

Action Plan

Case number:

Name Organisation under review: **Institutul de Chimie Macromoleculară "Petru Poni" (ICMPP)**

Organisation's contact details: Address: 41A Grigore Ghica Voda Alley, 700487, Iași, Romania, Phone: 0040332.880.220; E-mail: pponi@icmpp.ro

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 *	250
Of whom are international (i.e. foreign nationality) *	4
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	4
Of whom are women *	160
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * (scientific researchers rank II or scientific researchers rank I)	43
Of whom are stage R2 = in most organisations corresponding with postdoctoral level * (scientific researchers rank III and scientific researchers)	89
Of whom are stage R1 = in most organisations corresponding with doctoral level * (research assistants possessing PhD)	56
Total number of students (if relevant) *	43
Total number of staff (including management, administrative, teaching and research staff) *	330

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	10744000
Annual organisational direct government funding (designated for research)	5051000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5609000
Annual funding from private, non-government sources, designated for research	84000

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

Institutul de Chimie Macromoleculară "Petru Poni" (ICMPP) is considered the key actor of the Romanian scientific community in polymer chemistry and polymer-based materials. Established in February 1948 under the authority of Romanian Academy, ICMPP has a tradition in fundamental and applied research in organic/inorganic chemistry and polymer/material science, being ranked on the first/second position among the 65 institutes of the Romanian Academy. The Institute holds the first position in Romania for innovation in 2023 (<https://www.scimagoir.com/rankings.php?country=ROU&year=2016&ranking=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.

Institutul de Chimie Macromoleculară “Petru Poni” (“Petru Poni” Institute of Macromolecular Chemistry, hereby named ICMPP) aims at promoting the values of freedom and meritocracy as well as the equality of chances and gender balance in all its activity. Prior to the adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, ICMPP made some steps in this direction by creating non-discriminatory procedures such as The Gender Equality Strategy and the Gender Equality Plan 2022-2025.

High quality research is the most important activity for ICMPP, acknowledged at national and international levels for its performance. The Institute is one of the most representative fundamental and applied research bodies in the field of organic/inorganic chemistry, polymer chemistry/physics and materials science. The research teams stand out for internationally recognized achievements and cover practically all issues of the development of science and technology of macromolecular compounds and polymer-based materials. ICMPP is an Institute of Excellence under the authority of Romanian Academy and it was ranked in the first/second position for overall research results among the 65 institutes of the Romanian Academy in 2023 (<https://www.scimagoir.com/rankings.php?country=ROU&ranking=> and <https://www.scimagoir.com/rankings.php?country=ROU&ranking=Research>). The Institute holds the first position in Romania for innovation in 2023 (<https://www.scimagoir.com/rankings.php?country=ROU&year=2016&ranking=Innovation>). Stanford University yearly released its global list that represents the top 2% of Scientists in various disciplines; among them, four/five ICMPP researchers are included in 2020/2021.

In the past ten years, research staff has been involved in hundreds of national and international projects, whose scientific results are published in prestigious journals (200-300 publications, yearly). ICMPP has stimulated performance in research, by sustaining its researchers in order to develop projects and by attracting valuable specialists to the academic world, all contributing to excellence in its field.

ICMPP have a competitive research infrastructure (<https://eeris.eu/ERIO-2000-000V-0034>) and organize doctoral studies under the School of Advanced Studies of the Romanian Academy (SCOSAAR) (https://icmpp.ro/doctoral_studies.php).

Since the adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in 2022 and, more recently, by starting the implementation of the OTM- R principles, ICMPP formalized some procedures that were previously included in other approaches or they were not clear/consistent enough. The adoption of the C&C and OTM-R provisions have created the premises for continuing the development of policies and procedures dedicated to the research staff and for continuing to support research as a key component at ICMPP.

The ICMPP self-assessment of the internal environment concerning the C&C principles, conducted in 2023, reflected positive results, in general, on all of the four categories, proving that ICMPP is engaged on a positive trend towards applying the C&C principles within the organization (see Tables 1 and 2), with some exceptions, that are going to be solved within the actions proposed.

Table 1 - Overall results of internal analysis concerning the application of C&C principles	Results 2023
General score for Charter and Code	9.54
General score for The European Charter for Researchers	9.54
General score for The Code of Conduct for the Recruitment of Researchers	9.54

Table 2 - Comparative results of internal analysis concerning the C&C principles, per category	Results 2023
Ethical and professional aspects	9.62
Recruitment and selection	9.52
Working conditions and social security	9.46
Training and development	9.58

Ethical and professional aspects ***Results of the Internal Analysis: 9.62 score.**

Following the internal self-evaluation, based on the answers to the internal questionnaire and on meetings with the R1-R4 researchers, postdocs and PhD students, the institute has obtained, in general, high scores regarding the implementation of the principles 1-11 under the Ethical and professional aspects – Section I of C&C, with some exceptions at the principles no.5,8,9, that are going to be solved within the actions proposed.

Strengths:

ICMPP's research activity is in compliance with the rules of ethical conduct specific to the research area (imposed by legislation, codes or regulations), based on the fair involvement of all categories of research personnel employed within the institute.

Weaknesses:

- Insufficient understanding of the legislation application regarding project financing, patents, technology transfer, data protection and confidentiality;
- Lack of institutional centralized data bases on patents and on private industrial partners; the transfer of the research results is rather poorly represented, a series of conjunctural factors contributing to the decrease of the share of domestic small scale production (the disappearance of some large contractors at the level of the national economy, competition from foreign markets – especially Asian, lack of qualified personnel, etc.);
- Insufficient researchers' skills to communicate science to the general public; insufficient popularization of ICMPP research activity in a manner accessible to the general public;

Recruitment and selection ***Results of the Internal Analysis: 9.52 score.**

Following the internal self-evaluation, based on the answers to the internal questionnaires and on the meetings with the R1-R4 researchers, postdocs and PhD students, the institute has obtained, in general, high scores regarding the implementation of the principles 12-21 from the Recruitment and selection - Section II of C&C, with some exceptions at the principles no. 12,13,16,21, that are going to be solved within the actions proposed.

Strengths:

- The recruitment and selection process strictly follows the legal provisions specific to the public research sector as well as the regulations of the Romanian Academy;
- The steps of the recruitment process are public, transparent, and merit-based, respecting the conditions required by the personal data protection regulations at the European level;
- The Institute, through the HR department, shows an open attitude in terms of informing people interested in the recruitment process by sharing bibliographic resources, working conditions, the specifics of the positions put up for competition, etc.;
- ICMPP has simplified procedures for submitting candidate files, as far as this is possible, through electronic means of communication.

Weaknesses:

- the Methodology for research personnel recruitment needs updating regarding the advertising of open positions including that for postdoc positions;
- Not enough balance between quantitative and qualitative criteria for assessing research activity; this aspect can lead to negative effects on the quality or applicability of the results;
- Although public and transparent, the hiring process is strictly regulated and eliminates the possibility of recruiting through other channels (e.g. such as Social Media, specialized recruiting firms, etc.);
- the Methodology for postdoc research personnel recruitment needs updating;

Working conditions ***Results of the Internal Analysis: 9.46 score.**

Following the internal self-evaluation, based on the answers to the internal questionnaire and on the meetings with the R1-R4 researchers, postdocs and PhD students, the institute has obtained, in general, high scores regarding the implementation of principles 22-35 from the Working conditions - Section III of C&C, with some exceptions at the principles no.22,23,26,28,30,33, that are going to be solved within the actions proposed.

Strengths:

- The working conditions are at a higher level, the institute benefiting from radical changes in terms of modern laboratory spaces and chemistry facilities as well as up-to-date equipment (computer, communication facilities, hard equipment for analysis, etc.), access to information or academic databases;
- Risk factors are constantly monitored (from the point of view of safety and health at work, protection against unforeseen situations, environmental protection) and measures are taken to prevent possible situations that may endanger the integrity of employees through periodic information/training, by equipping with authorized and verified prevention and protection equipment;
- Promoting and maintaining sustainable activities in terms of environmental protection, both through internal work procedures and through ongoing research projects;
- The possibility of developing a flexible work schedule, adapted to the specifics of the research activity carried out within the laboratories as well as to the scientific requirements (collection, processing, analysis and interpretation of data).

Weaknesses:

- Insufficient remuneration due to national legislation financial constraints; The rigidity of the salary package offered is a disadvantage in relation to private entities in the same sector that can offer, in addition to the actual salary, additional health insurance, periodic bonuses, professional training programs, etc; the need for high qualification to access research positions correlated with the relatively low level of entry-level salaries can considerably reduce the number of eligible candidates;
- The salary bonus for the existent specific risk factors for the activities carried out in research laboratories in the field of chemistry (the used harmful chemical compounds and the potential harm to health of newly (unknown) synthesized compounds are continuously under debate at political level);
- Insufficient access and training for the use of research equipment;
- Lack of a Strategy for career development for researchers;
- The competition methodology for filling research positions does not provide for scoring mentoring and mentoring activities for young researchers;

Training and development ***Results of the Internal Analysis: 9.58 score.**

Following the internal self-evaluation, based on the answers to the internal questionnaire and on the meetings with the R1-R4 researchers, postdoc and PhD students, the institute has obtained, in general, high scores regarding the implementation of principles 36-40 from the Training and development - Section IV of C&C, with some exceptions at the principles no. 39 and 40, that are going to be solved within the actions proposed.

Strengths:

- Monitoring the need for professional training by processing the annual evaluation results (the self-evaluation sheet contains a rubric where the training needs are specified by each evaluated person and the evaluation file adds at the same rubric the training needed for the same person by the direct coordinator/supervisor; following annual evaluation, a plan for professional training at Institute level is elaborated.
- Carrying out professional training programs both within the institute and outside it (through accredited and internationally recognized bodies);
- Transparent internal promotion/career advancement process, based on clear, fair criteria and encouraging internal competition between individuals or work groups;
- Encouraging training internships through flexible work schedules, access to academic contacts, externally funded research projects, mobility programs etc.;
- Permanent information to employees on professional training/personal development opportunities as well as on the levers through which such programs can be accessed.

Weaknesses:

- Strict regulation (by legislation, internal regulations) can make difficult the access to the promotion process for some employees;
- The insufficient financing for participation in external training programs, while the use of the research internships only has the effect of limiting the achievement of promotion criteria;
- Legislative instability or frequent changes in internal regulations can create difficulties in creating a perspective for career advancement;

- Fluctuating financing for researcher training, dependent on the budget of the projects won by competition;
- The duties of research coordinators/supervisors or mentors and the actions for needed professional training and continuous development in research are not clearly identified;
- Insufficient staff involvement in the evaluation process leads to the design of an incomplete/unrealistic annual plan for professional training and continuous development.

3. Actions

The Action Plan and HRS4R 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):

https://icmpp.ro/public_info.php

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R 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 retrieved from the GAP Analysis.

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 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 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (Code) 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 24. Working conditions 25. Stability and permanence of employment
- 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision

No.	ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicators/Target(s)
1	Improving the researchers' understanding of the legislation application regarding project financing, patents, technology transfer, data protection and confidentiality	5. Contractual and legal obligations;	October-November 2023 October-November 2024 October-November 2025	<u>Coordinator of Legal Office</u> - WG - Projects and Marketing Department - Technological transfer and Maintenance Office	Workshop for researchers on legislation application regarding project financing, patents, technology transfer, data protection and confidentiality
2	Institutional centralized data bases of patents and of private industrial partners	8. Dissemination, exploitation of results;	December 2023 Periodical up-date	<u>Deputy Director</u> - Projects and Marketing Department - Technological transfer and Maintenance Office	ICMPP centralized data bases of patents and of private industrial partners
3	Improved researchers' skills to communicate science to the general public;	9. Public engagement	October-November 2023 October-November 2024 October-November 2025	<u>Scientific Secretary</u> - Projects and Marketing Department - WG	Seminar for researchers on ways to communicate science to the general public;
4	Insufficient popularization of ICMPP research activity in a manner accessible to the general public	9. Public engagement	October-November 2023 October-November 2024 October-November 2025	<u>Press officer</u> - WG - Projects and Marketing Department	Events organized for the general public to popularize research activities: ICMPP Open Days / Researcher Night / Flame Laboratory/Researcher's Festival

			2025		
5	Methodology for research personnel recruitment needs revising as concerns the advertising of open positions, the balancing of the qualitative aspects and more clear criteria for postdoc positions	12. Recruitment; 13. Recruitment (Code); 16. Judging merit (Code); 21. Postdoctoral appointments (Code)	February 2024	<u>Deputy Director</u> - Human Resources Department - Scientific Council	Improved and clearer version of the current Methodology for research personnel recruitment including the advertising of open positions, the balancing of the qualitative aspects and for postdoc
6	Professional appraisal for researchers	22. Recognition of the profession;	October-November 2023 October-November 2024 October-November 2025	<u>WG leader</u> - WG - Human Resources Department	Annual teambuilding/ networking event
7	Insufficient access and training for the use of research equipment	23. Research environment;	February 2024	<u>Scientific Secretary</u> - Personnel involved in equipment usage management - IT department	A pilot project for digitalized access programming and training for the use of research equipment
8	Insufficient remuneration due to national legislation financial constraints	22. Recognition of the profession; 26. Funding and salaries;	October-November 2023 October-November 2024 October-November 2025	<u>Director</u> - Projects and Marketing Department	Seminar on research project financing sources for supplementary remuneration;
9	Establishing a strategy for career development for researchers	28. Career development; 30. Access to career advice;	March 2024	<u>Director</u> - Human Resources Department - SC - Scientific Council	Strategy for career development for researchers

10	Revising the competition methodology for filling research positions with scoring mentoring and mentoring activities for young researchers.	33. Teaching	March 2024	<u>Deputy Director</u> - Human Resources Department - SC - Scientific Council	Modification of the competition methodology for filling research positions in order to provide scoring for mentoring and mentoring activities for young researchers.
11	- Improved communication in identifying the needs of professional training and continuous development in research - Monitoring and revising the annual plan for professional training and continuous development	39. Access to research training and continuous development; 40. Supervision	February 2024 February 2025	<u>Director</u> - Human Resources Department <u>Director</u> - Human Resources Department	- Periodical monitoring of the training plan/opportunities of training vs. available financing - Introduction specific duties related to professional training and continuous development in research in the job description sheets of research coordinators/supervisors and mentors - Improved annual plan for professional training and continuous development, including identification of such needs

Note: Add as many actions as needed.

The establishment of an Open Recruitment Policy is a key element in the HRS4R 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) *

ICMPP has assessed and started the integration of the principles of OTM-R into the internal recruitment policies. Our Institute has already been applying OTM-R principles in recruitment and selection. The implementation of C&C and OTM-R was an opportunity for performing internal analyses in 2023, which can be useful for establishing the necessary actions in order to evolve as institution.

The result will be the HR Strategy of ICMPP, which will be established in line with our strategic and operational plans and with C&C and OTM-R principles. Regarding the clear guidelines or templates (e.g., EURAXESS) for advertising positions and the clear guidelines for selection committees, which support open, transparent and merit-based selection and recruitment of candidates, without penalization for career breaks or inter-sectorial mobility, ICMPP will develop an improved, more balanced, comprehensive and clearer version of the current Methodology for research personnel recruitment as concerns the advertising of open positions, to ensure a fair, equal, inclusive, transparent, structured and gender-equal career accession and progression system for researchers in academia, up to the top positions.

ICMPP is implementing for all researchers, including senior researchers, an evaluation/appraisal system for assessing their professional performance on a regular basis and in a transparent manner by a committee. Such evaluation and appraisal procedures take due account of researchers' overall potential, their research creativity, their research results (e.g. publications, participation to scientific conferences, project coordination patents,), their activities (e.g. management and leadership, peer review, supervision, mentoring, entrepreneurship, knowledge valorization, national or international collaboration, administrative duties, service to society, science communication and interaction with society), their research behavior (e.g. ethics and integrity practice, methodological rigor, early knowledge and data sharing, open collaboration) and their mobility.

The HR Strategy of ICMPP will adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorized audits of their research, whether undertaken by their employers/funders or by ethics committees.

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:

URL: https://icmpp.ro/files/intranet/Regulament%20intern%20ICMPP_rev5.pdf

4. Implementation

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

The proposed HR strategy of ICMPP reflects its orientation towards ethical principles, transparent processes (recruitment and selection included), improving working conditions and facilitating training and development for all researchers. The strategy supports the principles of autonomy, academic freedom, free and equal access to organizational activities and goods, as well as public accountability, all of these allowing the institute to function properly.

The HR strategy of ICMPP acknowledges the fact that the research system is going through a period of major changes at national and international levels. The environment features continuous and wide changes and the human resource is a key factor in the process. The internal review was conducted in 2023 and the entire research community was invited to take part.

The Steering Committee (SC) and the Working Group (WG) have been active since 2022, after the letter of commitment was submitted. They have been coordinated by the Director of ICMPP and an expertized researcher (R3), respectively, supported by the Scientific Secretary, the Chiefs of Laboratories (Scientific Departments), the Chief Accountant, the Human Resources and Payroll Department Chief, the Projects and Marketing Department, the Technology Transfer and Maintenance Office, the Legal Office, the Ethics Commission, the Researcher's Syndicate, as well as by specialists in the field. The SC and WG meet regularly and, if needed, we their extending to more members in order to support implementation can be envisioned.

The proposed HR strategy of ICMPP is fully in line with the 2023-2027 organizational Strategic Plan/ Operational Plan. The Charter, The Code and OTM-R are referred to in the HR strategy as guiding lines. Through its 2023-2027 Strategic Plan, ICMPP aims at maintaining and consolidating its position as acknowledged establishment for quality in research and innovation.

The community has been regularly informed about the principles of the C&C and OTM-R and will continue to be informed (online or through training sessions). Researchers will be involved in the implementation phase, as they are the ones able to signal if a certain principle is not fully met, which will allow room for analysis.

For every action listed in the Action Plan, a person coordinating the involved Responsible Unit was assessed, in order to verify the fulfillment of the indicators in the expected time.

The SC is continuously overseeing the process, reports if some of the actions are not in line with the schedule and proposes countermeasures. Actions that need to be taken must be approved by the Scientific Council.

ICMPP will create a monitoring system for the principles included the in the C&C and in OTM-R in order to have a clearer view on the overall process, as well as to identify areas for improvement.

While waiting for the external review, ICMPP will continue the implementation of the action plan and will provide any documents required by the European Commission in order to provide a clearer view on the current situation on implementation.

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

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

Detailed description and duly justification (max. 500 words):

For every action listed in the Action Plan, a coordinating person for involved Responsible Unit(s) was assessed, in order to insure the fulfillment of the indicators in the expected time.

The SC is regularly overseeing the process and reports if some of the actions are not in line with the schedule.

Periodic meetings of SC and WG will take place and reports on the development of the implementation plan will be elaborated.

Actions that need to be taken are going to be submitted by WG to the Scientific Council of ICMPP for approval.

In order to perform the internal analysis, WG and SC designed a questionnaire based on the 40 principles and general conditions of the Charter and Code, distributed on four dimensions: (1) Ethical and professional aspects; (2) Recruitment; (3) Working conditions and social security; (4) Training. Each principle was transformed into a statement. Periodically, representatives of the stakeholders' groups: - researchers R1-R4; - PhD students; - postdocs will be asked to respond to the questionnaires and the results will be discussed in order to measure the progress of the implementation HRS4R strategy and to find new solutions for the weak points.

Several meetings of the HRS4R WG and SC will be organized to find and implement new solutions for the detected problems.

How do you intend to involve the research community, your main stakeholders, in the implementation process?***Detailed description and duly justification (max. 500 words):**

The research community and the main stakeholders are involved in the HRS4R implementation process.

There were organized several meetings of the HRS4R Working Group, which drafted the HRS4R questionnaires, with the representatives of the stakeholders' groups: - researchers R1-R4; - PhD students; - postdocs. The questionnaires were given to the groups and there were discussions on the problems encountered and solutions proposed, so their feed-back was taken into account.

The indicators/targets of the Action Plan contain Workshops, seminars and other events in which the research community and the main stakeholders will participate.

How do you proceed with the alignment of organizational policies with the HRS4R? Make sure the HRS4R is recognized in the organization's research strategy, as the overarching HR policy.**Detailed description and duly justification (max. 500 words):**

All the Methodologies, Strategies and Procedures included in the proposed ICMPP HRS4R are in line with the other organizational policies.

The HRS4R is duly recognized in the ICMPP's research strategy, as the overarching HR policy, so there is an alignment of organizational policies with the HRS4R.

ICMPP HRS4R is a special chapter included and taken into account in the 2023-2027 ICMPP's research strategy.

How will you ensure that the proposed actions are implemented?***Detailed description and duly justification (max. 500 words):**

Each proposed action has a designated responsible unit settled in the Action Plan for ICMPP HRS4R.

The Working group and the Steering Committee will regularly meet and check the implementation status for each action.

How will you monitor progress (timeline)?***Detailed description and duly justification (max. 500 words):**

Each proposed action has a deadline settled in the Action Plan for ICMPP HRS4R.

The Working group and the Steering Committee will regularly meet and check the implementation timing for each action.

Every 6 months, the Steering Committee will evaluate the state of the actions included in the action plan, will determine the gaps (between the projected and the obtained outcome) and will suggest future actions. Afterwards, the Steering Committee will report to the Scientific Council, who will analyze, improve and approve the actions proposed by the steering committee.

How will you measure progress (indicators) in view of the next assessment?***Detailed description and duly justification (max. 500 words):**

In the view of the next assessment, ICMPP will measure the progress (indicators) by new rounds of questionnaires and meetings of the Working Group with the representatives of the stakeholders' groups: - researchers R1-R4; - PhD students; - postdocs.

The previous obtained scores will be compared with the new scores for each of the 40 principles, with special attention given to the principles that needed actions to be performed.

The new score results will be analyzed at the level of the Steering Committee, together with the Working Group and, if necessary, the Action Plan will be adjusted accordingly.

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

ICMPP will take all the necessary measures to ensure the complete implementation of this Action Plan, so that the HRS4R will be an important achievement at the organizational level.