research	S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R IT Department	Procedure published on INCDTIM

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
Development of a methodology to implement the provisions of the General Data Protection Regulation – GDPR;	(-/+) 7. Good practice in research	S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R GDPR Officer	Methodology published on INCDTIM

Proposed ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)
Encouraging the formation of partnerships to integrate INCDTIM into professional associations and national and international thematic networks to enhance the efficiency of exploiting the research results within the institute.	(++) 8. Dissemination, exploitation of results	Ongoing

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R General Director Scientific Council CTT INCDTIM	Number of new partnerships

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
Encouraging researchers to develop marketable products (patents)	(++) 8. Dissemination, exploitation of results	Ongoing

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R CTT INCDTIM Scientific Council	Number of patents/applications submitted

Proposed ACTIONS

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
Organizing periodic thematic workshops for the general public, such as open days, researchers' night, etc.	(++) 9. Public engagement	S2 / 2025 – 1 / 2026 – S2

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Promotion and Public Relations CTT INCDTIM	Number of events / participants

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
Updating the employment regulations with the provisions of the new statute for research, development, and innovation personnel;	(++) 10. Non discrimination	S2 / 2025 – S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Management Committee Human Resources Legal Advisor	Regulation published and applied

Proposed ACTIONS

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)
Developing the Gender Equality Strategy 2026 – 2029 Informing researchers about the application of the principle within INCDTIM;	(++) 10. Non discrimination	S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Legal Advisor	Strategy approved and published on

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)
Transparency and Communication – Organizing periodic information and clarification sessions regarding measures to prevent discrimination based on gender, race, ethnicity, religion, disabilities, etc.;	(++) 10. Non discrimination	S1 – S2/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Ethics Committee Legal Advisor Human Resources	Number of sessions / participants

Proposed ACTIONS

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)
Regulation on the Scientific Performance Evaluation of Researchers – in accordance with Law 183/2024 on the Status of Research-Development and Innovation Personnel	(-/+) 11. Evaluation/ appraisal systems	S2 / 2025 – S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Management Committee Human Resources Legal Advisor	Regulation published and applied

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)
Inclusion of a clause in the individual employment contracts of researchers regarding the achievement of specific R&D activity objectives and a clause on employee sanctions in case of failure to meet individual objectives, in accordance with Article 25, Paragraph (3) of Law 183/2024 on the Status of Research-Development and Innovation Personnel	(-/+) 11. Evaluation/ appraisal systems	S2 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Human Resources Legal Advisor	Individual employment contract with

Proposed ACTIONS

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)
Development of the Regulation on the organization of competitions for filling vacant positions of research, development, and innovation personnel in accordance with the provisions of Government Decision 1568/2024 – Methodological Norms for organizing competitions for filling vacant positions of research, development, and innovation personnel.	(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 16. Judging merit (Code)	S2 / 2025 – S1 / 2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Executive Committee Human Resources Legal Advisor	Regulation published and applied

Proposed ACTIONS

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)
Proposal for the development of scientific careers in accordance with Article 7, paragraph (5) of Government Decision 1568/2024 regarding the Methodological Norms for organizing competitions for filling vacant positions of research, development, and innovation personnel is under development.	(-/+) 13. Recruitment (Code) (++) 15. Transparency (Code) (++) 25. Stability and permanence of employment (-/+) 36. Relation with supervisors (++) 37. Supervision and managerial duties	S2/2025

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Executive Committee Human Resources Legal Advisor	Proposal developed and published on

Proposed ACTIONS

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)
Implementation of a periodic feedback mechanism that allows researchers to express their concerns and improvement suggestions	(++) 24. Working conditions (-/+) 35. Participation in decision-making bodies (-/+) 40. Supervision	S1/2026 – S2/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R IT Department Human Resources Legal Advisor	Number of researchers providing

Proposed ACTIONS

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)
Development of a career development strategy for researchers, including institutional and individual needs, and the establishment of a career development plan	(++) 28. Career development	S2/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Executive Committee Human Resources Legal Advisor	Strategy approved and published on

Proposed ACTIONS

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)
Creation of a mentorship program where senior researchers become mentors for young or early-stage researchers	(++) 28. Career development (-/+) 36. Relation with supervisors (++) 37. Supervision and managerial duties	S2/2026 – S1/2027

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Executive Committee Human Resources International Project Management	Number of mentor-mentee pairs Number of mentoring sessions /

Proposed ACTIONS

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)
Improvement of project management skills	(++) 28. Career development	S1/2026 – S2/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Executive Committee Human Resources International Project Management	Number of counseling sessions /

Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)
Promotion of transparency and communication about development opportunities	(++) 28. Career development	S1/2026 – S2/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Human Resources International Project Management	Number of communication channels /

Proposed ACTIONS

Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)
Development of attractive and efficient tools for counseling services	(++) 32. Co-authorship	S1/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council	Number of developed tools; % of

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)
Organization of introductory sessions in which researchers are informed about available counseling services and professional career development opportunities	(-/+) 30. Access to career advice	S2/2026 – S1/2027

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council	Number of training sessions (2

Proposed ACTIONS

Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)
Creation of an anonymous reporting system to encourage researchers to report irregularities or request clarifications	(-/+) 34. Complains/ appeals	S1/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R IT Department	Functional system

Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)
Increase transparency in the decision-making process: INCDTIM will organize clarification sessions for all researchers, explaining the stages of the decision-making process, the decision criteria, and how researchers can influence decisions. This would contribute to increasing trust in the decision-making process and reducing the perception of a lack of transparency.	(-/+) 35. Participation in decision-making bodies	S1/2026 – S2/2026

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R General Director Scientific Council Human Resources Union Leader	Number of clarification sessions organized (2 sessions/year): annual

Proposed ACTIONS

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)
Promotion of active participation in funding competitions: INCDTIM will organize training sessions for young researchers on how to write and submit projects in funding competitions, and provide ongoing support throughout the process.	(++) 37. Supervision and managerial duties	Ongoing

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R Scientific Council Human Resources International Project Management	Number of sessions / number of

Action 26	GAP Principle(s)	Timing (at least by year's quarter/semester)
Training of Supervisors Organization of continuous training sessions for supervisors, including leadership techniques, team management, and conflict resolution. External or internal courses for improving communication and coordination skills.	(-/+) 40. Supervision	S2/2026 – S1/2027

Responsible Unit	Indicator(s) / Target(s)
Responsible HRS4R General Director Scientific Council Human Resources	Number of training sessions (2

Unselected principles:

(++) 1. Research freedom (++) 3. Professional responsibility (++) 17. Variations in the chronological order of CVs (Code)

(++) 18. Recognition of mobility experience (Code) (++) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code)

(++) 21. Postdoctoral appointments (Code) (++) 22. Recognition of the profession (++) 23. Research environment (++) 29. Value of mobility

(++) 31. Intellectual Property Rights (++) 33. Teaching (++) 38. Continuing Professional Development

(++) 39. Access to research training and continuous development

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

Our organization will use the Open, Transparent, and Merit-Based Recruitment (OTM-R) Toolkit to develop and implement recruitment procedures that ensure transparency, fairness, and meritocracy in staff selection. By applying this toolkit, we will ensure that the recruitment process is open and accessible, that all candidates are evaluated objectively, and that selection is based on relevant competencies and experience.

The principles of open, transparent, and merit-based recruitment will be implemented through the following measures:

1. **Public posting of all vacant positions**: All job opportunities in research are and will continue to be transparently announced on the organization's website and relevant external platforms to attract a diverse pool of candidates.
2. **Clear description of requirements and selection criteria**: Each job vacancy will include a detailed description of the requirements, responsibilities, and selection criteria, ensuring that all candidates have a clear understanding of the organization's expectations.
3. **Application of objective and transparent selection procedures**: The selection criteria will be predefined and standardized, and the process will include clear evaluation stages to ensure that selection is based strictly on merit and professional competencies.
4. **Ongoing monitoring and improvement of the recruitment process**: We will periodically review the recruitment process to identify potential improvements and ensure that it consistently adheres to the OTM-R principles.

Regarding the link between the OTM-R checklist and the overall action plan, these measures will be integrated into the institutional action plan, and progress will be monitored by a dedicated working group and the steering committee to ensure their effective implementation and long-term success.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma separated:

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The Action Plan was developed based on a careful analysis of the GAP, through which the aspects that need to be improved in order to align with the European Charter for Researchers were identified. Thus, three main directions were defined:

Ethical and Professional Aspects

Recruitment and Career Development

Increasing the Visibility of the Institute and Research Excellence

The proposed actions are the main support factors for achieving the objectives in the strategic field of research human resources, in accordance with the Strategic Development Plan of INCDTIM for the period 2023-2027 http://ro.itim-cj.ro/strategii/.

1. Ethical and Professional Aspects

Strengthening the institutional commitment to the ethical principles of the research profession.

Increasing support for researchers in carrying out research activities.

2. Recruitment and Career Development

Improving the quality of human resources and focusing on attracting and training young people while maintaining the critical mass necessary for high-performance activities, within available funding.

Ensuring a transparent institutional framework for monitoring and evaluating career progress in research.

Encouraging and supporting the mobility of researchers through participation in scientific events and/or internships at prestigious laboratories, including laboratories of Romanian researchers in the diaspora.

3. Increasing Visibility and Research Excellence

Increasing INCDTIM's visibility at the national and international levels by effectively promoting the results of its R&D activities, establishing partnerships, increasing human resource mobility for professional development, and organizing scientific events.

Increasing the efficiency of disseminating and exploiting research results, while respecting professional ethics and intellectual property protection standards.

The Action Plan will be implemented by a working group consisting of representatives from all professional categories in INCDTIM (researchers, administrative staff). The Oversight Committee (composed of members of the institutional management and senior researchers) will coordinate and assess the implementation process of the Action Plan within the institute. The working group will be divided into teams dedicated to each action direction, and these teams will continuously interact to harmonize actions and coordinate the implementation efforts.

The implementation of the Action Plan will need to be carried out on two levels: one at the level of each structural unit (laboratories, administrative offices) to identify specific needs and potential implementation difficulties, and another at the level of the entire institute, in order to harmonize the measures taken accordingly.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and duly justification (max. 500 words)

The implementation committee and/or steering group will organize regular meetings to analyze the progress and discuss any challenge. During the meetings each responsible member will provide update on their aria with a special emphasis on progress updates, resource allocation, upcoming milestones, and any adjustments that need to be made. Moreover, committee members will prepare detailed progress reports that summarize activities, timelines, and any modification from the original plan. Reports should highlight any concerns, risks, or delays, allowing the committee members to make decisions and allocate resources where necessary. All decisions, actions, and updates from meetings members will be well documented and shared with all relevant beneficiary. Clear activities description with assigned responsibilities and deadlines will ensure accountability and clarity of future objectives.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and duly justification (max. 500 words)

Involving the research community in the implementation process is crucial to ensure the benefits from diverse expertise, stays aligned with the latest advancements, and addresses real-world challenges. During the early stages of the implementation, it is important to engage with key researchers to gather their insights and ensure that the action plan aligns with current research trends and gaps. This could involve workshops, focus groups, or one-on-one meetings. Facilitate data sharing by making datasets from the action plan accessible to the research community, enabling others to validate findings, conduct secondary analyses, and contribute to the implementation plan. Another possibility would be to organize periodic review sessions or webinars where researchers can present their opinions, get feedback, and align their work with ongoing implementation. Alos, creation of dedicated platforms where researchers can engage with each other, share opinions, discuss problems, and suggest improvements.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy. *

Detailed description and duly justification (max. 500 words)

In order to align INCDTIM's organizational policies with the principles of HRS4R and integrate them into the research strategy, several essential steps are required to ensure coherent and effective alignment of the institute's activities with European standards.

The first step involves evaluating INCDTIM's current HR policies. This process includes identifying areas where existing policies are already aligned with the principles of HRS4R and areas where improvements are needed. The gap analysis should focus on aspects such as recruitment, career development, and research ethics. Additionally, it is crucial to consult researchers, HR staff, and the institute's management to gather direct feedback on current practices and identify areas for improvement.

The second step involves directly integrating the principles of HRS4R into INCDTIM's research strategy. This means explicitly referencing HRS4R in strategic documents, making it a central element in the institute’s approach to managing human resources for researchers. The strategic research objectives must clearly include goals related to the recruitment, retention, and development of researchers to ensure that research activities comply with the standards set by HRS4R. Moreover, INCDTIM must focus on creating policies that support the mobility of researchers, including international and intersectoral mobility.

The OTM-R policy for recruitment and staff selection is aligned with the provisions of the European Charter for Researchers. Therefore, we believe there will be no major obstacles in aligning INCDTIM's organizational policies with HRS4R.

To ensure the successful implementation of HRS4R, INCDTIM will establish a dedicated committee or working group to oversee progress and ensure compliance with the principles of HRS4R. Regular progress evaluations are essential to identify any necessary adjustments and to continuously monitor improvements.

The final step is ensuring that INCDTIM's HR policies comply with national and European legislation, including the forthcoming Law on the Statute of Research, Development, and Innovation Personnel, which will soon come into force.

By integrating HRS4R into INCDTIM's research strategy and ensuring that it is recognized as the primary HR policy (also considering that the new Law on the Statute of Research, Development, and Innovation Personnel, aligned with EU legislation, came into force in 2024), the organization can demonstrate its commitment to supporting and developing researchers in line with European standards.

How will you ensure that the proposed actions are implemented?*

Detailed description and duly justification (max. 500 words)

To facilitate this implementation, the Working Group will act as a liaison between all involved parties (researchers, the Scientific Council, administrative staff, and the Steering Committee). In this regard, the following measures will be implemented:

Continuous progress monitoring: The Working Group will organize regular meetings to review the progress of the action plan implementation and assess whether the steps are being followed according to the established timeline.

Communication of updates to the research staff: Clear and constant communication will be ensured between all parties involved, so that researchers and administrative staff are kept informed of the implementation progress.

Feedback collection from researchers: Continuous feedback mechanisms will be put in place, such as regular meetings, surveys, or focus groups, to address the researchers' needs and make adjustments to the strategies as necessary.

These measures will contribute to ensuring a transparent, collaborative, and efficient implementation process of the HRS4R strategy, thereby guaranteeing the continuous alignment of the institute's policies with European principles.

How will you monitor progress (timeline)?*

Detailed description and duly justification (max. 500 words)

To effectively monitor progress, the following steps will be implemented:

1. **Developing a Timetable**: A detailed timetable will be created, including key actions, deadlines, and important milestones for the implementation of the HRS4R strategy. This will be used as a reference point for tracking progress.
2. **Quarterly Reviews**: Every three months, the Working Group will conduct a comprehensive review of the actions taken, comparing actual progress with the planned timetable. This will involve:

- Assessing the actions that have been completed, those on schedule, and those that are delayed.
- Evaluating the percentage of progress in meeting the specific indicators outlined in the Action Plan.

1. **Reporting**: After the review, the Working Group will prepare a progress report that will include:

- The planned timetable for upcoming actions.
- The percentage of progress for each action.
- Any deviations from the plan and the reasons for delays.
- Measures to address any challenges or risks.
- An updated timetable for the completion of tasks.

Approval and Feedback: The progress report will be submitted to the Steering Committee for approval. After a thorough analysis, the Steering Committee will communicate the findings to the Scientific Council during the regular **meetings.**

Continuous Monitoring: Regular meetings and progress check-ins will be scheduled with the Working Group, allowing for ongoing tracking, troubleshooting, and necessary adjustments.

By using this timetable and periodic reviews, the progress of the HRS4R project will be continuously monitored, ensuring the successful implementation of actions and alignment with European standards.

How will you measure progress (indicators) in view of the next assessment?*

Detailed description and duly justification (max. 500 words)

To measure progress in the HRS4R action plan, specific indicators will be used for each action or goal outlined in the plan.

- Number of vacancies published on the EURAXESS portal (for recruitment-related actions).
- Percentage of researchers attending training sessions (for capacity-building actions).
- Percentage increase in satisfaction among internal stakeholders (for overall organizational improvement).
- Number of mentoring programs and career development plans implemented (for actions related to career development).
- Survey results or feedback from external candidates (for assessing attractiveness and mobility).

These indicators will be reviewed periodically (semi-annually) to assess progress toward achieving the objectives of the HRS4R action plan.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

The implementation of the Action Plan at INCDTIM will involve collaboration across all departments within the institute, with each department head being responsible for ensuring the fulfillment of specific objectives. INCDTIM considers the implementation of the Charter and Code a collective effort, not the responsibility of a single individual or a small group. Researchers will be actively involved in the implementation process through the organization of informational sessions, workshops, and discussions on relevant topics. Many of these sessions will be available online on the institute’s virtual platforms, ensuring accessibility for the entire community. This collaborative approach will allow the Working Group and the Steering Committee to collect continuous feedback from internal staff, guiding the progress evaluation process and facilitating real-time adjustments where necessary.

Continuous monitoring of progress is essential for ensuring transparency and compliance with international standards. Thus, INCDTIM will implement a periodic internal monitoring system, which will enable the evaluation of the effectiveness of measures and support the preparation process for external evaluations. In this way, it will ensure that the Action Plan remains relevant and aligned with the institution's strategic objectives.

By aligning the Action Plan with the principles of the Charter and Code, INCDTIM strengthens its commitment to excellence in research, development, and international engagement. This alignment reflects the institute's desire to foster a progressive and collaborative environment, essential for its vision of becoming a leader in applied scientific research, particularly in the institute's fields of interest.

To support the attraction of a more diverse candidate pool and to enhance the quality of research teams, INCDTIM will implement measures aimed at increasing the visibility of job opportunities. These measures will include, among others, the continued promotion of job offers on international recruitment platforms such as EURAXESS. Additionally, international mobility of researchers and knowledge exchange will be encouraged, contributing to the improvement of research quality.

The implementation and integration of the OTM-R checklist in the Action Plan will ensure that all recruitment and selection processes are in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This initiative underscores INCDTIM’s commitment to creating a fair, diverse, and high-performance work environment