

TEMPLATE 4: ACTION PLAN

Case number: 2022RO853007

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

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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	233
Of whom are international (i.e. foreign nationality)	5
Of whom are externally funded (i.e. for whom the organisation is host organisation)	5
Of whom are women	163
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	42
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	87
Of whom are stage R1 = in most organisations corresponding with doctoral level	41
Total number of students (if relevant)	28
Total number of staff (including management, administrative, teaching and research staff)	301
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7949090
Annual organisational direct government funding (designated for research)	6039633
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1909457
Annual funding from private, non-government sources, designated for research	25151
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
ICMPP (https://icmpp.ro) is a chemistry research institute of the Romanian Academy, established in 1948, a key actor of the Romanian scientific community in polymer chemistry and polymer-based materials, with experience in EU (19), structural (6) and national projects (133), good infrastructure (state-of-the-art equipment) and qualified staff (301), 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). R&I directions: Advanced polymeric, hybrid and composite materials; Healthcare and biomedical innovations; High-tech applications; Environmental sustainability and protection, green chemistry.	

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES free text maximum 500 words
Ethical and professional aspects	<p>STRENGTHS:</p> <ul style="list-style-type: none"> - institutional culture oriented towards performance, scientific quality and permanent development; - strong openness towards the establishment of partnerships and for internal and international cooperation activities; - strong connection with institutes and universities in European countries, for developing research projects; - research directions and thematic profiles appropriate to current national and international trends, regarding societal challenges and market requirements in the environmental field; - permanent concerns for the development of the institute as a pole of scientific and technological innovation and for the promotion of research results; - ability of the research team to produce applicable and relevant scientific results for the national and international community; - freedom to carry out research and development activities, to initiate and submit proposals for research projects and to approach new research topics; - programmatic documents such as: ICMPP Ethics Code of Conduct, ICMPP Internal Regulation for periodic professional evaluation, the Individual Labour Contract, the Internal Regulation, ICMPP GDPR Procedure, PO-OJ-ICMPP-12 - Operational Procedure – Ethical counselling of employees and compliance with the rules of professional conduct at ICMPP level, PO-O1- Operational procedure - Reporting irregularities and protecting employees who report irregularities, PO-OJ-ICMPP-11 - Operational Procedure – Investigation of reported irregularities and application of sanctions, Operational Procedure – Internal preventive financial control, Operational Procedure -PO-ICMPP-CAPI.20 – Audit Missions. - performance evaluation system in research activities that is applied in the institute, which includes aspects related to the number and quality of scientific publications, research performance, the ability to manage research projects, the experience and the ability to coordinate research teams; - antiplagiarism software, as well as researchers' access to the main national and international scientific platforms and access to ICMPP repository of scientific publications and patents. <p>WEAKNESSES:</p> <ul style="list-style-type: none"> - insufficient understanding of the legislation application regarding project financing, patents, technology transfer, data protection and confidentiality; - lack of drafting a PS - System Procedure - Research process and of guidelines/procedures for professional responsibility which can emphasis new trends such as open data, open science, co-authorship, AI; - lack of institutional centralized data bases on private industrial partners; the transfer of the research results is rather poorly represented, a series of conjunctural factors

	<p>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.);</p> <ul style="list-style-type: none"> - reluctance of researchers to carry out research activities in other fields, complementary to the specific department of which they are a part; - lack of participation of all researchers who hold the Ph.D. title in national/international project proposals as project director/responsible; - non-existence of bilingual versions of the main programmatic documents existing in the research-development activity of the institute, in order to attract researchers from abroad; -insufficient researchers' skills to communicate science to the general public; insufficient popularization of ICMPP research activity in a manner accessible to the general public;
<p>Recruitment and selection</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> - recruitment and selection process strictly follows the legal provisions specific to the public research sector as well as the regulations of the Romanian Academy; - procedural framework in the recruitment and selection of the institute's staff, made up of regulations and carried out by commissions appointed at the institute level: ICMPP Internal Regulation and ICMPP Methodology for research personnel recruitment and hiring; - 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; - compliance with the principles of transparency, non-discrimination, equal opportunities, in accordance with the internal regulations within the institute and in accordance with national legislation, for the recruitment and selection process of the institute's staff; - ICMPP has simplified procedures for submitting candidate files, as far as this is possible, through electronic means of communication. - existence of strong connections with relevant universities in Romania in order to recruit and select young staff. <p>WEAKNESSES:</p> <ul style="list-style-type: none"> - need to revise recruitment and promotion procedures in agreement with OTM-R requirements, with job specific conditions designed for each specialization (chemists, physicians, biologists, etc.); - job opportunities announcements are not clearly describing offered working conditions, as well as career development opportunities; - insufficient promotion of available positions at international level, especially on platforms such as https://euraxess.ec.europa.eu/; - lack of attractiveness of a career in the field of research for young university graduates, mainly due to the relatively low level of remuneration compared to other fields, but also to insufficient information about the particularities of a career in the field of research; - absence of promotion in the online environment (especially on the institute's website) of the possibilities of staff mobility; - candidates are not individually informed after selection process about the strengths and weaknesses of their applications; - deficient balance between the quantitative and qualitative criteria for judging merit included in the Methodology for research personnel recruitment, that should be revised so that it comprises all areas of expertise and the quantification formulas should be revised; - mobility stages should not be a mandatory eligibility criterion for candidates, but

	<p>one optional criterion for assessing and evaluating their applications, since ICMPP does not also offer the financial resources for these stages;</p> <ul style="list-style-type: none"> - no unitary norms related to the selection of postdoctoral personnel (they depend on the specific project guideline); - the need of trainings for evaluation competences of selection commissions members.
<p>Working conditions</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> - 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; - open access database for researchers from the institute, an institutional repository that includes information, results and research data; - KTT department, that provides support to researchers in order to capitalize on the results obtained; - representative framework for researchers (there are information, consultation and decision-making bodies at the institute level - such as the Scientific Council, or through the representatives of employees who take part in the meetings of Scientific Council); - real concern within the institute for matchmakings, workshops and round tables on topics of interest or for the dissemination of the results of research projects; - 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; - 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). <p>WEAKNESSES:</p> <ul style="list-style-type: none"> - 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; - 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 and lack of projects financed by institution's own funds; - lack of a Strategy for career development for researchers; - competition methodology for filling research positions does not provide for scoring mentoring and mentoring activities for young researchers; - inflexible behaviour of some laboratory heads; - need to implement individual career development plans and their use in regular staff appraisals and the provision of two-way feedback between supervisor and employee; - because of financial constraints, the number of ICMPP researchers that benefited

	<p>from foreign secondments is relatively low;</p> <ul style="list-style-type: none"> - no policy on intellectual property rights and exploitation of research results; - no methodology for determination of actual contribution of each participant to a research result, scientific paper, patent; - methodology for research personnel recruitment does not provide any clear criteria and/or rewards for mentoring and tutoring activities for young researchers; - lack on dissemination to personnel level of structures that are responsible for solving various types of complaints that can occur; - need for better dissemination of the ICMPP information, consultation and decision – making bodies activities within institute’s personnel.
<p>Training and development</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> - ICMPP is host institution for its PhD students, which have a PhD coordinator and a PhD commission, according to the Regulation for Organisation of Romanian Academy PhD School; - vast scientific expertise of the institute's staff that helps develop the skills of young researchers; - qualified staff, with experience in the field of macromolecular chemistry, able to facilitate the rapprochement between the research environment and the business environment and to contribute to identification of the real needs expressed by private enterprises; - 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; - researchers are supported to participate to scientific events, trainings, workshops, mainly financed from projects. <p>WEAKNESSES:</p> <ul style="list-style-type: none"> - decrease in the mentoring activity for young researchers due to workload and time constraints; - lack of Strategy for career development for researchers and lack of individual career development plans; - Methodology for research personnel recruitment does not provide clear criteria and/or rewards for mentoring and tutoring activities for young researchers; - lack of training courses on general topics necessary for a researcher's career, such as research methodologies, research project planning, ethical aspects in research projects; - lack of a section on the institute’s website dedicated to mobility opportunities; - strict regulation (by legislation, internal regulations) can make difficult the access to the promotion process for some employees; - insufficient financing for participation in external training programs; - legislative instability or frequent changes in internal regulations can create difficulties in creating a perspective for career advancement;

	<ul style="list-style-type: none"> - fluctuating financing for researcher training, dependent on the budget of the projects won by competition; - 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.
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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 organisation's HR Strategy dedicated webpage(s):

*URL: https://icmpp.ro/hrs4r_otmr-strategy.php

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS <i>Free text -100 words max</i>	GAP Principle(s) <i>Retrieved from the GAP Analysis</i>	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 1 - Creating a section dedicated to relevant information on research freedom, limitations and opportunities on the institute's website	1-Research freedom	Semester 1/2025 Semester 2/2025	Scientific Council Scientific Secretary IT Department	Number of documents available within section / 1 new or updated document per year Number of users per year / 100 users per year
Action 2 - Drafting PS- System Procedure - Research process and posting it on the institute's website	1-Research freedom 4- Professional attitude	Semester 1/2025 Semester 2/2025	Scientific Council Scientific Secretary IT Department	Number of documents available within section / 1 new Number of users per year / 100 users per year
Action 3 - Supporting researchers to perform research activities in other domains that those specific to their department	1-Research freedom	Semester 1/2026 Semester 2/2026	Scientific Council Scientific Secretary	Number of researchers involved in research activities not specific to their department / 20 researchers per year Number of projects involving collaboration between departments / 4 projects per year
Action 4-Updating the section dedicated to information on	2-Ethical principles	Semester 1/2025 Semester 2/2025	Commission of ethics	Number of documents available within section / 1

ethical principles application and Commission of ethics activity on the institute's website section Ethics documents - https://icmpp.ro/GEP.php		Continuously	IT Department	new or updated documents per year Number of users per year / 100 users per year
Action 5 - Maintenance and development of institutional repository	3- Professional responsibility	Semester 1/2025 Semester 2/2025 Continuously	Repository responsible IT Department	Number of documents available / 50 new documents per year Number of registered users / 100 registered users per year
Action 6 - Disseminating to researchers the professional responsibility, on research methodologies, planning of research projects, ethical aspects of research projects, with accent on new tendencies related to open data, open science, AI.	3- Professional responsibility 28-Career development 37- Supervision and managerial duties 38- Continuing Professional Development 39- Access to research training and continuous development 40- Supervision	Semester 2/2025 Semester 2/2026	Repository responsible Ethics Responsible	Number of training sessions on professional responsibility per year / 2 training sessions per year Number of trained researchers on professional responsibility per year / 40 trained researchers per year
Action 7 - Training courses and support for young researchers in order to submit project proposals within national and especially international competitions	4- Professional attitude	Semester 1/2025 Semester 2/2025	Scientific Council PM Department	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 40 trained researchers per year
Action 8 - Creating a section, on ICMPD website, dedicated to open competition calls, research funding process and management of research projects	4- Professional attitude	Semester 2/2025 Semester 2/2026	Scientific Council Scientific Secretary IT Department	Number of documents available within section / 2 new or updated documents per year Number of users per year / 100 users per year
Action 9 - PM Framework/ Guidelines	4- Professional attitude	Semester 2/2025 Semester 2/2026	Scientific Council Scientific Secretary PM Department	Number of documents available within section / 1 new or updated document per year Number of users per year / 100 users per year
Action 10 - Translation to English of documents regarding contractual and legal obligations and their publication to	5- Contractual and legal obligations	Semester 1/2025 Semester 2/2025 Continuously	HR compartment IT Department	Documents regarding contractual obligations translated to English and published on institute's

institute's website and https://euraxess.ec.europa.eu/ in order to attract researchers from abroad	10-Non discrimination			website and https://euraxess.ec.europa.eu/ / 1 set of documents regarding contractual obligations translated to English and published online Trend in the share of applicants from abroad / Increasing trend of applicants from abroad
Action 11 - Organizing yearly training sessions on contractual and legal obligations within research activity (e.g.: annual workshop on application of legislation regarding project financing, patents, technology transfer, data protection and confidentiality) and insuring budget for periodic trainings	5- Contractual and legal obligations	Semester 1/2025 Semester 2/2025 Continuously	Scientific Council PM & KTT Departments	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 40 trained researchers per year
Action 12 - Continuing efforts for a Collective labor contract	5- Contractual and legal obligations	Semester 1/2025 Semester 2/2025 Continuously	Top management Legal Office ICMPP Syndicate	Number of collective labour negotiation invitations per year / 1 invitation per year Number of ICMPP Syndicate representatives involved in negotiations per year / 3 representatives per year
Action 13 - Organizing training sessions on social responsibility	6- Accountability	Semester 1/2025 Semester 2/2026 Continuously	Scientific Secretary HR Department	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 40 trained researchers per year
Action 14 - Dissemination to the personnel of procurement process rules within research projects	6- Accountability	Semester 2/2025 Semester 1/2026	Procurement office Legal office	Share of researchers with access to procurement process rules within research projects (both in Romanian and English) / 100% researchers with access to the procurement process rules within research projects
Action 15 - Dissemination to researchers of good practices within research activity	7-Good practice in research 36-Relation with supervisors 37- Supervision and managerial duties 38- Continuing professional development	Semester 1/2025 Semester 2/2025	Scientific Council Scientific Secretary HR Department	Share of researchers that can access good practices within research activity (both in Romanian and English) / 100% researchers with access to good practices within research activity

	39. Access to research training and continuous development 40- Supervision			
Action 16 - Organizing training sessions on data confidentiality and protection of intellectual property rights	7-Good practice in research	Semester 1/2025 Semester 2/2025	Juridical Office PM & KTT Departments	Number of training courses per year / 2 training sessions per year Share of trained researchers per year / 100% researchers trained
Action 17 - Training sessions on introduction to market of new technologies, products & services based on research results	8- Dissemination, exploitation of results	Semester 1/2025 Semester 2/2026 Continuously	KTT Department	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 40 trained researchers per year
Action 18 - Institutional centralized data bases of ICMPP patents and list of services and products for SMEs and industrial partners periodically updated & uploaded on ICMPP website	8- Dissemination, exploitation of results	Semester 1/2025 Semester 2/2026 Continuously	KTT Department IT Department	Section on ICMPP website on patents and list of services and products for SMEs and industrial partners / 1 section on ICMPP website Number of users per year / 100 users per year
Action 19 - Developing an IP Policy and KTT Guidelines	8- Dissemination, exploitation of results	Semester 1/2025 Semester 2/2026 Continuously	KTT Department IT Department	Section on ICMPP internal website on IP Policy and a KTT Guidelines / 1 section on ICMPP internal website Number of users per year / 100 users per year
Action 20 - Creating a section on ICMPP website dedicated to commercialization of research results and engagement of general public	9-Public engagement	Semester 1/2025 Semester 2/2025	KTT Department Communication Coordinator IT Department	Section on ICMPP website on commercialisation of research results and engagement of general public / 1 section on ICMPP website Number of users per year / 100 users per year
Action 21 - Organization of thematic events dedicated to the general public to popularize ICMPP's research activities: e.g., ICMPP Open Days, Researchers' Night, Flame Laboratory, Researchers' Festival	9-Public engagement	Semester 1/2025 Semester 2/2025	Scientific Secretary KTT Department Communication Coordinator	Number of thematic events dedicated to the general public to popularize ICMPP's research activities / 1 event per year Number of persons participating to thematic events / 40 participants
Action 22 - Organizing seminars for researchers on Science communication to the general public	9-Public engagement	Semester 1/2025 Semester 2/2025	KTT Department Communication Coordinator IT Department	Number of seminars per year / 1 seminar per year Number of researchers participating seminar per year / 40 researchers per year
Action 23 - Translation to English of documents regarding	10-Non discrimination	Semester 1/2025 Semester 2/2025	HR Department IT Department	Number of translated to English of documents

personnel recruitment and their publication to institute's website and https://euraxess.ec.europa.eu/ in order to attract researchers from abroad	n			regarding personnel recruitment and their publication to institute's website and https://euraxess.ec.europa.eu/ 3 documents per year Number of users per year / 100 users per year
Action 24 - GEP annual reports published on ICMPP website	10-Non discrimination 27-Gender balance	Semester 1/2025 Semester 2/2025	HR Department GEP Responsible IT Department	Number of GEP reports published on ICMPP website/ 1 report per year Number of users per year / 100 users per year
Action 25 - Drafting new and broader criteria for researchers' periodic evaluation and drafting Internal Methodology for recruitment and research personnel hiring, according to the new Law no. 183/2024, and posting them on ICMPP website in Romanian and English	11-Evaluation/appraisal systems 12-Recruitment	Semester 2/2025 Semester 1/2026	Scientific Council Scientific Secretary HR Department IT Department	Number of documents posted on ICMPP website/ 2 documents per year Number of users per year / 100 users per year
Action 26 - Elaboration of OTM-R policy	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)	Semester 1/2025 Semester 2/2026	HR compartment Scientific Council Steering Committee	OTM-R strategy/policy available both in Romanian and English / 1 OTM-R strategy / policy developed OTM-R strategy/policy published on HRS4R section on institute's website / 1 OTM-R strategy / policy publicly available
Action 27 - Regular use of	12-	Semester 2/2025	HR Department	Documents regarding

<p>https://euraxess.ec.europa.eu/ not only in the case of vacant positions within research projects, but for all available job positions.</p>	<p>Recruitment 13- Recruitment (Code) 14-Selection (Code) 15- Transparency (Code) 16-Judging merit (Code) 17- Variations in the chronological order of CVs (Code) 19- Recognition of qualifications (Code)</p>	<p>Semester 2/2026</p>		<p>personnel recruitment/selection translated to English and published on institute's website and https://euraxess.ec.europa.eu/ / 1 set of documents regarding contractual obligations translated to English and published online Web-based tools used for recruitment when a job vacancy is advertised (at least https://euraxess.ec.europa.eu/ and https://jobs.mcid.gov.ro/) / 100% of job positions adverts published on web recruitment tools Share of job adverts posted on EURAXESS / 100 % of job adverts posted on EURAXESS</p>
<p>Action 28 - Revising ICMPP Internal Regulation and ICMPP Methodology for research personnel recruitment and hiring, including provisions of clear criteria and/or rewards for mentoring and tutoring activities for young researchers, and posting them on ICMPP website in Romanian and in English</p>	<p>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) 33- Teaching</p>	<p>Semester 1/2025 Semester 2/2026</p>	<p>Scientific Council Scientific Secretary HR Department</p>	<p>Share of staff with access to revised Internal Regulation and ICMPP Methodology for research personnel recruitment and hiring (date of last update, ensure that is sent to all staff) / Revised procedures, 100% researchers with access to revised procedures</p>

	36-Relation with supervisors 37. Supervision and managerial duties			
Action 29 - Revising administrative tasks of human resources compartment in line with OTM-R mandatory requirements	12-Recruitment 13-Recruitment (Code) 14-Selection (Code) 15-Transparency (Code) 16-Judging merit (Code) 17-Variations in the chronological order of CVs (Code) 19-Recognition of qualifications (Code)	Semester 1/2025 Semester 2/2026	HR Department	Revised administrative tasks of human resources compartment in line with OTM-R mandatory requirements / 1 Revised administrative tasks for HR personnel
Action 30 - Developing evaluation competences of selection commissions members (trainings, courses)	14-Selection (Code)	Semester 1/2025 Semester 2/2026 Continuously	Scientific Council Scientific Secretary HR Department	Number of training courses on competences evaluation for selection commissions members / 1 training sessions per year Number of staff following trainings on competences evaluation / 5 trained researchers per year on competences evaluation Statistics on the composition of commissions / 1 statistic per year
Action 31 - Creating a section on the institute's website dedicated to mobility opportunities and periodical monitoring of the training plan/opportunities of training vs. available financing	18-Recognition of mobility experience (Code) 29-Value of mobility 39-Access to research training and continuous developmen	Semester 1/2025 Semester 2/2026 Continuously	Scientific Council Scientific Secretary IT department HR Department Accounting Department	Website section of mobility opportunities / 1 website section on mobility opportunities Number of documents available within website section / 5 new/updated documents on mobility opportunities per year Number of users per year / 100 users per year Number of internal reports

	t			on training plan/opportunities of training vs. available financing / 1 per year
Action 32 - Creating individual career plans for researchers	18- Recognition of mobility experience (Code) 25-Stability and permanence of employment 29-Value of mobility 30-Access to career advice 33-Teaching 36- Relation with supervisors 37- Supervision and managerial duties 38- Continuing Professional Development 39-Access to research training and continuous development 40. Supervision	Semester 1/2025 Semester 2/2026 Continuously	Scientific Secretary Heads of Laboratories/Departments HR Department	Number of individual career plans for researchers / 50 plans per year
Action 33 - Support from the PM Department for researchers for searching and drafting mobility project applications	18- Recognition of mobility experience (Code) 29-Value of mobility 39-Access to research training and continuous development	Semester 1/2025 Semester 2/2026 Continuously	Scientific Secretary Heads of Laboratories/Departments HR Department	Number of mobility project applications / 10 per year Number of researchers who had support/ 10 per year
Action 34 - Increasing researcher number by attracting additional funding, other national and	22- Recognition of the	Semester 1/2025 Semester 2/2026 Continuously	HR Department PM Department	Trend in the share of applicants from outside ICMPP / Share of applicants

European funding	profession			<p>from outside ICMPP calculated on yearly basis, positive trend in the share of applicants from outside ICMPP</p> <p>Document the list of candidates that applied to advertised positions, their compliance to selection criteria / 1 document per year</p> <p>Evaluation of job advertisements in order to ensure that they are clear, concise and outline the specific requirements and benefits of the advertised position / 1 updated template for job adverts per year</p> <p>Number of locations where job vacancies are advertised / 3 locations for each job advert:</p> <p>https://euraxess.ec.europa.eu, https://jobs.mcid.gov.ro/ and ICMPP website</p> <p>Feedback given to candidates on the strengths and weaknesses of their application / 100% of candidates to receive feedback on their application</p>
Action 35 - Annual teambuilding/networking event	22- Recognition of the profession	Semester 2/2025 Semester 2/2026 Continuously	HR Department Accounting Department	<p>Number of teambuilding/networking event/ 1 per year</p> <p>Number of employees attending the event/ 50 per event</p>
Action 36 - Annual seminar on research project financing programs to increase access options to supplementary financial sources	22- Recognition of the profession 26 - Funding and salaries	Semester 1/2025 Semester 2/2026 Continuously	PM Department	<p>Number of seminars/ 1 per year</p> <p>Number of employees attending the seminar/50 per seminar</p>
Action 37 - Internal pilot project for digitalized planning and training for the use of institutional research equipment	23 -Research environment	Semester 1/2025 Semester 2/2026 Continuously	Scientific Secretary IT Department	<p>Number of pilot project for digitalized planning and training for the use of institutional research equipment / 1</p> <p>Number of employees using digitalized planning and training for the use of institutional research equipment /100</p>
Action 38 - Diversification of financing sources for research	23 - Research	Semester 1/2025 Semester 2/2026	PM & KTT Departments	Number of new financing sources for research projects,

projects, including from enterprises and industry	environment	Continuously		including from enterprises and industry / 5 per year
Action 39 - Development of an internal regulation on remote working for research activities	24 - Working conditions	Semester 1/2025 Semester 2/2026 Continuously	HR Department	Number of internal regulations on remote working for research activities / 1
Action 40 - Assuring suitable working conditions for researchers, including for disabled researchers	24 - Working conditions	Semester 1/2025 Semester 2/2026 Continuously	PM & KTT Departments	Number checks on working conditions for researchers, including for disabled researchers / 1 per year
Action 41 - Trainings for laboratory heads on velvet leadership	24 - Working conditions	Semester 1/2025 Semester 2/2026 Continuously	Scientific Secretary HR Department	Number of Trainings for laboratory heads on velvet leadership / 1 per year Number of laboratory heads attending training / 9 per year
Action 42 - Annual seminar on GEP issues	27 - Gender balance	Semester 1/2025 Semester 2/2025	HR Department GEP Responsible	Number of seminars/ 1 per year Number of participants to seminar / 50 per year
Action 43 - Strategy for career development for researchers	28-Career development 29-Value of mobility 30-Access to career advice 33-Teaching 36-Relation with supervisors 37-Supervision and managerial duties 38-Continuing professional development 39-Access to research training and continuous development 40-Supervision	Semester 1/2025 Semester 2/2026	Scientific council Scientific Secretary Heads of Laboratories HR Department	Number of strategies (available both in Romanian and English) / 1 spread to all researchers Career advice system in place / 1 implemented career advice system, 10 researchers per year benefits from implemented career advice system
Action 44-Elaboration of a policy on intellectual property rights and exploitation of research results and elaboration of KTT Framework	31-Intellectual Property Rights	Semester 1/2025 Semester 2/2025	Scientific council Scientific Secretary KTT Department Juridical Office	Share or researchers with access to policy on IPR and exploitation of research results and to KTT Framework (both in Romanian and English) / 1 developed documented policy, 100% of

				researchers with access to the policy
Action 45- Training of early-stage researchers on intellectual property rights and exploitation of research results	31- Intellectual Property Rights 32-Co-authorship	Semester 1/2025 Semester 2/2025	Scientific council Scientific Secretary PM & KTT Departments Juridical Office	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 40 trained researchers per year
Action 46- Elaboration of a internal procedure on co-authorship	32-Co-authorship	Semester 1/2025 Semester 2/2026	Scientific council Scientific Secretary PM & KTT Departments Juridical Office	Share of researchers with access to internal procedure on co-authorship (both in Romanian and English) / 1 developed procedure, 100% of researchers with access to procedure
Action 47- Training for implementation of co-authorship procedure	32-Co-authorship	Semester 1/2025 Semester 2/2026	Scientific council Scientific Secretary PM & KTT Departments Juridical Office	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 40 trained researchers per year
Action 48- Organizing training sessions on the internal regulations and structure responsible for solving complains	34- Complains/ appeals	Semester 1/2025 Semester 2/2026 Continuously	Top management Scientific council HR Department Commission of ethics Ethics Responsible	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 50 trained researchers per year Statistics on complains / 1 statistic per year
Action 49- Organizing periodic information sessions on results of information, consultation and decision-making bodies	35- Participation in decision making bodies	Semester 1/2025 Semester 2/2026 Continuously	Top management Scientific council HR Department Commission of ethics	Number of information sessions per year /2 information sessions per year, 100% of staff with access to information sessions
Action 50- Introducing specific duties related to professional training and continuous development in research in the job description sheets of research coordinators/supervisors and mentors	40- Supervision	Semester 1/2025 Semester 2/2026 Continuously	HR Department Scientific Secretary	Revised job description sheets of research coordinators/supervisors and mentors/10 per year

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.

(free text, 1000 words maximum)

The recruitment and selection process of ICMPP research personnel is respecting national legislation and internal regulations, taking into consideration transparency, non-discrimination, equal opportunities principles and quality standards specific to the job position.

GAP analysis identified the need to revise the Internal Regulation and the Methodology for research personnel recruitment and hiring, to elaborate a dedicated Strategy for career development for researchers and Individual career development plans, as well as to revise administrative tasks of human resources compartment in line with OTM-R mandatory requirements.

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 behaviour (e.g. ethics and integrity practice, methodological rigor, early knowledge and data sharing, open collaboration) and their mobility.

Since ICMPP has not yet a documented OTM-R strategy/policy in place, the implementation period for the initial action plan will be mainly devoted to the elaboration of OTM-R policy/strategy, its implementation and also development/implementation of additional documents/methodologies/procedures (described within the actions sections) needed for smoother implementation of OTM-R strategy.

Internal training on OTM-R policy and principles as well as for all related documents / procedures will also be organized.

All proposed actions attempt a coherent approach that derive from the results of the stakeholder consultations, GAP analysis and OTM-R checklist.

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/hrs4r_otmr-strategy.php

4. IMPLEMENTATION

General overview of the expected implementation process:
(free text, 1000 words maximum)

Analysis of present internal regulations and practices designed to investigate whether and to what extent principles stated by European Charter for Researchers and the Code of Conduct for Recruitment of Researchers are applied within ICMPP, led to the conclusion that is a need for improvement in various areas. Based on GAP analysis and OTM-R checklist an Action Plan was developed, proposed actions representing the main vectors for achieving compliance with Charter & Code requirements.

Steering Committee will be responsible for coordination and assessment of Action Plan implementation. Members of Working Group involved in the initial phase will constitute the core team for implementation of specific actions since working group includes representatives from top management, information consultation and decision-making bodies, research departments and administrative departments.

ICMPP research personnel will be involved in the Action Plan implementation in the following ways:

- representatives of researchers are part of Steering Committee. Persons that worked during the initial phase will continue to fulfil the role of main vectors for action plan implementation at research departments level, they will disseminate and provide feedback from research personnel to implementing structures;
- researchers community will influence implementation process through its representatives to information consultation and decision-making bodies such as the Scientific Council;
- implementation process will be periodically (yearly) assessed by surveys among research personnel.

The process of HRS4R strategy implementation and its outcomes will be disseminated through various dissemination events at ICMPP level. In addition, a survey assessing the ICMPP staff satisfaction level with the HRS4R strategy implementation will be conducted annually and the results will be analysed by Steering Committee.

An internal review of HRS4R strategy will be carried out on a yearly basis in order to review Charter & Code principles and OTM-R policy and to consider possible adaptations needed for meeting the objectives, status of action plan achievements and to identify possible corrective actions.

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

The Steering Committee will continuously oversee the process, report 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.

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

Checklist	*Detailed description and duly justification free text 500 words maximum
How will the implementation committee and/or steering group regularly oversee progress?	The Steering Committee will periodically review implementation process of the Action Plan, calculate indicators and identify issues that may arise during implementation. Working Group will be responsible for development of Progress Report and its submission to Steering Committee. Steering Committee is responsible to discuss with relevant stakeholders (such as Scientific council) obtained results and to facilitate Action Plan implementation.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Steering Committee and Working Group include representatives from top management, information consultation and decision-making bodies, research departments and administrative departments. Working Group will oversee the Action Plan implementation and report to Steering Committee. The composition of Steering Committee and Working Group will be analyzed at the beginning of implementation process and on a six months basis and will be improved by involving at least 1 representative for each organizational structure of ICMPP. ICMPP research personnel will be involved in the Action Plan implementation in the following ways: - representatives of researchers are part of Steering Committee. Persons that worked during the initial phase will continue to fulfil the role of main vectors for action plan implementation at research departments level, they will disseminate and provide feedback from research personnel to implementing structures; - researchers community will significantly influence implementation process through its representatives to information consultation and decision-making bodies, such as Scientific Council; - implementation process will be periodically (yearly) assessed by surveys among research personnel.
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.	Actions proposed within the Action Plan represent main vectors for supporting achievement of ICMPP strategic objectives in the field of research human resources and are in line with ICMPP Strategic Growth Roadmap.
How will you ensure that the proposed actions are implemented?	Proposed Action Plan is supported by the ICMPP top management. Steering Committee and Working Group include representatives from top management, information consultation and decision-making bodies, research departments and administrative departments. Implementation process will involve regular meetings or discussions with relevant stakeholders (such as Scientific Council, research personnel). Members of Working Group involved in the initial phase will constitute the core team for implementation of specific actions.
How will you monitor progress (timeline)?	In order to monitor action plan, implementation progress the following monitoring tools will be used: - common template for assessment of each action progress or calculation of indicators to be used by each responsible unit; - regular meetings of Working Group (one per quarter) on actions

	<p>implementation;</p> <ul style="list-style-type: none"> - regular common meetings of Working Group and Steering Committee (one per quarter) on actions implementation progress; - periodic briefing to ICMPP top management. <p>Working Group will report (one report per quarter) to the Steering Committee on progress made in actions implementation. Steering Committee is responsible to adopt decisions to mitigate negative effects, to control implementation risks and eliminate problems that may arise during implementation process.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Indicators are individualized for each planned action. Working Group will periodically (one time per quarter) calculate the indicators and submit them to the Steering Committee. Steering Committee will be responsible for decisions taken in order to achieve proposed objectives and to implement the actions in accordance with the proposed Action Plan.</p> <p>Furthermore, the mid- and long-term general impact of the HRS4R strategy implementation will be assessed by the general level of attractiveness for external candidates and the satisfaction level of the internal stakeholders.</p>

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

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. Also, HRS4R is a mandatory condition for the ICMPP Horizon Europe and Resilience and Recovery National Plan projects until the ending of their implementation period (the earliest project to finish is in 2026).