# EURAXESS

# Action Plan

**Case number**

2023RO86582

**Name Organisation under review**

National Institute of Research and Development for Technical Physics

**Organisation's contact details**

b-dul Mangeron nr. 47, Iasi, 700050, Romania

### 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 * | 30 |
| Of whom are international (i.e. foreign nationality) * | 0 |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) * | 0 |
| Of whom are women * | 16 |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 11 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level * | 11 |
| Of whom are stage R1 = in most organisations corresponding with doctoral level * | 7 |
| Total number of students (if relevant) * | 0 |

| STAFF & STUDENTS | FTE |
|---|---|
| Total number of staff (including management, administrative, teaching and research staff) * | 70 |

| RESEARCH FUNDING (figures for most recent fiscal year) | € |
|---|---|
| Total annual organisational budget | 2172546 |
| Annual organisational direct government funding (designated for research) | 0 |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 1974623 |
| Annual funding from private, non-government sources, designated for research | 205123 |

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

With a tradition of more than seven decades of activity with notable results in the field of scientific research, the National Institute of R&D for Technical Physics, NIRDTP Iasi, although a medium-sized institute, is a center of excellence that contributes to the development of national / regional as well as international research. Accessing of this status of excellence was possible through sustained efforts towards international recognition of scientific activity. The openness to international scientific community, included in the institutional strategy, aims at collaborative actions with research institutions, universities, and companies, as well as at employing highly qualified specialists from abroad.

## 2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:**Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

## Ethical and professional aspects* ⌄

**Strengths and Weaknesses (max. 800 words)**

The Internal Regulations, System (administrative) and Operational Procedures constitute the legal framework of NIRDTP Iasi.

Ethical principles are specifically outlined in the Code of Ethics and Integrity procedure which addresses the issues of Integrity and Professionalism, including issues relating to discrimination, alongside The Gender Equality Strategy and Plan. Compliance with the norms conduct are monitored by the Institute's Ethics and Integrity Committee. An anti-harassment procedure, a disciplinary procedure, and a conflict of interest and incompatibility procedure are in force along with the policies related to ethical and professional aspects.

Researchers of NIRDTP Iasi are aware that their research is relevant to society and should not duplicate research previously carried out elsewhere. They are free to initiate research activities in accordance with the requirements of the programs in which they intend to participate, with no restrictions/limitations on the proposed research topics. The programme of scientific research is planned at the highest level by the Scientific Committee which consists of senior scientists from the institute and approved by the Board of Directors. Principles of equal opportunities are implemented in accordance with national and EU legislation.

NIRDTP Iasi respects transparency and budgetary rules for public funds. Financial – Accounting Department authorizes the compliance and correctness of expenses engaged within research projects. As a result of the implementation of a marketing strategy NIRDTP Iasi achieved in the recent years a more effective capitalization of results.

**The following elements for development were identified:**

Specific guidelines should be stated in the internal procedures regarding professional responsibility taking into account the trends at European and national level regarding open data, open access, open science, etc.

Formal periodic evaluation for some categories of personnel should be set up.

The necessity to constantly increase awareness of Members of Personnel on knowledge transfer issues, Intellectual Property Rights and Entrepreneurship as well as to increase public engagement.

## Recruitment and selection* ⌄

**Strengths and Weaknesses (max. 800 words)**

The employment process for job vacancies is carried out by competition, organized according to the provisions of national legislation and internal methodology.

The recruitment is carried out through a transparent process, the competition criteria (thematic, bibliography, job requirements, level of competence, contest calendar, etc.) Recruitment procedures for Research Staff positions are detailed on the Institute web page, including Job description, Methodology and Competition rules. All positions are published on the NIRDTP Iasi career pages and on specific job portals, including EURAXESS, where appropriate. Eligibility conditions are specified for each position.

The selection criteria for the job vacancies complies with the national legislation on the evaluation and recognition of scientific merits and performance, in relation to the level of qualification and competences required by the job vacancy and specified in the job description. Quantitative assessment criteria are used, in accordance with national legislation, as well as qualitative criteria referring to the professional and personal achievements of the candidate.

Candidates are not subject to any discrimination based on sex, age, ethnicity, nationality or social origin, religion or religious belief, language, disability, political opinion, social or economic condition.

**The following elements for development were identified:**

Not all job vacancies are posted on platforms that provide both national and international visibility (e.g. Euraxess). The competition methodology and rules, the national legislation, and any other relevant information are available only in the Romanian language when recruiting on some national projects, in which case the Euraxess portal is not used.

The job vacancy does not contain sufficient information on working conditions, remuneration and career development prospects even though candidates are advised to contact HR office for further information.

The necessity to provide guidelines for the Selection Committee to clearly inform on the selection process.

The necessity to provide written feedback to not selected candidates.

Working conditions*  ⌄

**Strengths and Weaknesses (max. 800 words)**

The institute is committed to deliver and to create a positive work environment to achieve high professional standards, individually and collectively, to ensure that the human, material and financial resources are used optimally for the benefit of NIRDTP Iasi.

The working programme of employees is established through the Collective Employment Contract and Individual Employment Contracts and allows flexible working hours, in compliance with the legislation in force.

Stability and continuity of employment are ensured for all employees, most of the individual employment contracts being concluded for an indefinite period. Fixed-term contracts are drawn up either for temporary or specifically created vacancies in projects, or for the involvement of researchers in projects funded by non-reimbursable structural funds.

Salaries are determined by the funding secured through research projects, in alignment with the Collective Employment Contract salary scale. Individual performance and achievement of set indicators are also influencing the salary levels. All necessary facilities are provided to the Members of Personnel, including office space, telephone, a personal computer with full internet access as well as all other equipment and services needed to execute their work.

NIRDTP Iasi provides equal career opportunities and treatment for women and men to cover working conditions, work-life balance, including, maternity protection and parental leave, stipulated in the Collective Employment Contract of NIRDTP Iaşi.

Equal gender representation at all levels of staff, including management, based on a policy of equal chances at recruitment and in the later stages of the career.

There are annual reviews of the financial and social conditions of members of personnel in meetings with management and employees representatives, according to the Collective Employment Contract with a view to ensuring that the financial and social conditions offered by the institute are fulfilled.

**The following elements for development were identified:**

Although all positions are advertised according to national legislation and internal rules and methodologies, an increased visibility for research staff vacancies must be ensured.

The job vacancy announcements do not fully describe the working conditions, salaries, and the career development opportunities in the job vacancy announcement.

NIRDTP Iasi should ensure that the Evaluation Committee and recruiters are aware of the importance of not penalizing variations in CVs.

Training and development*                                                                                    ⌄

**Strengths and Weaknesses (max. 800 words)**

NIRDTP Iasi put emphasis on researchers' career development by promoting scientific training and ethical research management.

The institutional context, research-development institute, favors a direct and continuous interaction of early-stage researchers with the coordinators of the research activity in research projects. Emphasis is put both on the theoretical and practical training as well as to of young researchers training in project management.

The NIRDTP Strategic Plan stipulates the importance of maintaining, updating and developing competencies needed for the performance of present and future functions.

**The following elements for development were identified:**

The need to implement a culture of increased feedback at all levels, bottom up and across, to improve awareness of one's performance and impact in a supervisory role using specific tools including bottom-up feedback has been identified.

Improving the system for the evaluation of research progress, with a focus on qualitative analysis of research results or related activities.

Implementation of a feedback system from trainees and a procedure for evaluating supervisors and mentors.

## 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://www.phys-iasi.ro/en/hrs4r (https://www.phys-iasi.ro/en/hrs4r)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

**Proposed ACTIONS**

| Action 1 | GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|---|
| Development and approval of the NIRDTP Iasi Human Resources Strategy for Researchers aligned to the HRS4R Charter and Code of Conduct for the Recruitment of Researchers | (++) 4. Professional attitude<br><br>(++) 6. Accountability<br><br>(++) 7. Good practice in research<br><br>(++) 8. Dissemination, exploitation of results<br><br>(+/-) 9. Public engagement<br><br>(++) 10. Non discrimination<br><br>(++) 11. Evaluation/ appraisal systems<br><br>(++) 12. Recruitment<br><br>(+/-) 13. Recruitment (Code)<br><br>(++) 14. Selection (Code)<br><br>(+/-) 15. Transparency (Code)<br><br>(++) 16. Judging merit (Code)<br><br>(++) 24. Working conditions<br><br>(++) 25. Stability and permanence of employment<br><br>(++) 26. Funding and salaries<br><br>(++) 27. Gender balance<br><br>(++) 28. Career development<br><br>(++) 30. Access to career advice<br><br>(++) 32. Co-authorship<br><br>(+/-) 40. Supervision | M1-M12 |

**Proposed ACTIONS**

| | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|
| | Steering committee, Scientific Secretary, Scientific Committee HR officer | Human Resources Strategy for Researchers |

**Proposed ACTIONS**

### Action 2

| | | Timing (at least by year's quarter/semester) |
|---|---|---|
| Update of the Ethics and Integrity procedure to be aligned with the HRS4R Charter and Code of Conduct for the Recruitment of Researchers principles. Raise awareness of the importance of complying with research ethics rules and good research practices. | **GAP Principle(s)** | |
| | (++) 2. Ethical principles | |
| | (+/-) 3. Professional responsibility | |
| | (++) 4. Professional attitude | |
| | (+/-) 5. Contractual and legal obligations | |
| | (++) 6. Accountability | |
| | (++) 7. Good practice in research | |
| | (++) 10. Non discrimination | M1 - M24 |
| | (+/-) 15. Transparency (Code) | |
| | (++) 27. Gender balance | |
| | (++) 31. Intellectual Property Rights | |
| | (++) 32. Co-authorship | |
| | (++) 34. Complains/ appeals | |
| | (++) 36. Relation with supervisors | |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Scientific Secretary, Ethics and Integrity committee, Legal officer,General Director | Updated Procedure of Ethics and Integrity. 1 training session (2nd year). |

**Proposed ACTIONS**

### Action 3

| | GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|---|
| The review of methodologies regarding the job vacancies research positions in accordance with OTM-R strategy and new legislation . Development of objective criteria for the selection of evaluation committee members. | (++) 12. Recruitment<br><br>(+/-) 13. Recruitment (Code)<br><br>(+/-) 15. Transparency (Code)<br><br>(++) 16. Judging merit (Code) | M12 - M18 |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Scientific Secretary, HR officer, Scientific Council | The methodology regarding the occupation for teaching and research positions in Romanian and English languages. Methodology for improving the selection criteria for evaluation commissions and interview panels. |

### Action 4

| | GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|---|
| Use of the Euraxess portal for all open positions | (++) 12. Recruitment<br><br>(+/-) 13. Recruitment (Code)<br><br>(++) 14. Selection (Code)<br><br>(+/-) 15. Transparency (Code)<br><br>(++) 16. Judging merit (Code)<br><br>(++) 17. Variations in the chronological order of CVs (Code)<br><br>(++) 18. Recognition of mobility experience (Code) | M4 - M24 |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| HR Officer Steering Committee | Number of published positions on Euroaxess |

**Proposed ACTIONS**

### Action 5

Developing a standard document informing about working conditions, remuneration and career development prospects on the institutional website for each research position

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (+/-) 13. Recruitment (Code) | M3 - M16 |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| HR Officer, Scientific Council Steering Committee | Standard info document about research career posted with job vacancy announcement |

### Action 6

Carrying out a progress assessment procedure for researchers (R1-R4)

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (+/-) 40. Supervision | M12 - M20 |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Human Resources, Laboratory leaders, Scientific Council Scientific Manager, General Manager | Methodologies for assessing career progress |

**Proposed ACTIONS**

### Action 7

Development of a procedure dedicated to the Human Resources Office for the implementation of the mandatory OTM-R requirements

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (++) 12. Recruitment | |
| (+/-) 13. Recruitment (Code) | M2 - M14 |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Human Resources Office General Director | Deliverables HR procedure for HRS4R implementation |

### Action 8

Enhancing the public engagement measures in research practices through regular information sessions on significant research results with socio-economic impact

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (++) 8. Dissemination, exploitation of results | |
| (+/-) 9. Public engagement | |
| (++) 22. Recognition of the profession | M8 - 23 |
| (++) 28. Career development | |
| (++) 38. Continuing Professional Development | |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Scientific Secretary, Innovation Manager, Scientific Council, General Director | Articles and specific events to inform the large public on significant research results with significant impact on socio - economic life |

## Proposed ACTIONS

### Action 9

Increasing the NIRDTP las visibility and excellence in research through participation in collaborative networks (clusters, partnerships, etc)

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (++) 4. Professional attitude | |
| (++) 6. Accountability | |
| (++) 7. Good practice in research | |
| (++) 8. Dissemination, exploitation of results | |
| (+/-) 9. Public engagement | |
| (++) 23. Research environment | |
| (++) 24. Working conditions | |
| (++) 26. Funding and salaries | M2 - M23 |
| (++) 28. Career development | |
| (++) 29. Value of mobility | |
| (++) 31. Intellectual Property Rights | |
| (++) 32. Co-authorship | |
| (++) 38. Continuing Professional Development | |
| (++) 39. Access to research training and continuous development | |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Laboratory leaders, Scientific Council, Scientific Secretary, Innovation Manager, General Director | Number of participations, number of projects submitted, number of funded projects |

**Proposed ACTIONS**

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### Action 10

Supporting researchers for the development of marketable products (i.e. patents)

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (++) 1. Research freedom | |
| (++) 2. Ethical principles | |
| (+/-) 3. Professional responsibility | |
| (++) 6. Accountability | M3- M24 |
| (++) 7. Good practice in research | |
| (++) 8. Dissemination, exploitation of results | |
| (++) 31. Intellectual Property Rights | |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| IP Officer, Innovation Manager, Scientific Secretary, General Director | Number of patent applications Number of patents granted |

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### Action 11

Management and progress monitoring

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|
| (+/-) 40. Supervision | M 1 - M24 |

| Responsible Unit | Indicator(s) / Target(s) |
|---|---|
| Steering Committee General Director | Progress reports, Annual activity reports |

**Unselected principles:**

(++) 19. Recognition of qualifications (Code)    (++) 20. Seniority (Code)    (++) 21. Postdoctoral appointments (Code)    (++) 33. Teaching

(++) 35. Participation in decision-making bodies    (++) 37. Supervision and managerial duties

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 process of recruitment and selection of the research staff in NIRDTP Iasi comply with the principles of open, transparent, merit-based recruitment established by national regulations that have been transposed into the methodology for job vacancies. However, this methodology will be further revised in accordance with the EU recommendations, the newly implemented OTM-R policy, and the national legal requirements. All relevant information for research career will be updated on the dedicated website of NIRDTP Iasi.
>
> GAP analysis has identified the need to revise some aspects from the current methodology for the recruitment of research personnel so that, in order to implement OTM-R and Action Plan at institutional level, a working group will be created with the general responsibility for the development and implementation of the OTM-R procedures, including the proper functioning of the internal guidelines. To assure the success of the whole process, actions will be distributed in a balanced manner over the entire implementation period and will be monitored in particular by the steering committee.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

**URL:**

http://www.phys-iasi.ro/sites/default/files/docs/Politica%20OTM-R.pdf (http://www.phys-iasi.ro/sites/default/files/docs/Politica%20OTM-R.pdf
)

4. Implementation

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

> The Action plan was developed based on the issues which need immediate improvement, identified following the Gap Analysis, so that to be aligned to the European 'HR Strategy for Researchers' (HRS4R) and its associated principles, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
>
> The Action Plan was thought to follow 3 main directions (i) Ethical and professional aspects, (ii) Recruitment and career development with aim of (iii) Increasing the institute visibility and excellence in research and addresses issues with the aim of strengthening of the institutional commitment to the ethical principles of the research profession and increasing the support for researchers in carrying out their activities to increase the quality of the human resource by ensuring a transparent institutional framework for attracting and training young people, for monitoring and evaluating the progress during the research career as well as for encouraging and supporting the mobility of researchers by participating in scientific events and/or conducting trainings in prestigious research laboratories. By continuing to promote the results of the scientific activity, strengthening the current partnerships and establishing new ones, increasing the mobility of human resources for continuous professional development and by organizing scientific events it is expected to increase the visibility of the institute at national and international level. Efforts will be also made to increase the dissemination and capitalization of results in compliance with professional ethics and the protection of intellectual property.

The Action Plan will be implemented by a Work Group consisting of representatives of all professional levels (research and administrative staff) and by the Steering Committee (consisting of members of the institutional management and senior researchers) which will be in charge with the coordination, evaluation, and supervision of the implementation process.

Being a relatively small institution, consisting of the Magnetic Materials and Devices (MDM) department and a Non Destructive Evaluation (NDE) laboratory (of only 5 researchers) the implementation of the Action Plan will be carried out at the level of the institute to identify specific needs, possible implementation difficulties and take the necessary measures.

In order to achieve the full involvement of the scientific community, the HRS4R strategy, the action lines, and measures to be taken will be presented to the research staff and concerned administrative staff throughout the progress of the process. Thus, an internal review of the HRS4R strategy will be carried out periodically taking into account either possible impediments to the implementation of the Action plan identified by members of the scientific community. The Working Group will review the C&C principles and the OTM-R policy and will implement necessary adjustments to prevent the likelihood of failure to meet the proposed objectives.

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

**Note:** Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?* ⌄

**Detailed description and duly justification (max. 500 words)**

The Working Group will be a sub-committee of the group involved in the development of the Action Plan. This group, composed of members nominated by the high management, will have weekly meetings. The Working Group will report regularly to the Steering Committee, composed of the Director-General, Scientific Secretary, Head of Department / Laboratory and key persons of the institute responsible for the HRS4R process.

The Implementation Committee will hold quarterly meetings (last week of each quarter).

For each quarterly meeting, the departments involved in the implementation of the action plan will report on the state of implementation of the actions for which they are responsible. The Implementation Committee will analyse: (i) the progress in implementing specific measures; (ii) the possible impediments to the AP implementation; (iii) the identification of necessary corrective Implementation Committee.

At quarterly meetings, the Implementation Committee will review and compare the proposed status of implementation of actions with the actual status of implementation to determine deviations and take corrective action so that the timelines agreed in the timetable are met.

If the Steering Committee identifies major deviations in the implementation of the proposed actions, it will propose complementary measures to bring the process back on the right direction.

The next progress report will contain a separate section dedicated to the objectives/indicators for which corrective actions have been indicated and how they have been achieved. After analysing the progress report, the Steering Committee shall approve this report or shall order measures for the next period.

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

**Detailed description and duly justification (max. 500 words)**

The research community will be involved in the implementation process, together with all the other interested at institutional level. Both the Working Group and the Steering Committee will be composed of representatives of the research groups. Thus, the involvement of researchers will focus on 3 levels: (i) the Working Group and the Steering Committee including members of the research groups; (ii) the Scientific Council which will analyse and validate the progress reports in its ordinary meetings; (iii) all levels researchers (R1 – R4) will be made acquainted with the progress by e-mail or other means.

Consultation mechanisms will combine surveys and interviews (focus groups) as well as stakeholder engagement mechanisms already used in the preparation of the Gap Analysis and the Action Plan.

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)**

HRS4R aims to integrate the fundamental principles contained in the European Charter of Researchers and the Code of Conduct in their recruitment with institutional rules and principles.  Although, at the moment, the degree of awareness of the research community of OUC with HRS4R is not high, the HR policies are already relatively well aligned to the Charter & Code, due to the existing national legislation and internal regulation.

During the implementation of the action plan the degree of awareness will certainly increase, both among researchers and recruiters, due to the consultations which will take place, the new pieces of regulation and procedures, the training sessions, etc.

The OTM-R Policy for the recruitment and selection of staff (in force since April 2024) is in line with the provisions of the European Charter of Researchers of 2005. Therefore, we consider that no major impediments will be encountered in the correlation of the institute organizational policies and the EC HRS4R.

Regular monitoring and evaluation of the implementation of the HRS4R can help ensure that organizational policies remain aligned with its principles. This may involve setting up a dedicated committee or steering group to oversee the alignment process and track progress. By integrating the HRS4R into the NIRDTP Iasi research strategy and ensuring that it is recognized as the primary HR policy (considering also that the new Law on the Statute of Research, Development and Innovation Personnel, aligned to the EU legislation will come soon into force) , the organization can demonstrate its commitment to supporting and developing researchers in line with European standards.

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

**Detailed description and duly justification (max. 500 words)**

The Gap Analysis, OTM-R check list, and the Action Plan were analysed all the way throughout their development by the Steering Committee, the Scientific Council, and top management of NIRDTP Iasi. The Working Group and the Steering Committee include the representatives of the scientific community in the institute (researchers and decision-makers), which will ensure the successful implementation of the HRS4R strategy. The Working Group will ensure the link between all stakeholders (researchers, Scientific Council, administrative staff, and top management). Monitoring of progress reports, communicating the progress to research personnel, and receiving feedback from each researcher is the basis for the successful implementation of the HRS4R strategy.

**How will you monitor progress (timeline)?\*** ⌄

**Detailed description and duly justification (max. 500 words)**

To monitor the progress of the HRS4R project, a timetable will be developed. On a quarterly basis, the Working Group will review the progress of the implementation of the actions, will prepare and submit the progress report for the approval to the Steering Committee, which after a thorough progress analysis will report to the Scientific Council during the ordinary meetings. Quarterly Working Group reporting will include planned timelines for starting and completing actions according to the Action Plan, percentage progress in implementing actions and meeting specific indicators, existing deviations in implementing actions, proposed measures to eliminate existing deviations, in terms of potential risks, implementing actions and meeting proposed timelines.

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

**Detailed description and duly justification (max. 500 words)**

For each activity proposed to be carried out in Action Plan, the duration of implementation, the person/persons responsible for the fulfilment and the targets to be achieved have been established. The Steering Committee will regularly monitor the level of achievement of the strategy progress and will be responsible for the decisions made to achieve the objectives and to implement the work schedule in line with the Action Plan.

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