

## ACTION PLAN HRS4R

Application number: 2022RO796807

Organization name: University of Medicine and Pharmacy "Carol Davila" in Bucharest

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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

	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2204
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 *	1486
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	580
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1850
Of whom are stage R1 = in most organisations corresponding with doctoral level *	485
Total number of students (if relevant) *	13370
Total number of staff (including management, administrative, teaching and research staff) *	3073

#### RESEARCH FUNDING (figures for most recent fiscal year: 2023)

	<b>€</b>
Total annual organisational budget *	99.725.281,20 EUR
Annual organisational direct government funding (designated for research)	881.743,89 EUR
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6.656.369,80 EUR
Annual funding from private, non-government sources, designated for research	41.988,60. 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. The main missions of UMFCD are to provide students with high-quality educational programs and to conduct high-level fundamental and translational research.

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

-25 departments, 256 disciplines 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. UMFCFCD 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 (the revised University Charter - version VII, whose objectives and principles are in line with the C&C principles, received the opinion of legality granted by the Ministry of Education on 2 November 2023) and the Code of Ethics and Professional Conduct of the University as a normative and binding framework for all members of the university community and contractual staff, and continuing with the internal Code of Conduct and employment contracts.
2. In 2023 the institutional self-assessment of the university was completed according to the nine standards of the World Federation for Medical Education (WFME). On 8.12.2023 UMFCFCD obtained the certificate of institutional accreditation from the IAAR, the accreditation decision being taken by the Accreditation Council of the IAAR on the basis of a complex self-assessment dossier. This certificate is valid for 5 years and, in addition to its formal role in collaboration with the Educational Commission for Foreign Medical Graduates of the United States of America, for the validation of the academic records of our university's graduates, it reconfirms the quality of teaching and research in UMFCFCD.
3. The UMFCFCD 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.
4. UMFCFCD 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.
5. UMFCFCD 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.
6. Within UMFCFCD there are both organizational structures that provide support in implementation and information about funding mechanisms on projects and structures that contribute to the exploitation of research activity: the Directorate of Research Development Innovation, Innovation and e-Health Center, Technology Transfer Center CTT.

In accordance with the provisions of the Higher Education Law 199/2023, art. 200, the equivalence of research positions with teaching positions operates in both directions with the approval of the University Senate, as follows: scientific researcher is equivalent to university assistant, for persons holding a doctoral degree; scientific researcher grade III is equivalent to university lecturer/head of works; scientific researcher grade II is equivalent to associate professor; scientific researcher grade I is equivalent to professor.

UMFCFCD staff is represented by: teaching and research staff, auxiliary teaching staff and administrative staff. The teaching and research staff: staff with a basic norm in the university (with employment contracts for a fixed and indefinite period), staff associated through the accumulation of functions or by hourly payment (with individual work contracts for a

semester or one academic year). In the 2023-2024 academic year, 4,158 positions were set, of which: 3,160 teaching positions representing 76% of the total positions, of which 2,136 occupied teaching positions and 1,024 vacant teaching positions; 617 auxiliary teaching staff positions representing 14.83% of the total positions, of which 434 auxiliary and research staff positions are occupied and 183 vacant positions; 381 administrative personnel positions representing 9.16% of total positions, of which 330 administrative personnel positions are occupied and 51 vacant positions.

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.

Preserving uncompromising scientific integrity and ethics is fully integrated in the UMFCD charter of good conduct, enabling students and professors not only to improve their research quality but also to develop a civic conscience. UMFCD teaching staff have important contributions in the field of advanced research, in medical practice, but also in ensuring the necessary expertise at the national and international level in the health sector (many of the high-level decision-makers in the health field have been UMFCD teaching staff).

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 their 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.(Government Decision No 933 of 2022-07-20 approving the National Strategy for Research, Innovation and Smart Specialization 2022-2027; Official Gazette of Romania No 744 of 2022-07-25).

There is a lack of the staff dedicated to the management and administration of research projects needed to provide the administrative and technical support necessary for the implementation of the projects. Trainings for management in research are needed as well as courses for transversal competences of researchers.

#### **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 UMFCF in accordance with national legislation and internal regulations.

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

UMFCF 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 UMFCF, including in management positions

**Weaknesses:**

Research vacancies at UMFCF are partially advertised on platforms that ensure national and 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:**

UMFCF 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.

UMFCF 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.

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

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

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

The right for complaints and grievances is regulated and respected.

For its missions, UMFCF manages over 259 amphitheaters and teaching rooms for over 15000 seats. The teaching rooms are equipped with projection materials and are connected to internet networks. The capacity of educational spaces is expressed precisely in square meters per individual occupying the teaching rooms, the computer rooms, the library and the laboratories. In addition to these facilities, clinical activities are mostly carried out in public hospitals where students have access to over 21,000 hospital beds in Bucharest including some well reputed ones.

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 UMFCF. 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.

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. Also, UMFCD is the first university in Romania accepted as a member of UnILiON (Universities Informal Liaison Offices Network), a network that includes 157 universities from Europe and Japan.

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:**

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

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. There is a lack of human resources to support researchers in grant administration in terms of procurement activities and financial management.

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:**

The university offers a diverse range of degree programs at the undergraduate, master's, doctoral, and residency levels structured to provide the essential theoretical knowledge, practical skills, and research capabilities necessary for contemporary medical and pharmaceutical practice. To address the continuous professional development needs, the university organizes various courses, workshops, conferences, and seminars. These activities target both students and medical professionals, aiming to refresh and expand knowledge, as well as to enhance practical skills.

From institutional point of view, there are several departments involved in training and professional development such as: Department of Postgraduate Training and Continuing Medical Education; Doctoral School; Directorate of Research, Development, Innovation; e-Health and Innovation Centre; Directorate of International Relations.

The Department of Postgraduate Training and Continuing Medical Education publishes on the website the advanced training courses and registration methodology (<https://umfcd.ro/educatie/postuniversitar/cursuri-de-perfectionare/>).

The Innovation and e-Health Centre organises courses and workshops for health professionals (194 practical workshops attended by 6579 people were organised in 2023) as well as the development of the educational platform edu.umfcd.ro which hosts extracurricular text/audio/video courses for enriching knowledge in the field of digital health and learning skills in communication, marketing, telemedicine, eHealth etc.

The International Relations Directorate organises mobility for teaching staff, researchers and students going abroad on professional assignments, Erasmus grants (SMS – Student Mobility for Studies; SMP – Student Mobility for Placement; STA – Staff Mobility for Teaching; STT – Staff Mobility for Training) and identifies new strategic partners for international cooperation projects for the training of researchers and the development of institutional lines for scientific research in various medical fields. During 2023, a total of 1,024 approvals for scientific and professional purposes, including 18 for professional internships between 1 month and 12 months and 190 approvals for the ERASMUS Programme for which some financial support was allocated from UMF's own funds.

The Council for Doctoral Studies is responsible for providing the internal regulatory framework for doctoral studies with the following updated regulations and procedures: Procedure for the use of the budget allocated to doctoral studies (approved by the Decision of the Board of Directors no.1/17.01.2023, Methodology on the organisation of admission to doctoral studies in the academic year 2023 - 2024, Regulation on the organisation and running of postdoctoral advanced research programmes, Methodology on the organisation and running of admission to postdoctoral advanced research programmes. As part of the actions carried out on the occasion of "University Days" (02-06 October 2023), the first edition of the awards for doctoral students with meritorious results was organized. Following the competition for the postdoctoral advanced research programmes with UMFCD funding, 15 postdoctoral researchers were admitted in 2023 to the postdoctoral programmes. As an organizing Institution of Doctoral Studies (IOSUD), UMFCD organizes the process for the granting of the habilitation certificate and obtaining the quality of PhD supervisor. The process of evaluating the work of PhD supervisors is carried out annually as part of the quality assurance process: (i) the teaching activity - PhD supervision; (ii) the scientific research activity and (iii) the recognition and impact of the activity. Also, in 2023, 180 PhD students were involved in research grants with 43 trips to internships and scientific events being supported from university funds and one international cotutelle PhD thesis was completed in the field of Dental Medicine.

At the level of the prorectorate of scientific research annually is organized the internal competition Carol Davila Research Grants for Young Researchers (total budget per project of max. 18 000 Euro), beneficiaries being employees of UMF Carol Davila Bucharest, for a fixed or indefinite period.

In 2023, the implementation of the project POCU/918/4/8/149892 "Postgraduate training program in health economics [HEALTHESIS]" continued and the Center for Postgraduate Studies in Health Economics was established - as a core of interdisciplinary collaboration with the mission of training on health economics research. Also in 2023, the HEALTHESIS Network was created, as a national inter-university collaboration network in the field of health economics, with a role in

supporting and developing postgraduate training programs in the field of health economics at the national level with research activities and exchanges of best practices at national and international level.

**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.

There is no specific space on the institutional website containing all specific training programmes provides for researchers

### 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):

1. <https://umfcd.ro/en/research-and-development/human-resources-strategy-for-researchers-hrs4r/>
2. <https://umfcd.ro/cercetare-si-dezvoltare/strategie-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**

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**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

	<b>Actions</b>	<b>Principles C&amp;C</b>	<b>Timetable (at least by quarter/semester)</b>	<b>Responsible</b>	<b>Indicators/Target</b>
1	<b>Updating research regulations in line with recent legislative changes at national and European level</b>	1, 2, 3, 4, 5, 6, 7	Q4/2025	Vice rector for research. The University Ethics and Deontology Commission CEDU of UMFCD	Code of Conduct for Research Integrity adapted to the European ALLEA Code  Report regarding the modalities to ensure the interoperability of internal structures for the recording and management of research data, materials and results and harmonisation with national and European legislative requirements
2	<b>Accelerating the activities dedicated to technology transfer, in order to exploit research results with high translational and applicative potential, with chances of generating patents, spin-offs and start-ups</b>	2,3,4,5,6,7,8,31,32	Q4/2024	Technology Transfer Centre involving UMFCD structures	UMFCD Intellectual Property Policy developed and published on the website  Guidelines for the use of intellectual property (IP) within UMFCD developed and published on the website  Operational procedures for technology transfer at UMFCD level  Technology Transfer Strategy at UMFCD level elaborated and published on the website in RO and EN languages
3	<b>Ensuring the increased visibility of the university through transparent financial support for academics and researchers to participate at prestigious international events</b>	9, 18,22, 23, 26, 28,29	Permanent with end-of-year evaluation	Vice Rectors, research structures and administrative structures	Increasing by 10% the annual number of participation at the conferences, workshops supported by university funds.  Baseline 2023: - 173 approvals for participation at international congresses and events and for research activities, - 18 approvals for professional internships between 1 month and 12 months, -168 approvals for participations in various scientific events and international congresses partly financed by university funds
4	<b>Internationalization to improve the European and international visibility of UMFCD (conferences, scientific events) and to expand scientific networks in order to attract researchers from abroad and for the scientific recognition of the</b>	8,9,22,29,35,38,39	Annual  Permanent	Vice-rector for research, research structures and administrative structures	Publication of all research vacancies on the Euraxess website  Minimum 10 researchers from abroad invited as associate professors  Invitation of international researchers and academics from abroad at UMFCD conferences and PhD/postdoctoral courses  Establishment of international advisory boards for

	<b>UMFCD researchers</b>				<p>research projects</p> <p>Organisation on Q3/2024 of high-level policy round table within Alliance4Life Bridging the Research and Innovation Gap in Life Sciences Project A4L_BRIDGE</p> <p>Organisation of the annual UMFCD Congress with european and international participation</p> <p>International Medical Students' Congress of Bucharest</p> <p>Organisation of international events in the framework of European and International University Alliances</p> <p>Participation in conferences and working meetings, with the support of the UniLion network of which UMFCD is a member</p> <p>Organisation of events with guests from abroad in order to increase European and international scientific cooperation</p> <p>Organisation of the summer school/with guests from abroad</p> <p>Participation of the university in networks such as Crowdhelix</p> <p>Improving the English version of the institutional website to increase the visibility of UMFCD</p>
5	<b>Creating a critical mass of highly qualified researchers and support staff in order to sustain performance and to assure the training of young talent</b>	3,4, 5, 6, 25, 28, 38, 39	Q4/2026	Prorectori, decani, directori departamente, structuri administrative	<p>At least 1 international/national project to support the training of researchers and support staff</p> <p>At least 20 researchers trained in research management skills;</p> <p>At least 50 young researchers (ESR) trained in technology transfer</p>
6	<b>Development of an action plan in support of the European Reform of Assessment in Research (COARA) to which UMFCD has adhered</b>	1, 11, 14, 15, 23, 25, 36, 37, 40	Q4/2025	Prorector cercetare, structuri cercetare, structuri administrative	Action Plan COARA developed and approved
7	<b>Developing institutional</b>	6,7,23,24, 35, 37	Q4/2026	Rector, Vice-	-Development of a multidisciplinary research centre

	<p><b>capacity for research in UMFCD</b></p> <p>The research centers provides the appropriate material base 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.</p>			Rector for research, research structures, administrative structures	<p>in the field of health, with a focus on cardio-cerebrovascular diseases, which are the main cause of morbidity and mortality in Romania.</p> <p>-Establishing a major research infrastructure targeting the field of genomics and creating the necessary institutional mechanism</p> <p>-Strengthening the Innovation and eHealth Centre</p> <p>- Planning to access Widening European funding lines dedicated to institutional development for the creation and development of centers of excellence within UMFCD</p>
8	<p><b>Carrying out the 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</b></p>	10,11,19,20,22,23,24,25,26,27,28,29	Q4/2025	Vice-Rectors, Deans, department directors, administrative structures	Survey report on the satisfaction of UMFCD employees in Bucharest (teaching, research and administrative staff)
9	<p><b>Developing pedagogical training opportunities for university teachers - ensuring systematic access to pedagogical training programmes for all teachers, organising pedagogical workshops</b></p>	19,22,24,28,33	Q4/2024	Teaching Staff Preparation Department, General Directorate of University Secretariat	<p>10% increase of the number of teachers who completed their pedagogical training in the academic year</p> <p>Baseline: 53 teachers completed the pedagogical training module in 2022-2023</p>
10	<p><b>Creating a transparent mechanism for attracting and retaining the academic elite in the university, regardless of age</b></p>	20,22,25,28,30	Q3/2025	Vice-Rectors, Deans, department directors, administrative structures	Transparent mechanism for attracting and retaining the academic elite in the university created

11	<b>Supporting of new high-quality doctoral coordinators and developing European doctoral programmes</b>	21,28,36,37,38,39,40	Q4/2024  permanent with end-of-year evaluation	Prorectori, structuri cercetare, Director CSUD Director Școala Doctorală, decani, directori departamente, structuri administrative	Annual increase of at least 2% in the number of new PhD coordinators Baseline: 299 PhD supervisors within Doctoral School at the beginning of the academic year 2022-2023
12	<b>Dissemination of the results obtained from research activities, by supporting the expenditures of publications in prestigious open access journals</b>	1,4,6,8,9,26,28	Q4/2024  permanent with end-of-year evaluation	Vice-rector research, administrative structures	Minimum 150/year publications supported by UMFCF within "Publish not perish" Program
13	<b>Awarding the research activity with significant impact in the national and international ranking of the university</b>	16, 19 ,22	Permanent with end-of-year evaluation	Vice-rector research, research and administrative structures	Number of awarded research activities that has resulted in scientific publications in the red zone of scientific indexing
14	<b>Increasing the visibility of UMFCF's research capabilities and access to services offered by national research infrastructures</b>	3,8,9	Permanent  Q4/2025	Vice-Rector research, research structures	At least 50% of UMFCF laboratories and research centers have made the appropriate data transfer to the EERTIS platform, describing the research facilities, laboratories, equipment and services available
15	<b>Development of the internal procedures guide on recruitment and selection. The guide will contain the information needed at all stages of the selection and recruitment process at UMFCF.</b>	12,13,14,15,16,17,18,19,20,22,23,25,26	Q4/2025	Rector, Vice-Rector for Research, Vice-Rector for Bachelor and Master's University Education, RUNOS, Directorate General Secretariat with the consultation of the academic and research environment	Internal procedures guide on recruitment and selection developed, approved and disseminated

16	<b>Translation of all relevant HR documents for attracting international postdoctoral researchers: All relevant documents related to the recruitment process will be translated into English to once again remove any language barriers for non-Romanian speaking researchers.</b>	9,10, 11,12,13,14,15	Q4/2025	Rector, Vice-Rector for Research, Vice-Rector for Bachelor and Master's University Education, RUNOS, Directorate General Secretariat	Relevant RUNOS documents translated into EN
17	<b>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: Training to 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.</b>	12,13,14,15,16,17,18,19,20,27,30	Q2/2026	Rector, Vice-Rector for Research, Vice-Rector for Bachelor and Master's University Education, RUNOS, Directorate General Secretariat with the consultation of the academic and research environment	OTM-R policy approved by the Board and posted on the website HR and General Secretariat staff and persons involved in the recruitment and selection process trained
18	<b>Review and implementation of the Gender Equality Plan according to the Gap Analysis and C&amp;C principles</b>	10, 27, 34	Q4/2025	Rector, PRs, OEG, RU, DS, CCP, DSI, DAS	Gender Equality Plan revised and under implementation
19	<b>Pursuing partnerships / consortia with prestigious institutions in the country and abroad, for the mutual promotion of the</b>	3,4,5,6,8,9,28,38	Q4/2024  permanent with end-of-year evaluation	Rector, Vice rectors, administrative	Partnerships / consortia with prestigious institutions in the country and abroad

	<b>level of academic excellence</b>			structures	
20	<b>Attracting international postdoctoral researchers by advertising research vacancies on platforms that ensure international visibility</b>	11, 12, 13, 15	Permanent with end-of-year evaluation	Vice-Rector for Research, research and administrative structures	Number of research vacancies published in Euraxess
21	<b>Increasing the number of doctoral theses carried out under international cotutelle / co-supervision</b>	1,2,3,4,5,6, 32, 33, 37, 40	Permanent with end-of-year evaluation	Vice-Rector for Research, Director of Doctoral School, research units	At least 3 doctoral theses carried out under international co-supervision
22	<b>Developing Open Science policy at institutional level</b>	4, 7, 8, 9, 23	Q4/2025	PrCS, structural administrative	Open Science Policy approved and posted on the institutional website, in Romanian and English
23	<b>Develop a performance appraisal system for all researchers</b>	2,4,7,11	Q4/2025	Rector, Vice-Rector for Research, Vice-Rector for Bachelor and Master's University Education, RUNOS, Directorate General Secretariat with the consultation of the academic and research environment	Performance appraisal system for all researchers approved and posted on the institutional website, in Romanian and English
24	<b>Listing specific training programmes provides for researchers</b>	28,30,33,38	Q2/2025	Vice-Rector for Research, Vice-Rector for Bachelor and Master's University Education, Department of postgraduate training and continuing medical education	Listing and posting on the institutional website of the specific training programmes provides for researchers, in Romanian and English

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 main missions of UMFCD are to provide students with high-quality educational programs and to conduct high-level fundamental and translational research. In order to achieve such ambitions, UMFCD has established a series of objectives to be met: continuous improvement of student-centered educational processes and scientific research, internationalization, digitalization, transparent management system enhancement, and strengthening the role of the university in the economic and social environments.

An extremely 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 developing 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.



## 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 implementation.

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, 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.

It has to be mentioned that having in view the feedback received from the HRS4R evaluation team and taking into the elections of departments and management positions for the next 5 years (rector, directors of departments and research structures within the 4 faculties, vice-rectors, deans and vice-deans) in the period of December 2023 –March 2024 it was decided by the members of CC and TGI to submit a request to postpone the deadline for submitting the necessary documentation until the end of March 2024. At the same time, considering that the process of revision of the Institutional Strategic Plan, it was decided that the feedback of the HRS4R evaluation team to be sent to all departments and structures of UMFCD in order to be analyzed and correlated with their activities. Institutional communication was carried out through the UMFCD electronic community information service, ComDigitale. Thus, during the last 4 months (December 2023- March 2024), the analysis and revision of the medium-term Institutional Strategic Plan of our university was carried out through the active involvement of the HRS4R – CC and GTI and all the departments and research centers of the university. A SWOT analysis was carried out and new actions were introduced, taking into account the comments of the HRS4R experts. The revised Strategic Institutional Development Plan of UMFCD 2021-2029 received the approval of the Board of Administration on March 5, 2024 and of the Senate on March 7, 2024. The Action Plan of the HRS4R process was also revised during these months incorporating all the changes proposed by the HRS4R evaluation team. The revised Action Plan was approved by the Board of Directors on 1 April, 2024.

In view of the institutional changes at the high level management level of the university and research structures, the composition of the Steering Committee and the Technical Implementation Group has been revised. The review also aimed to include new community members from all academic-research levels who were part of the working groups for the Institutional Strategic Plan review.

From now on, the implementation process will be guided and monitored by the revised Steering Committee (SC) described in the Process Description chapter, which will be led by the UMFCD HRS4R Coordinator represented by the Prorector Scientific Research.

The revised 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 the Secretariat,

plus representatives of the other departments involved, all academic and research levels been involved, as was described in the Process Description Chapter.

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 Office for European and International Cooperation, the Legal and Litigation Service, IT Department etc).

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 UMFCF 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 UMFCF 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)

On 05.07.2022, the procedure for the confirmation of the HR Excellence in Research Award was initiated by the approval of the Board of Trustees the establishment of the Steering Committee (SC) and the Technical Implementation Group (GTI) for the preparation of the application under the coordination of the Vice-Rector for Scientific Research. Thus, the Steering Committee is composed of the following representatives: (1) Rector for Research and Coordinator of the Steering Committee; (2) Rector for Institutional Strategy, Academic Assessment and Quality; Director of the Research and Development and Innovation Directorate; Director of the Human Resources, Organisation and Payroll Directorate (RUNOS). In addition, the GTI is composed of the research pro-deans of the 4 faculties of the organisational structure of our University as well as a member of the Research and Development and Innovation Directorate.

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 UMFCO Board of Trustees (CA). The CA feedback will be highly appreciated and integrated into the implementation process.

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 UMFCO.

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)

Our management involved in HRS4R reform will transparently communicate the criteria and tools used for implementation process in order raise awareness of the HRS4R reform among all actors.

Consultation mechanisms will combine surveys, interviews, focus groups discussion 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. Activity no 7 of the Action Plan, "Carrying out a survey on the satisfaction of UMFCO employees (teaching, research and administrative staff)" represent a systematic data-gathering process involving our colleagues involved in HRS4R process in a collaborative effort to design and conduct the research, that is then translated into action to address the root causes of the problem. Following these feedbacks, recommendations are issued and actions are taken by UMFCO\_HRS4R team to improve the activities.

The aim of the research will be to investigate the opinions of teaching and research staff as well as technical-administrative staff involved in UMFCO's research projects, regarding our university's new policies for approaching careers in which the following specific objectives will be formulated: To identify the respondents' opinions on the recruitment and selection process carried out at the university level; To assess the perceptions of academic staff regarding the working conditions offered at UMFCO; To identify the opinions expressed in relation to the current training and professional development perspective that UMFCO offers to its employees, regardless of their career level; To identify respondents' perspective on policies regarding the respect of ethical principles in teaching and research activities.

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)

During the last 4 months (December 2023 - March 2024), the analysis and revision of the medium-term Institutional Strategic Plan of our university was carried out through the active involvement of all the departments and centers of the university. A SWOT analysis was carried out and new actions were introduced, taking into account the comments of the HRS4R experts. The revised Strategic Institutional Development Plan of UMFCO 2021-2029 received the approval of the Board of Trustees on March 5, 2024 and of the Senate on March 7, 2024. The revised Action Plan was approved by the Board of Trustees. In view of the institutional changes at the management level of the university and research structures, the composition of the Steering Committee and the Technical Implementation Group has been revised. The review also aimed to include new community members from all academic-research levels who were part of the working groups for the Institutional Strategic Plan review.

Our institution's commitment is transparent given that the revised Institutional Strategic Plan contains common actions with the HRS4R Action Plan such as: UMFCO Intellectual Property Policy, UMFCO Technology Transfer Operational Procedures, UMFCO Technology Transfer Strategy, OTM-R policy as UMFCO general human resources policy, internal OTM-R procedures guide, Open Science policy at institutional level, etc.

Although, at this time, the awareness of the UMFCO 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.

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 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 UMFC D CA Board of Directors.

The key aspects of the HRS4R process are anchored in the revised UMFC D 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.

**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.

With appropriate feedback from our community, all the parties concerned with project outcomes could make appropriate, informed decisions about whether and how to adjust project design or implementation arrangements to better achieve a project's intended objectives. The HRS4R objectives themselves are clearly articulated, supporting the development of appropriate performance monitoring indicators and making monitoring and evaluation more achievable.

Also, 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.

**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 revised Strategic Institutional Development Plan which includes common actions with HRS4R action plan. The current version of the Institutional Strategic Plan is a mid-term review, based on the assessment of progress to 2023 and the evolving national, European and international context. A self-assessment of the fulfilment of the Plan will be conducted annually. The entire academic community will be mobilised to implement the Strategic Institutional Development Plan and the HRS4R action plan.

The outlined HRS4R action plan is in full agreement with the Gap Analysis previously carried out within the HRS4R procedure. Therefore, the action plan presented here is not only the result of our GAP Analysis, but also serves to fulfill our institutional development policy.