

## HR Excellence in Research

# Process Description

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### Case number

2022RO843264

### Name Organisation under review

Institute of Cellular Biology and Pathology "Nicolae Simionescu"

### Organisation's contact details

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### Date endorsement charter and code

06/10/2022

### Submission date to the European Commission

11/06/2024

## Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Acad. Maya Simionescu	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Director
Acad. Ileana Mânduțeanu	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Deputy Director
Felicia Antohe	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Secretary of Scientific Council
Anca SIMA	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Chief Department
Manuela Calin	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Chief Department
Anca Gafencu	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chief Department
Alexandrina Burlacu	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chief Department
Adrian Manea	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chief Department
Adriana Georgescu	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chief Department
Loredan St. Niculescu	R3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Chief Department

Name	Position	Steering Committee	Working Group	Management line/ Department
Titorencu Irina	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chief Department, Internal Managerial Control Committee President
Ec. Maria Tolbaru	Administrative staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Financial Director
Liliana Zamfir	Administrative staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HR Responsible
Cristina Pleşoianu	Administrative staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Projects manager
Paul Claus	Administrative staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Procurement responsible
Simona Manea	R2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Scientifically Departments representative
Geanina Voicu	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Scientifically Departments representative
Mirel Popa	R1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Scientifically Departments representative
Razvan Macarie	R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Scientifically Departments representative

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 (<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>), as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

<b>Stakeholder group</b>	<b>Consultation format</b>	<b>Contributions</b>
Steering Committee and Working Group	Face to face meeting	Starting from the need identified by the ICBP-NS management to align RU policies with those of the principles of the Charter and the European Code of Researcher and based on the approval of the initial application submitted to obtain the HRS4R certification within the Scientific Council, the decision was taken to start the elaboration process of the necessary documentation to be submitted in the initial phase and in this, sense of establishing the members of the WG to carry out this objective in SC coordination, as well as of a Taskforce type structure for representative community of researchers (R1-R4) for relevant data gathering, debates on different stages until the validation of the process results.
Working Group	Workshop	Analyzes regarding the level of fulfillment of the 40 principles of C&C, of the main areas of improvement for their fulfillment. A first document was drafted that contained all these aspects.
Working Group and Taskforce for representative community of researchers and validation of the results	Workshop	Developing a questionnaire for an online opinion poll, namely face-to-face interviews and focus groups.

Stakeholder group	Consultation format	Contributions
Working Group and Taskforce for representative community of researchers	Online survey and face-to-face interviews	In order to investigate the opinions of researchers from ICBP-NS regarding compliance with the principles of the Charter and the European Code of Researchers and the measures proposed to improve the gaps, a mixed strategy of consultation was applied, consisting of conducting an online opinion survey, respectively face-to-face interviews and focus groups. The questionnaire was self-administered online. All researchers received an email inviting them to anonymously express their views on the implementation of the C&C principles. The final sample included 54 respondents (a response rate of 57%). The data were collected between August and September 2023. The questionnaire included four sections, corresponding to C&C principles. The response to each item was recorded on a 5-point Likert scale, ranging from strongly disagree to strongly agree. The questionnaire also included socio-demographic items, namely: gender, age, seniority, academic title and field of research. This data was used to compare the views and needs of different segments of respondents. The results of the questionnaire were integrated into the gap analysis and are available in a separate Report.
Working Group and Taskforce for representative community of researchers	Workshop	The gap analysis carried out by the members of the working group under the coordination of the SC was debated in some interactive workshops with the Taskforce, with the completion of successive stages for the realization of the analysis of the gaps, the strategy and the action plan. Taskforce members were invited to express their ideas and formulate recommendations for each category of actions mentioned in the action plan. As a result of the conclusions obtained through the online survey, interviews, focus groups and workshops, the analysis of the gaps, the initially proposed action plan were revised and all the documents of the package for obtaining the diploma were also systematized.

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The application of the HRS4R strategy at ICBP-NS was identified as a priority in aligning the Institute's RU policies with European practices, given that the development of European research projects is the main means by which the research objectives proposed at the institutional level can be achieved. The writing of 5 projects coordinated by foreign directors, projects financed from resettlement and resilience funds and the winning of all of them represented an impetus in starting the procedures for aligning the human resources practices of the Institute with those of the principles of the Charter and the European Code of Researcher.

The effective implementation of the HRS4R activities will be carried out under the coordination of the ICBP-NS director, Mrs. Maya Simionescu.

When selecting the members of the Steering Committee that will coordinate the HRS4R implementation process, it was considered that both the research departments should be represented by heads of departments who are also members of the Scientific Council of ICBP-NS, as well as the coordinator of the financial-accounting department, which includes the administrative staff of the Institute.

Throughout the process of developing the documents that correspond to the initial stage of the HRS4R process, the members of the Steering Committee supervised the activity of the WG and TF, contributed to the formulation of the conclusions and approved the final submitted documentation.

Please describe how the Working Group doing the Gap Analysis was appointed:

When selecting the members of the Steering Committee, Working Group and Task Force, the representation of all categories of research staff in the Institute, of researchers who hold management positions, but also of researchers from categories R1-R4 who do not hold management positions, of researchers from all age categories and the representation of men and women, of the administrative staff.

The **working group** includes senior researchers with management attributions, members of the Scientific Council representing the governing body of the Institute and representatives of the administrative staff. The proposed structure of members covers an entire area of expertise relevant to the alignment of the Institute's human resources practices with those of the principles of the Charter and the Code and used by the ICBP-NS to go through the procedure of implementing the Human Resources Strategy for researchers.

The working group is coordinated by the deputy director of ICBP-NS Acad. Ileana Mânduțeanu and includes the heads of research departments Anca Gafencu, Alexandrina Burlacu, Adrian Manea, Adriana Georgescu, Titorencu Irina, Voicu Geanina, Turtoiu Mihaela, head of RU Liliana Zamfir, Procurement Responsible Paul Claus, Cristina Plesoianu, manager of European projects.

Taking into account the fact that such an approach (the HRS4R process) requires obtaining consensus at the level of the institution, but also the possibility of specific interventions at the level of internal procedures, for example, to ensure agreement with the principles of the Charter and the Code, when establishing **the two working groups were considered the following main criteria:**

- **engaging the leaders of the institution in this process.** The management of the institution must officially approve the documentation, participate in the analysis of the gaps, in the development of the Action Plan
- **knowledge of the Institutional Strategic Plan and all initiatives and regulations (procedures) in the field of human resources policies,** so that the mechanism of the HRS4R Strategy is integrated into them. The HRS4R strategy must refer to other existing strategies and contribute to the consolidation of research within the IBPC-NS
- **the involvement of researchers (academic staff) from all career stages** (R1-R4, according to the descriptors of research profiles used at the European level) in this process from the very beginning. Anticipating the impact of the intended actions, from the researchers' perspective, is very important when developing the Action Plan. It is essential to involve the most knowledgeable people, with a good knowledge of the issue and who want to actively participate in such a process, who take responsibility for one/some actions from the Action Plan and who can make viable proposals for improving the aspects reported.
- For a representation of the Institute's research staff, a **Task Force** was created consisting of 1 representative of R1 researchers, 2 representatives of R2 researchers, 3 representatives of R3 researchers, 1 representative of R4 researchers (balanced by no. of researchers from the Working Group. Members of the Task force have had a contribution to the design of the questionnaire to which 54 researchers out of a total of 88 answered, to the interpretation of the data and to their taking over in Gap analysis and later to the validation of the conclusions that resulted in the analysis.

- **having experience in analyzing an action of the Plan based on the demonstration of the impact of that action**, especially useful in the stage/stages of its review
- **knowledge of national legislation and institutional regulations in the field of research and education**, with an emphasis on human resources.