ACTION PLAN HRS4R

Application number: 2022RO796807
Organization name: University of Medicine and Pharmacy "Carol Davila" in Bucharest

Contact details of the organisation: Universitatea de Medicina și Farmacie "Carol Davila" din București, strada Dionisie Lupu Street, no. 37, Sector 2, Bucharest, Romania, Zip code: 020021, Phone: +40213180719; +40213180721; +40213180722; Email: simona.ruta@umfcd.ro; cristina.petcu@umfcd.ro;

Date of approval of the Charter and Code: 18.05.2022

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 *	*2238*
Of whom are international (i.e. foreign nationality) *	*0*
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	
Of whom are women *	*1146*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	*572*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	*1804*
Of whom are stage R1 = in most organisations corresponding with doctoral level *	*432*
Total number of students (if relevant) *	11339
Total number of staff (including management, administrative, teaching and research staff) *	*2988*

FONDURILE ALOCATE CERCETĂRII (cifrele pentru cel mai recent an fiscal)	€
Total annual organisational budget *	86,726,953.20 EUR
Annual organisational direct government funding (designated for research)	Budget received from the Ministry of Education -

	254.695.469 lei of which 3.901.080 lei special situations fund (F.S.S. university scientific research order M.E. 5824/2021 784,247.03 EUR)
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1,990,646.52 EUR
Annual funding from private, non-government sources, designated for research	47,401.85 EUR

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

The Carol Davila University of Medicine and Pharmacy (UMFCD) in Bucharest is the largest and oldest medical university in Romania, founded in 1857. UMFCD has 4 faculties: Medicine, Pharmacy, Dental Medicine, Midwifery and Nursing, offering a unique and dynamic landscape for excellence in education and research and striving to expand the frontiers of scientific knowledge.

UMFC is committed to providing high quality medical education, expanding access to lifelong learning through:

-25 departments and 18 research centres

-more than 10,000 students, 5,000 residents, 1,000 PhDs, 1,900 professors and researchers

- clinical activities carried out in 20 top hospitals in Bucharest with a total of 18 326 hospital beds providing access to patients with complex pathologies.

Research plays a major role in the academic activity of the University, with a main interest in:

-risk assessment, early diagnosis and monitoring of the evolution of communicable and non-communicable diseases.

non-communicable diseases

- translational medicine

-development of personalised therapies with increased efficacy and low toxicity

-development of biocompatible, effective and safe 'smart' diagnostic and therapeutic materials

- in vitro-in vivo-in silico correlation and modelling of drug therapies

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.

Ethical and professional aspects *
Strengths 1. UMFCD has internal regulations in line with the Charter and the Code (including freedom of research, ethical and non-discrimination principles, professional conduct, etc.), starting with the University Charter and the Code of Ethics and Professional Conduct of the University as a normative and mandatory framework for all members of the university community and contractual staff, and continuing with the internal Code of Conduct and employment contracts. 2. The UMFCD has a University Ethics and Deontology Commission CEDU with its own organization and functioning regulation that functions as an internal consultative body that ensures that the Code of Ethics is respected by all, regardless of their position in the university. 3. UMFCD has a Scientific Research Ethics Commission, CECS, an independent body, made up of members from the medical, scientific and non-medical fields whose responsibility is to ensure good conduct in research and development, the protection of the rights, safety and comfort of subjects involved in studies. 4. UMFCD has a Strategy to prevent and combat plagiarism in the University of Medicine and Pharmacy "Carol Davila" which complements, through specific measures to prevent and combat plagiarism, the internal regulatory framework on academic honesty and intellectual fairness. 5. Within UMFCD there are both organizational structures that provide support in implementation and information about funding mechanisms on projects and structures that contribute to the valorization of research activity: the Directorate of Research Development Innovation, Innovation and e-Health Center, Technology Transfer Center CTT recently established. The Directorate for Research Development and Innovation actively participates in the alignment of priority research directions to the relevant international and EU documents and to the Horizon Europe 2021 - 2027 strategy and through the National and International Projects Implementation Office has carried out in 2022 a number of 53 projects with a total budget of 33.505.988 RON of which 21 with international funding. The Innovation and e-Health Centre (CieH), which is a mechanism both to support, develop and encourage innovation and technology transfer and to exploit and disseminate their results in order to produce, transmit and exploit knowledge. In UMFCD operates the Centre for Psychological, Educational and Professional Counselling, which provides counselling on the following directions: i) psychological (personalized support in overcoming situations that may affect the student experience throughout the studies); ii) educational - identification of own learning style, learning strategies); iii) career / professional counselling - planning the career path of students and/or graduates. Weaknesses: The visible consequences of the underfunding of the DC system are reflected in the training of qualified human resources (e.g. PhD students)

with limited research career prospects in Romania who choose other professional careers at home or abroad, and the reduction in the number of senior researchers through migration to other countries with well-functioning DC systems and, implicitly, the reduction of national DC capacity and skills. Universities and institutes in Romania appear to be closed or difficult to access for researchers from abroad, contrary to the public announcement in EURAXES of open research positions and declarations of internationalisation or the adoption of ERA objectives. The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are documents that have been adopted by few public law research organisations, due to a cumbersome, difficult and contradictory regulatory framework for the recognition of diplomas and the application of labour law.

Recruitment and selection ** (max. 800 words)

Strengths

The filling of teaching and research positions for an indefinite period is carried out by public competition, organized by UMFCD in accordance with national legislation and internal regulations.

For vacancies in the framework of certain funding contracts, projects run by UMFCD, recruitment is done through transparent public mechanisms on the institutional website.

UMFCD applies its own competition methodology for the filling of teaching and research posts, which provides for differentiated recruitment and selection conditions/criteria, depending on the level of academic qualification of the vacant post; For teaching and non-teaching contractual positions, the competition notices clearly stipulate the conditions of work experience and seniority in the field, as well as those of studies and specialisations;

There is a flexible approach to experience and age, there is no age discrimination, and there are no restrictions on gender, ethnicity or sexual orientation. Retired staff can apply for employment competitions with fixed-term contracts, subject to legal provisions. There is a balanced gender approach in the UMFCD, including in management positions

Weaknesses**:**

Research vacancies at UMFCD are partially advertised on platforms that ensure international visibility.Some of the qualifications required in the implementation of projects as well as in research development requirements should be recognised at national level.

Working conditions *

Strengths and Weaknesses (max. 800 words)

Strengths:

1. UMFCD complies with national legislation and has internal regulations on research environment and working conditions, which are generally in line with the Charter and the Code.

2. UMFCD has internal structures with clear responsibilities for setting compensation as well as for the protection of health and hygiene, safety and security and general well-being in the workplace.

3. Job stability is high for our employees and most employment contracts are for permanent positions.

4. Gender balance is a reality deeply rooted in the institutional culture.

5. Academic and research staff as well as students are represented in these decision-making bodies.

6. The right for complaints and grievances is regulated and respected.

The research projects stimulate research activity by applying the funding rules specified in the guidelines of the calls for projects and in accordance with the internal rules of UMFCD. In 2022, a total of 58 projects with a total budget of 48.989.520,11 RON were carried out, of which 25 projects with international funding, 26 national projects and 7 with private capital.

The implementation of the Carol Davila Research Grants Programme allows the professional development of PhD students and post-doctoral fellows through grants dedicated to research activities, including access to new research infrastructures built from European and the university's own funds.

Providing the necessary financial and logistical support for specialists to carry out research activities at institutional level is based on a methodology for awarding internal grants for research excellence, developed within the project "Increasing Institutional Performance and Competence in Health R&D of UMFCD (SAN-CDCP)", Contract PFE_23/2018.

The University is a member of CROWDHELIX, the pan-European Open Innovation network that enables research technology organisations and industry to collaborate, innovate and develop so that together they can plan and deliver pioneering projects under Horizon Europe.

Electronic access to scientific and research literature: in 2022 the UMFCD Central Library's collections will record a total of 608,386 volumes of books, periodicals and audio-video documents, through acquisitions from own income and from research projects, internal and international exchange of publications, donations. Also through the joint project of ANELiS Plus Association of Universities, Research and Development Institutes and Central University Libraries of Romania in 2022 there were 756,358 accesses.

The University Charter stipulates that tenured teaching staff may benefit from unpaid leave for one academic year once every 10 years with the approval of the University management. Full professors and lecturers or grant directors who for 6 consecutive years have been running research grants and working in the same university may benefit from sabbatical year. During the sabbatical year, they receive up to a basic salary, with the approval of the University Senate, and retain their tenure, but are exempt from performing the activities in their job description.

Teaching and research staff have the right to interrupt their teaching activity, with job reservation, for the care of children up to 2 years of age, or 3 years in the case of disabled children.

The teaching staff, assistant teaching staff and research staff delegated by the University with further training activities or scientific events shall be entitled to the rights provided by law for staff on travel, as well as to the payment of the participation fee, within the limit of the budgetary funds allocated to these activities and from other sources, including scientific research contracts or sponsorships.

The children of teaching staff are exempt from the payment of entrance fees for admission competitions. Teaching and research staff may continue their activity after retirement on the basis of a fixed-term contract for 1 year, with the approval of the Senate, with the possibility of annual extension, without age limit.

Weaknesses:
1. The research environment needs to be upgraded with state-of-the-art research equipment. There is a need to develop internal regulations for the development and sustainability of research infrastructures
2. Other activities, such as project management and management of research infrastructures/equipment, are added to the teaching and research activities, which could lead to an increase in the efforts of teachers and researchers.
Lack of human resources to support researchers in grant administration in terms of procurement and financial management.
3. Intellectual property rights policies has to be developed to clarify which rights belong to researchers and/or, where appropriate, to the university or other parties.

Training and development
Strengths:
Within UMFCD, the internal competition Carol Davila Research Grants for Young Researchers, beneficiaries being employees of UMF Carol Davila Bucharest, for a fixed or indefinite period, who have not reached the age of 40, with their own regulations.
UMFCD developed the institutional program Publish not perish in order to continuously increase its prestige and visibility, as well as its institutional and top ranking position, both nationally and internationally. The objective of this programme is to support the dissemination of the results obtained from excellent research activities, by publishing them in prestigious journals, in open access mode, with its own methodology for funding scientific publications.
Methodology on the organization and conduct of doctoral studies at UMFCD
UMFCD has implemented and implements projects with training and continuous professional development activities
UMFCD has more than 130 inter-institutional agreements with higher education institutions for carrying out mobility/research activities in collaboration with our university which creates a favourable framework for stimulating mobility of teaching staff and students
Organizational structures within the UMFCD such as the Centre for Psychological, Educational and Professional Counselling, the Innovation and e-Health Centre support training and professional development activities.

Weaknesses |

Increasing lack of predictability in terms of training and specialisation needs at national level, amidst the trend of migration of highly qualified workforce from the medical field.

Unattractiveness of the teaching career, marked by high scientific requirements, against a background of unequal competitiveness with salaries in the health system.

Systematic information sessions on international mobility opportunities are needed;

Systematic organisation of continuous training activities tailored to the career level and individual needs of academic and administrative staff is needed.

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://umfcd.ro/cercetare-si-dezvoltare/centre-de-cercetare/directii-de-cercetare/strategia-de-resurse-umane-pentru-cercetatori/

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 C&C:

() 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

	Actiuni	Principii C&C incluse in Analiza Decalajelor	Calendarul (cel puțin pe trimestru/semestru)	Responsabil	Indicatori/Target
1	To disseminate the principles of ethics, academic integrity and professional: - Revision of the Code of Ethics and Professional Conduct - The revised Code of Ethics and Professional Conduct will be promoted throughout the academic community -At least two annual events will be organised in the academic community on ethics, academic integrity and professional conduct, including the provisions and application of the Code	1, 2, 3, 4	Q3/2023 Q4/2024 Q4/2024	The University Ethics and Deontology Commission CEDU of UMFCD	Revised code Dissemination events/year Annual debates to promote standards of ethics and academic integrity
2	Supporting innovation activity, patenting and technology transfer opportunities The goal of the action is to establish a functional and well-organized technology transfer centre in order to:	2,3,4,5,6,7,8,31,32	Q4/2024	Technology Transfer Centre involving UMFCD structures	Intellectual Property Management Guidelines/Methodology Training sessions for new and existing employees in the areas of intellectual property protection

	- Provide qualified and focused support to employees and academics in matter of IPR protection. - Provide support to the transfer of the UMFC's research activities results into social and economic practice.				
3	Financial support for academics and researchers The goal of the action is the development of scientific research through financial support for academics and researchers to participate in prestigious international conferences, thus increasing the visibility of our university	9, 18,23,24,28,29	permanent with end-of-year evaluation	Vice-Rectors, research structures, Administrative Structures	Annual no. of participations in conferences, workshops
4	Training in project preparation, project management and funding mechanisms for research projects Designing a plan of periodic training courses addressed to employees in project management as well as to write a successful grant application with a clear understanding of the administrative grant award policies and procedures	4, 6,28,38,39	Q4/2024	Vice-Rector for Research, research structures, Administrative Structures	Plan of periodic training courses Annual no. of training sessions in project preparation, project management and funding mechanisms research projects
5	Development of a methodology for the evaluation of research centers within the University The purpose of the methodology is to evaluate the research centres with the following tools: the analysis of developments achieved in a particular field or discipline, the analysis of the staff's research qualifications (capabilities, experience, adaptability, etc.), technological capability (access to	8,10,11,22,23, 26	Q4/2024 permanent with end-of-year evaluation	Vice-Rector for research, research structures, administrative structures	Evaluation methodology for research centres developed

	instrumentation, pilot installations, etc.), economic and administrative organisation (adaptability, level of bureaucracy, etc.), as well as the analysis of structural factors that facilitate or hinder the institute's activities.				
6	Developing institutional capacity for research in UMFCD The research centres provide the appropriate working conditions for achieving excellence in teaching and research and developing partnerships between UMFCD and other universities/research institutions in the field of teaching, research and innovation.	6,7,23,24, 35, 37	Q4/2025	Rector, Vice-Rector for research, research structures, administrative structures	-Development of a multidisciplinary research centre in the field of health, with a focus on cardio-cerebrovascular diseases, which are the main cause of morbidity and mortality in Romania. -To establish a major research infrastructure targeting the field of genomics and to create the necessary institutional mechanism -Strengthenin the Innovation and eHealth Centre
7	Elaboration of a training plan for occupational risk management, improving internal communication, increasing staff awareness of the importance of their work in accordance with UMFCD policy requirements, ensuring occupational safety and health	3,4, 5, 6, 7,23, 24, 25, 39	Q4/2025	General Directorate of University Secretariat	Training plan developed No of trainings sessions
8	Carrying out a survey on the satisfaction of UMFCD employees (teaching, research and administrative staff) and integrating its results in the institutional development plan/strategy and in the annual activity plans of the university.	10,11,19,20,22,23,24,25,26,27,28,29	Q4/2024	Vice-Rectors, Deans, department directors, administrative structures	Survey report on the satisfaction of UMFCD employees in Bucharest (teaching and administrative staff)
9	Developing pedagogical training opportunities for university teachers - ensuring systematic	19,22,24,28,33	Q4/2024	Rector, Teaching Staff Preparation Department,	Annual evaluation of the number of university teachers who have completed their pedagogical training

	access to pedagogical training programmes for all teachers, organising pedagogical workshops		permanent with end-of-year evaluation	General Directorate of University Secretariat	
10	Create a transparent mechanism for attracting and retaining the academic elite in the university, regardless of age	20,22,25,28	Q3/2024	Vice-Rectors, Deans, department directors, administrative structures	Transparent mechanism in place for attracting and retaining the academic elite in the university, regardless of age
11	Supporting academics to defend their habilitation thesis in public, to train new high quality PhD coordinators and to develop European PhD programmes	21,28,36,37,38,39,40	Q4/2024 permanent with end-of-year evaluation	Vice-Rectors, Research Structures, CSUD Director Doctoral School Director, deans, department directors, administrative structures	Number of habilitation theses defended annually
12	Support and develop the "Carol Davila" internal research fellowship programme and the "Publich not perish" programme	1,4,6,8,9,26,28	Q4/2024 permanent with end-of-year evaluation	Vice-rector research, administrative structures	Number of internal research grants Number of internal PhD grants in 2023 Number of internal postdoctoral fellowships in 2023 Number of internal research grants budgeted from the Regie fund for 2023 Number of publications funded by the "Publish not perish" programme
13	Encouraging the participation of doctoral students and academics in competitions for doctoral and postdoctoral research fellowships in Romania and abroad	18,28,29	Q4/2024 permanent with end-of-year evaluation	CSUD, Vice rector CEI, Vice rector CS, administrative structures	Participări doctoranzi şi a cadre didactice la competiţiile pentru burse de cercetare doctorală şi postdoctorală în Romania şi străinătate
14	Increasing the visibility of UMFCD's research capabilities by upgrading the EERTIS (Engage in the European Research and Technology System) database, an integrated system for monitoring and reporting the degree of use of research infrastructures and the research results obtained through the use of infrastructures.	3,8,9	Q4/2024 permanent with end-of-year evaluation	Vice-Rectors, research structures, CSUD Director Doctoral School Directors, Deans, Department Directors	No. of UMFCD research groups in the EERTIS platform

15	Development of an internal good practice guide on recruitment and selection	12,13,14,15,16,17,18,19,20,22,23,25,26	Q4/2025	Rector, RUNOS	Guide developed and disseminated
16	Translation of all relevant RUNOS documents: All relevant documents that concerning to the recruitment process will be translated into English to once again remove any language barriers for non-English speaking researchers. Where translation is not possible (e.g. due to the obligation to use Romanian in legally binding national contract documents), at least an English version will be created for reading.	9,10, 11,12,13,14,15	Q4/2024	Rector, RUNOS	Relevant RUNOS documents translated into EN
17	Establishing an OTM-R policy as the general human resources policy of UMFCD: Sub-objective I: Development and publication of the OTM-R policy. The OTM-R policy will be considered as our general human resources policy. Sub-objective II: Development of an internal best practice guide setting out clear procedures and practices on OTM-R for all types of posts. The guide will inform all stages of the selection and recruitment process at UMFCD. Sub-objective III: Train all persons involved in the recruitment and selection process at UMFCD on the principles of OTM-R to ensure that our staff are well informed about these principles and their impact on the recruitment and selection process.	12,13,14,15,16,17,18,19,20,27,30	Q4/2025	Rector, PrPCS, PrCEI, școala doctorală, PrPIULM, RUNOS	OTM-R policy approved
18	Review and implementation of the Gender Equality Plan according to the Gap Analysis and C&C principles	10, 27	Q2/2024	Rector, PRs, OEG, RU, DS, CCP, DSI, DAS	Gender Equality Plan revised and under implementation

19	Establishing partnerships / consortia with prestigious institutions in the country and abroad, for the mutual promotion of the level of academic excellence	9, 28, 38, 39	Q4/2024 permanent with end-of-year evaluation	Rector, PRs, administrative structures	Partnerships / consortia with prestigious institutions in the country and abroad
20	Training of employees on the processing of personal data using UMFCD systems	3, 6, 7, 24, 38	Q4/2024	DPO and Information Systems and Digital Communications Directorate	Informing and training employees

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) *

An important and topical priority for UMFCD is to ensure a recruitment process based on the principles of openness, transparency and merit, so that the best candidates are selected. Moreover, respecting these principles contribute to develpoing of international mobility of researchers, knowledge exchange and leads to increase quality in research. As UMFCD has taken the responsibility to respect and implement all the principles set out in the European Charter for Researchers and the EU Code of Conduct for the Recruitment of Researchers, the procedures applied for the selection and recruitment of staff are determined by a set of basic principles, which guarantee all persons equal access to jobs, in accordance with the constitutional provisions on the recognition of equality, merit and ability, while respecting national and international regulations in this field. Moreover, the C&C principles are also applicable to the recruitment of all UMFCD staff, regardless of their professional category.

To date, all staff recruitment has been carried out through a competitive selection process. At the same time, the principles of open, transparent and merit-based recruitment will increase the transparency of the staff recruitment process, open up new opportunities for hiring high performing staff with excellent results and, in this way, strengthen the institutional human potential.

UMFCD will develop and publish the OTM-R policy, in both Romanian and English, which will detail our university's commitment and concrete implementation of the principles of open, transparent and merit-based recruitment. In addition, we will develop an internal guide that will clearly define OTM-R recruitment and selection procedures and practices and will include OTM-R-based guidelines and/or templates for advertising positions. In addition, we intend to train all staff members who are involved in recruitment processes on the OTM-R principles, our planned policy and guidelines.

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:

https://umfcd.ro/cercetare-si-dezvoltare/centre-de-cercetare/directii-de-cercetare/strategia-de-resurse-umane-pentru-cercetatori/

1. IMPLEMENTATION

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

At the institutional level, strategies and operational plans have been adopted, known and approved by members of the university community. The institution has an eight-year Strategic Institutional Development Plan (SIDP), approved by the senate, known by the entire academic community and currently into implemention.
The outlined HRS4R action plan is in line with the Gap Analysis previously carried out within the HRS4R process. Also, this action plan presented above reflects to a large extent our university's ownership of SIDP activities.
Therefore, the action plan presented here is not only the result of our GAP Analysis, but also serves to fulfil our institutional development policy. In addition, our future OTM-R policy will be incorporated into UMFCD's recruitment and selection procedures and in future scientific research strategy .

As mentioned above, several HRS4R principles are already integrated into UMFCD strategies as well as existing structures and procedures. Awarding the "Excellence in Human Resources in Research" would underline the importance of these principles and highlight past and future efforts to improve working and research conditions, both internally and externally.
During the implementation process, all actions specified in our action plan will be achieved. During the preparation of the action plan, the members of the Steering Committee and of the nominated Technical Implementation Group (TIG)approved at the Board of Directors meeting on 05.07.2022 focused mainly on the results of the gap analysis and survey, as well as on the available resources of the directorates, departments and services involved. Therefore, a feasible action plan with a realistic timetable and measurable results was developed.

The implementation process will be guided and monitored by the Steering Committee (SC), which will be led by the UMFCD HRS4R Coordinator represented by the Prorector Scientific Research and will consist of the members of the Steering Committee. Its members are represented by the Prorector for Institutional Strategy, Academic Assessment and Quality, Director of the Research Development Innovation Directorate, Director of the Directorate of Human Resources Organisation and Payroll (RUNOS) and with the participation of representatives of the departments and services responsible for the various actions.

The technical implementation group is represented by the Research Deans of the Faculty of Medicine, Faculty of Pharmacy, Faculty of Dentistry, Faculty of Nursing and Midwifery as well as representatives of the Directorate of Research Development Innovation and the Directorate of Human Resources, Organisation and Payroll (RUNOS), plus representatives of the other departments involved.

Therefore, our colleagues are aware of the necessary steps for the correct and timely implementation of our proposed action plan. The

Technical Implementation Group (GTI) will monitor the correct implementation and ensure that all relevant departments and services are involved in the process and are informed about the status of implementation of the respective actions.

In addition, all necessary steps will be closely coordinated with other stakeholders (e.g. the Financial Directorate, the Directorate for Doctoral Studies, the Directorate for Doctoral Schools, the Office for European and International Cooperation, the Centre for Psychological, Educational and Vocational Counselling, and the Legal and Litigation Service).

The proposed indicators and targets will be checked regularly. If deemed necessary by the GTI, the timetable, targets and indicators of the action plan could be adjusted to ensure proper implementation. The GTI will meet regularly (every six months and more often if necessary) to discuss future actions, necessary milestones and coordination efforts, and possible new actions for the adopted action plan.

In addition, the GTI will prepare the internal review for each evaluation. Again, university leadership will authorize these reviews and the respective tailored action plans. In addition, the Head of the CC will prepare once a year a progress report to be presented to the UMFCD Board of Trustees (CA). Feedback from the CA will be highly appreciated and integrated into the implementation process.

The key aspects of the HRS4R process are anchored in the current UMFCD Institutional Development Strategic Plan through different objectives and activities. Thus continuous improvement of ethical and professional aspects, training and career development etc. are permanent objectives of the university and will therefore certainly be achieved. In order to keep the management of our university informed about the implementation process, the HRS4R coordinator will report at least once a year on the latest developments.

The Head of the Steering Committee (HRS4R Coordinator) will maintain constant contact with all members of the GTI and will hold regular meetings to discuss future actions, milestones and possible new actions for the next evaluations.

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)

The indicators and targets proposed in this Action Plan will be checked regularly. If the TGI considers it necessary, the timeline, targets and indicators of the Action Plan could be adjusted to ensure proper implementation. The TGI will meet regularly (every six months and more often if necessary) to discuss future actions, necessary milestones and coordination efforts, and possible new actions for the adapted Action Plan.

In addition, the TGI will prepare the internal review for each evaluation. University management will authorise these reviews and the respective adapted action plans. In addition, the Head of the CC will prepare a progress report once a year to be presented to the UMFCD Board of Trustees (CA). The CA feedback will be highly appreciated and integrated into the implementation process.

Coordonatorul HRS4R va pregăti un raport de activitate la fiecare douăsprezece luni, care va fi prezentat atat CA cat Senatului, adică organismului reprezentativ al cercetătorilor. Din nou, vom sublinia faptul că feedback-ul din partea cercetătorilor este binevenit și va fi integrat în procesul HRS4R.

Our HRS4R website will inform on the current status of implementation. We will regularly publish articles in our internal press release and on the university website. In addition, the HRS4R process will be presented at regular meetings of deans and faculty and administrative

management. If we receive the HRS4R Excellence in Research Award, the HRS4R logo will be placed centrally on our university homepage as well as on the dedicated HRS4R website.

The monitoring committee will be the university's Board of Trustees, the structure responsible for approving the action plan applicable to UMFCD.

In addition, we will conduct further surveys and orientation interviews, particularly in relation to internal evaluation, to engage researchers and reflect the diversity of their views in a meaningful way.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*
Detailed description and duly justification (max. 500 words) Consultation mechanisms will combine surveys and interviews (possibly focus groups), which will seek to broaden participation, particularly in terms of internal evaluation, to involve researchers and reflect the diversity of their views in a meaningful way. Our HRS4R website will inform on the current status of implementation. We will regularly publish articles in our internal press release and on the university website. In addition, the HRS4R process will be presented at regular meetings of deans and faculty and administrative management. If we receive the HRS4R Excellence in Research Award, the HRS4R logo will be placed centrally on our university homepage as well as on the dedicated HRS4R website. Human resources procedural changes will be presented to representatives of all stakeholder groups and the development process will include time for internal consultation and feedback from community members.

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 this time, the awareness of the UMFCD research community with HRS4R is not high, HR policies are largely aligned with the Charter and Code, due to national legislation and existing internal procedures. During the implementation of the action plan, awareness will certainly increase among both academics& researchers and recruiters due to the consultations that will take place for the new regulations and procedures. HRS4R will be recognised as the overarching HR policy in the future University strategy, which will result from the elections to be held in spring 2024. The management team (Board of Trustees) and the future collective decision-making body will continue efforts to implement the HRS4R process.

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

The proposed actions have been developed in close collaboration with representatives of the departments and services directly involved.
Once approved by the Board of Trustees (CA) this action plan becomes binding and enters into implementation.
If, during the implementation process, additional members should be included in the CC or the TGI, we will respond quickly to this need. As mentioned above, the HRS4R Coordinator will lead the CC and maintain constant contact with all members of the TGI and will hold regular meetings where the progress of the implementation work will be monitored and discussed. The basis for the implementation of the different actions is the programme presented, as well as all predefined indicators and targets.
An action will be considered completed and fully implemented only when the indicators or objective have been fully achieved.
If that an action cannot be implemented as originally planned and that changes may be needed, the necessary measures will be discussed and decided by the CC members. This could be the case, for example, if we receive additional feedback from our employees or if we face unexpected infrastructure or budgetary constraints. If the CC decides to make changes to actions in any form, this step will first be discussed with all departments and services involved. To avoid changing the action plan, we have chosen feasible and realistic targets and indicators. On the other hand, we will do our utmost to follow the proposed action plan very closely. In addition, annually, the CA will receive progress reports. Any changes to the timetable, indicators or other issues will naturally be included in these reports.

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

There will be meetings of the implementation team. The TGI will meet regularly (every six months and more often if necessary) to discuss future actions, milestones and coordination and monitoring efforts. In addition, the Head of the CC will prepare a progress report once a year to be presented to the UMFCD CA Board of Directors.
The key aspects of the HRS4R process are anchored in the current UMFCD Institutional Development Strategic Plan through different objectives and activities. Thus continuous improvement of ethical and professional aspects, training and career development etc. are permanent objectives of the university and will therefore certainly be achieved. In order to keep the management of our university informed about the implementation process, the HRS4R coordinator will report at least once a year on the latest developments.
The Head of the Steering Committee (HRS4R Coordinator) will maintain constant contact with all members of the TGI and will hold regular meetings to discuss future actions, milestones and possible new actions for the next evaluations.
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How will you measure progress (indicators) in view of the next assessment?*
Detailed description and duly justification (max. 500 words) Our action plan indicates the indicators that must be met so that an action can be considered implemented. Where possible, we have set clear, measurable quantitative indicators. Some of the indicators are easy to verify (for example, in the case of regulations or procedures), others require data collection. As some of the data has not been collected before, new procedures will require the appropriate collection of information for future analysis and evaluation.

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

At the institutional level, strategies and operational plans were adopted, known and approved by the members of the university community. The institution has a Strategic Institutional Development Plan for an eight-year horizon known by the entire academic community and currently being implemented. The outlined HRS4R action plan is in full agreement with the Gap Analysis previously carried out within the HRS4R procedure. At the same time, this action plan presented above largely reflects our university's assumption of the Strategic Institutional Development Plan activities. Therefore, the action plan presented here is not only the result of our GAP Analysis, but also serves to fulfill our institutional development policy. In addition, our future OTM-R policy will be incorporated into our university's research strategy.