

Important message to institutions:**Onsite visits are resumed starting 1 September 2022**

The broad lifting of the COVID-19 related travel limitations, allow us to cautiously resume the onsite visits. All site visits scheduled to take place after 1 September, will be organized under the normal onsite configuration.

Please note that after 1 September the virtual formula for “remote” site visits, will not be in place anymore.

Action Plan

Case number: 2021RO698933

Name Organisation under review: Technical University of Civil Engineering of Bucharest

Organisation’s contact details: 124, Lacul Tei Boulevard, Bucharest

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 *	603
Of whom are international (i.e. foreign nationality) *	27
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	237
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	35
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	0
Of whom are stage R1 = in most organisations corresponding with doctoral level *	0

STAFF & STUDENTS	FTE
Total number of students (if relevant) *	5719
Total number of staff (including management, administrative, teaching and research staff) *	712
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	23316603
Annual organisational direct government funding (designated for research)	21405409
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1518097
Annual funding from private, non-government sources, designated for research	393097

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

Technical University of Civil Engineering Bucharest is a public higher education institution established in **1851**. Today it offers degree programs in engineering and foreign languages, including engineering and humanities. With about **5.719** students (more than 4,7% international), and more than **712** academic and administrative staff, UTCB is focusing on specialised civil and installations engineering. With nationally and internationally accreditations, it offers bachelor's, master's and doctoral degrees recognized in the EU and beyond. Research is a main component of its mission, with particular focus on the sustainable development in the region.

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

1. UTCB has internal regulation in consonance with the Charter and Code (including the research freedom, the ethical principles and non-discrimination, professional conduct etc.), starting with the University Charter and the Code of Ethics and continuing with the Internal Code of Conduct and the labour contracts.
2. UTCB has an independent body, the Board of Ethics, which watches that the Code of Ethics is respected by all, regardless of position in the university.
3. UTCB has internal regulation regarding professional responsibility and accountability as well as internal evaluation/appraisal systems.
4. UTCB has internal mechanisms to guarantee fair treatment of employees, in terms of both making them responsible for their acts (including research misconduct, plagiarism etc.) and rewarding them for excellent performance.
5. UTCB has a triple mission, public engagement being the third pillar, after education and research.

WEAKNESSES

1. Although, generally the ethical principles are known and accepted, the practical implementation is not always simple. There are still some clarifications needed regarding plagiarism and misconduct both for academics and students.
2. The new trends in science, particularly in data sharing, open data, open science etc. are not sufficiently understood.
3. An institutional registry of research achievements is needed.
4. The regulation is only partially translated into English.
5. The evaluation/appraisal procedures need to become less bureaucratic and time consuming, more transparent and fair.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

1. UTCB has internal regulation in general agreement with the Charter and Code (including recruitment, selection, judgement of merit, recognition of qualifications and mobility, seniority etc.).
2. UTCB has internal structures with clear responsibilities in administrating human resources and in assisting researchers.
3. UTCB's recruitment practice is tailored to suit the needs of the hiring person and imposes proper advertising (in the Official Journal, job portals such as Euraxess and ANCS.JOBS etc.) of posts available, job responsibilities and selection criteria.
4. The entire selection process is well documented and includes criteria that cover a wide range of competencies (according to existing procedures).
5. The researchers who take a leave of absence for various reasons upon return are not penalized by the evaluation or promotion criteria.
6. Any mobility experience is considered as a valuable contribution to the professional development of a researcher.
7. The recruitment procedures request original or certified documents and transcripts of all qualifications from applicants at the offer stage, being effective in preventing fraud.

WEAKNESSES

1. The recruitment pool for researchers is not wide enough, being too focused to within the institution and the immediate geographic area.
2. The publication of job offers in public data bases has started only recently and only few staff members are familiar with Euraxess requirements and practices.
3. The candidates that are not selected do not receive sufficient feedback in order to better understand their weak points.
4. The internal regulation related to human resource procedures is scattered over various documents allowing for some incoherencies to occur in HR policies.
5. There are no post-doctoral appointments at the moment and the corresponding policies need to be drafted to regulate the topic.

Working conditions*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

1. UTCB follows national legislation and has internal regulation for research environment and working conditions, which are in general agreement with the Charter and Code.
2. UTCB has internal structures with clear responsibilities in determining compensation as well as in protecting health and hygiene, safety and security, and overall welfare at work.
3. Job stability is high for the permanent employees and most labor contracts are for permanent positions.
4. Gender balance is a reality deep rooted in the UTCB institutional culture.
5. Governance is collegial at UTCB at department, faculty and university level. Academic and research staff as well as students are represented in these decision-making bodies.
6. The right to complain and appeal is regulated and respected.

WEAKNESSES

1. The research environment needs to be improved with up to date research equipment.
2. New internal regulation to clarify the tax incentive implementation is necessary.
3. Policies to stimulate financially the recruitment and retention of researchers need to be implemented, to compensate for national rigid legislation.
4. Researchers need more support to administer their grants in terms of human resource, procurement and financial management.
5. The social inclusion of people with disabilities requires major improvements.
6. Personal and career development need to be addressed more effectively.
7. Clearer policies regarding Intellectual property rights are essential to more explicitly specify what rights belong to researchers and/or, where applicable, to the university or other parties. Also, support for exploitation should be more clearly stated.

Training and development*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

1. UTCB has clear requirements and regulation regarding work relations, managerial responsibilities etc. Regulations on researchers' evaluation encourage and reward training and continuing professional development.
2. At UTCB there are two academic structures specialized in human resource training (a Center for Lifelong Learning and the Department for Teacher Training).
3. UTCB has taken advantage of new opportunities offered by institutional development projects and started training courses in scientific/ research methodology, academic writing, research proposal preparation, ethics in research etc.
4. UTCB is opened to collaboration and has numerous partnerships and collaboration at regional and national level with others universities in both education and research.

WEAKNESSES

1. Career guidance and job searching assistance, particularly for young researchers and PhD graduates, is not always effective.
2. Reaching the target groups with advertising of training offers is difficult.
3. Participation in professional trainings abroad is hindered by financial limits.
4. Diversity of the training courses offered is limited, due to funding constrains.
5. The effectiveness and efficiency of the training courses offered needs to be evaluated more carefully.
6. Creating conditions to facilitate employees' access to programs or activities for professional training, specialization and learning throughout their research career.

Supervision policies need to be reviewed and improved, with more feedback mechanisms and instruments to assess effectiveness.

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):
www.utcb.ro/studiaza/#/

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 automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Elaborate a coherent OTM-R document in English collecting the key recruitment policies and publish it online

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 2. Ethical principles

4th quarter

(++) 5. Contractual and legal obligations

(++) 10. Non discrimination

(-/+) 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)

Proposed ACTIONS

**Timing (at least by
year's
quarter/semester)**

GAP Principle(s)

(-/+) 21. Postdoctoral appointments (Code)

(++) 22. Recognition of the profession

(+/-) 26. Funding and salaries

(++) 27. Gender balance

(-/+) 28. Career development

(+/-) 34. Complains/ appeals

Responsible**Unit****Indicator(s) / Target(s)**

HR Department,
Foreign
Languages and
Communication

Department,
academic
departments,
non academic
departments

Regulation translated, document disseminated

Action 2

**Timing (at least by
year's
quarter/semester)**

GAP Principle(s)

8th quarter

Proposed ACTIONS**Action 2**

Elaborate a coherent document in English collecting the key human resource policies (on all other topics than recruitment)

GAP Principle(s)

Timing (at least by year's quarter/semester)

- (++) 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
- (++) 10. Non discrimination
- (+/-) 11. Evaluation/ appraisal systems
- (-/+) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)
- (++) 20. Seniority (Code)
- (+/-) 23. Research environment

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 24. Working conditions	
(+/-) 25. Stability and permanence of employment	
(+/-) 26. Funding and salaries	
(-/+) 28. Career development	
(+/-) 30. Access to career advice	
(++) 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	

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(+/-) 40. Supervision		
Responsible Unit	Indicator(s) / Target(s)	
HR Department	Regulation adopted	

Action 3

Update or elaborate internal regulation on - annual research awards and other incentives, - applying national legislation on tax incentives for researchers - a register for appeals or complaints - providing adequate feedback to candidates

GAP Principle(s)	Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 8. Dissemination, exploitation of results	
(+/-) 9. Public engagement	
(+/-) 11. Evaluation/ appraisal systems	
(-/+) 15. Transparency (Code)	
(+/-) 16. Judging merit (Code)	
(+/-) 23. Research environment	
(+/-) 26. Funding and salaries	3rd quarter
(+/-) 34. Complains/ appeals	
(+/-) 38. Continuing Professional Development	
(-/+) 39. Access to research training and continuous development	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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HR Department	Regulation adopted
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Action 4

Create regulation on postdoctoral researcher positions

GAP Principle(s)**Timing (at least by year's quarter/semester)**

(++) 1. Research freedom

6th quarter

(+/-) 2. Ethical principles

(+/-) 3. Professional responsibility

(+/-) 4. Professional attitude

(++) 5. Contractual and legal obligations

(+/-) 6. Accountability

(+/-) 7. Good practice in research

(-/+) 12. Recruitment

(-/+) 13. Recruitment (Code)

(-/+) 14. Selection (Code)

(-/+) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 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	
(++) 32. Co-authorship	
(+/-) 33. Teaching	
(+/-) 34. Complains/ appeals	
(++) 36. Relation with supervisors	

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(-/+) 38. Continuing Professional Development		
(-/+) 39. Access to research training and continuous development		
(+/-) 40. Supervision		
Responsible		
Unit	Indicator(s) / Target(s)	
HR Department, PhD School	Regulation adopted	

Action 5

Elaborate regulation on - intellectual property rights (with clearer rules on research logs and right of priority), exploitation of research results, - recognition of research failure and risk management

GAP Principle(s)	Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 7. Good practice in research	
(+/-) 8. Dissemination, exploitation of results	
(+/-) 16. Judging merit (Code)	
(+/-) 23. Research environment	
(-/+) 24. Working conditions	
(+/-) 31. Intellectual Property Rights	4th quarter
(++) 32. Co-authorship	
Responsible	
Unit	Indicator(s) / Target(s)
HR Department, Legal Office,	regulation adopted

Action 6

Proposed ACTIONS

Action 6

Update regulation on Ethical conduct in research particularly with clearer definitions of plagiarism and degree of similarity, proper citation practices

GAP Principle(s)

- (++) 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
- (+/-) 23. Research environment
- (++) 36. Relation with supervisors
- (++) 37. Supervision and managerial duties
- (+/-) 40. Supervision

Timing (at least by year's quarter/semester)

8th quarter

Responsible

Unit **Indicator(s) / Target(s)**

HR
Department Regulation adopted

Proposed ACTIONS

Action 7

Create instruments and mechanisms for a quality control system for the HR in research, including - a consultation structure for HRS4R and for collecting feedback on research policies - a data collection system for monitoring of recruitment (collect statistics on positions opened, no. of applicants, affiliation of applicants, selection panels membership) as well as of the degree of satisfaction of researchers (with work conditions, research environment, supervision, career and professional development etc.) measured by periodic online surveys - a periodic evaluation mechanism for periodic reporting and policy reviews

GAP Principle(s)

- (+/-) 3. Professional responsibility
- (+/-) 4. Professional attitude
- (+/-) 6. Accountability
- (+/-) 11. Evaluation/ appraisal systems
- (-/+) 12. Recruitment
- (-/+) 13. Recruitment (Code)
- (-/+) 14. Selection (Code)
- (-/+) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)
- (+/-) 23. Research environment
- (-/+) 24. Working conditions
- (+/-) 25. Stability and permanence of employment
- (+/-) 26. Funding and salaries
- (++) 27. Gender balance
- (-/+) 28. Career development
- (+/-) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

8th quarter

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(++) 35. Participation in decision-making bodies		
(-/+) 38. Continuing Professional Development		
(-/+) 39. Access to research training and continuous development		
Responsible Unit	Indicator(s) / Target(s)	
HR Department, PhD School	OTM-R quality control system; no. of indicators collected; periodicity of reporting and monitoring	

Action 8

Create procedure for - the periodic reporting of the research activity, - the registry of research accomplishments, - the anti-plagiarism checks of graduation theses, - communication of research accomplishments to the wide public

GAP Principle(s)	Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	
(+/-) 3. Professional responsibility	
(+/-) 4. Professional attitude	
(++) 5. Contractual and legal obligations	
(+/-) 6. Accountability	4th quarter
(+/-) 7. Good practice in research	
(+/-) 8. Dissemination, exploitation of results	
Responsible	
Unit	Indicator(s) / Target(s)
HR Department	Procedures adopted

Proposed ACTIONS

Action 9

Implement the researcher's platform (a web-based platform with personal research accomplishments to simplify the research activity reporting)

GAP Principle(s)

- (+/-) 3. Professional responsibility
- (+/-) 6. Accountability
- (+/-) 7. Good practice in research
- (+/-) 8. Dissemination, exploitation of results
- (+/-) 23. Research environment
- (-/+) 38. Continuing Professional Development

Timing (at least by year's quarter/semester)

7th quarter

Responsible Unit Indicator(s) / Target(s)

Center for Communications Platform implemented; Degree of satisfaction

Action 10

Implement the research grant platform (a web-based platform for the integrated management and monitoring of research projects)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(++) 5. Contractual and legal obligations		
(+/-) 6. Accountability		
(+/-) 7. Good practice in research		
(+/-) 8. Dissemination, exploitation of results		
(+/-) 11. Evaluation/ appraisal systems		
(+/-) 23. Research environment		8th quarter
(+/-) 24. Working conditions		
(+/-) 26. Funding and salaries		
(++) 37. Supervision and managerial duties		
(+/-) 40. Supervision		
Responsible		
Unit	Indicator(s) / Target(s)	
Center for Communication	Platform implemented; Degree of satisfaction	

Proposed ACTIONS

Action 11

Prepare proposal for a common research infrastructure on Integrative Healthcare

GAP Principle(s)

(+/-) 23. Research environment

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

6th quarter

Responsible

Unit **Indicator(s) / Target(s)**

HR
Department Proposal prepared

Action 12

Prepare proposal for the Innovation Hub, a center for innovation and technology transfer

GAP Principle(s)

(+/-) 23. Research environment

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

2nd quarter

Responsible

Unit **Indicator(s) / Target(s)**

Center for
Communication Proposal prepared

Proposed ACTIONS

Action 13

Improve access to research information databases (search engines and full text providers) through Anelis+

GAP Principle(s)

(+/-) 23. Research environment

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

3rd and 7th quarters

Responsible

Unit

Indicator(s) / Target(s)

Center for
Communication

Access improved

Proposed ACTIONS

Action 14

Advertise research labs and research teams on ERRIS and other portals

GAP Principle(s)

(+/-) 3. Professional responsibility

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

Permanent basis

Responsible

Unit

Indicator(s) / Target(s)

Center for
Research,
Development
and
Innovation
Management

No. of research groups with full information

Proposed ACTIONS

Action 15

Organize brokerage and networking events with industry and local authorities for more effective engagement

GAP Principle(s)

(+/-) 3. Professional responsibility

(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

every other quarter

Responsible

Unit

Indicator(s) / Target(s)

Advisory
Council

No. of research-industry events; No. of partnerships

Proposed ACTIONS

Action 16

Provide support to researchers in order to attend outreach events such as researchers' night, for media appearances, for research group webpage design

GAP Principle(s)

(+/-) 3. Professional responsibility

(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

3rd and 7th quarters

Responsible

Unit

Indicator(s) / Target(s)

Center for Communication, Center for Research, Development and Innovation Management

No. of outreach events; No. of researchers involved, no. of media appearances; No. of new webpages updated/created

Action 17

Create guidelines for good practice in research and post them on webpage (topics: research methodology, research ethics, academic writing, proposal preparation, research project management)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 1. Research freedom	
(+/-) 2. Ethical principles	
(+/-) 3. Professional responsibility	
(+/-) 4. Professional attitude	
(+/-) 6. Accountability	
(+/-) 7. Good practice in research	
(+/-) 8. Dissemination, exploitation of results	5th quarter
(+/-) 9. Public engagement	
(+/-) 23. Research environment	
(-/+) 28. Career development	
(++) 32. Co-authorship	
(+/-) 34. Complains/ appeals	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Center for Research, Development and Innovation Management	Guidelines prepared; guidelines disseminated

Proposed ACTIONS

Action 18

Train researchers on - research methodology, - research ethics, - academic writing, - research proposal preparation, mobility or training proposal preparation, - research project management, - science communication etc. - career development and career changes

GAP Principle(s)

(-/+) 24. Working conditions

(-/+) 28. Career development

(+/-) 30. Access to career advice

(-/+) 38. Continuing Professional Development

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

Timing (at least by year's quarter/semester)

4th and 8th quarters

Responsible

Unit

Indicator(s) / Target(s)

Center for
Research,
Development
and
Innovation
Management

no. of training sessions; no. of attendees

Proposed ACTIONS

Action 19

Improve the UTCB web page dedicated to research

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

**Timing (at least by
year's
quarter/semester)**

permanent

Responsible

Unit

Indicator(s) / Target(s)

Center for
Communication

No. of accesses and its trends

Action 20

Create internal guidelines for good practice of recruiters

GAP Principle(s)

**Timing (at least by
year's
quarter/semester)**

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 12. Recruitment	
(-/+) 13. Recruitment (Code)	
(-/+) 14. Selection (Code)	
(-/+) 15. Transparency (Code)	
(+/) 16. Judging merit (Code)	
(++) 17. Variations in the chronological order of CVs (Code)	4th quarter
(++) 18. Recognition of mobility experience (Code)	
(++) 19. Recognition of qualifications (Code)	
(++) 22. Recognition of the profession	
(+/) 23. Research environment	
(+/) 25. Stability and permanence of employment	
(+/) 26. Funding and salaries	
Responsible	
Unit	Indicator(s) / Target(s)
HR Department	Guidelines prepared; guidelines disseminated

Proposed ACTIONS

Action 21

Train recruiters (department chairs, principal investigators and administrative staff) on - OTM-R good practice - the use of e-recruitment tools

GAP Principle(s)

- (-/+) 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)
- (++) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

4th and 8th quarters

Responsible**Unit****Indicator(s) / Target(s)**

HR

Department

No. of training sessions; No. of administrators trained

Proposed ACTIONS

Action 22

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible

Unit

Indicator(s) / Target(s)

Unselected principles:

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) *

The implementation of the OTM-R principles is aligned with the strategic organizational policies of UTCB with respect to the human resource, as stated in the Strategic Plan 2020-2024.

UTCB will draw from the good practice in Open, Transparent and Merit-Based Recruitment across Europe to improve its regulation and procedures, to advance the research environment and work conditions, to increase the visibility of its researchers and their accomplishments, to assist researchers in their professional development and to train recruiters.

The OTM-R guides from Norway, the Dutch Association for Personnel Management and Organisation Development, the University of Amsterdam and the National Institute of Applied Sciences Strasbourg will be carefully analysed to explore their applicability in the Romanian context.

All measures attempt a coherent approach that connect the results of the stakeholder consultations, reflected by the gap analysis and OTM-R checklist, and the present action plan

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:

4. Implementation

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

The implementation of the OTM-R principles is aligned with the strategic organizational policies of UTCB with respect to the human resource, as stated in the Strategic Plan 2020-2024.

The mechanism for implementation involves coordination, monitoring and evaluation performed by the Vice rector for research and innovation. The functional structure in charge of implementation is the Department of Research and Innovation, which will collaborate with various other structures (such as the Human Resources Department, the Quality Assurance Center, the Teacher Training Department, the Center for Career Counselling, etc.). Under the supervision of the Vice rector for research and innovation, the Center of Research and Innovation will organize the implementation team, assigning specific tasks and responsibilities to its members, in accordance with their expertise and institutional role.

The monitoring committee will be the Administrative Board of the university. The Center of Research and Innovation will present a quarterly report to the Vice rector for research and innovation, who will further inform to the Administrative Board, with at least semester reports. The achievement of the indicators proposed will be reviewed semi-annually and presented to the Administrative Board.

The University Senate is the structure responsible for analysing and approving the regulation applicable within UTCB. As the supreme decisional assembly of the university, the Senate will debate and adopt all regulation regarding the human resource for research and innovation at UTCB.

Consultation mechanisms will combine surveys and interviews (possibly focus groups), which will attempt to widen participation compared to the phase of the preparation of the gap analysis and action plan. In order to involve more researchers, particularly from the R2 and R1 groups, student associations will be involved. A data collection mechanism will be implemented, for data-based decision making for all future policy changes.

Finally, the implementation team will keep contact with Euraxess (both in Bucharest and in Brussels) to stay up-to-date with the HRS4R implementation process.

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)

As stated above, under the supervision the Vice rector for research and innovation, the Center of Research and Innovation will organize the implementation team, assigning specific tasks and responsibilities to its members, in accordance with their expertise and institutional role. The activities in the present action plan will be carried out under the supervision of an activity leader, who will be responsible with the execution and reporting of the results, timelines and deliverables.

The implementation team will meet monthly, to analyse results, discuss progress, identify bottlenecks and propose further action. The Center of Research and Innovation will present a quarterly report to the Vice rector for research and innovation. The achievement of the indicators proposed will be reviewed semi-annually and presented to the Administrative Board.

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



Detailed description and duly justification (max. 500 words)

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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)

Although, at the moment, the degree of awareness of the research community of UTCB with HRS4R is not high, the HR policies are already well aligned to the Charter & Code, due to the existing national legislation and internal regulation. During the implementation of the action plan the degree of awareness will certainly increase, both among researchers and recruiters, due to the consultations which will take place, the new pieces of regulation and procedures, the training sessions, the research awards etc.

The HRS4R will be recognized as the overarching HR policy in the future strategy of the university, which will result from the elections to be held in spring of 2024. The future managerial team (administrative board) and the future collective decision making body will continue the efforts to implement the HRS4R process.

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



Detailed description and duly justification (max. 500 words)

Once approved by the Administrative Board and the University Senate the present action plan becomes compulsory and has to be implemented by the personnel in charge. Consequently, the Director of the Center of Research and Innovation will monitor permanently the progress and communicate regularly with the Vice rector for Research and Innovation, who, in turn, will report to the Administrative Board.

Few of the activities mentioned require a special financial contribution and the other are likely to be supported by grants awarded by the Ministry of Education. Although such funding is not certain, we are reasons to be hopeful based on the experience gained during 2021 and 2022 when UTCB received one such grant.

One grant allowed the development of the entrepreneurial and innovation ecosystem, with impact on the research work of our students and supervisors. Different measures of the action plan are already part of the proposal of one new grant submitted to the Ministry of Education. This project will contribute to the implementation of the HRS4R process.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As already stated, there will be monthly meetings of the implementation team, at least quarterly reports to the Vice rector and semester reviews in the Administrative Board.

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



Detailed description and duly justification (max. 500 words)

Some of the indicators are easily verifiable (for instance in the case of regulation or procedures), other require data collection. As some of the data has never been collected before, the new procedures will impose the proper gathering of information for future analysis and evaluation.

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

Some of the pieces of regulation and some procedures were grouped together. Regulatory measures in the plan are accompanied with implementation, monitoring and evaluation actions. The indicators and targets were defined in order to insure easier progress review and accountability.