

Action Plan**Case number**

2022RO732429

Name Organisation under review

Technical University of Cluj-Napoca

Organisation's contact details

Str. Daliei, Nr. 5, Cluj-Napoca, 400623, Romania

Submission date to the European Commission

24/02/2023

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 *	1537
Of whom are international (i.e. foreign nationality) *	5
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	31
Of whom are women *	589
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	462
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	368
Of whom are stage R1 = in most organisations corresponding with doctoral level *	106
Total number of students (if relevant) *	18640
Total number of staff (including management, administrative, teaching and research staff) *	1830
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7585717
Annual organisational direct government funding (designated for research)	728755
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6209429
Annual funding from private, non-government sources, designated for research	647530

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

Technical University of Cluj-Napoca, as "Advanced Research and Education" awarded university (Order of the Ministry of National Education no 5262/2011), is a tertiary education institution having a long-standing tradition with national and international recognition.

Technical University of Cluj-Napoca comprises twelve faculties in two academic centers, Cluj-Napoca and Baia Mare, and some programs located in Alba-Iulia, Bistrița, Satu Mare and Zalău. The educational offer, aligned to the Bologna system, includes bachelor's, master's, and doctoral programs, as well as life-long learning programs. These programs cover a wide range of domains, from engineering, architecture, fundamental sciences, to social sciences, humanities, and arts.

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)

Technical University of Cluj-Napoca (TUCN) pursues the achievement of high quality advanced scientific education and research, in specific fields, in national and international context. As stated in the TUCN Charter, the university responds to the needs of intellectual, professional, and social development of the individual and the progress in the Romanian society and adapting education, scientific research, innovation and artistic creation to the needs and expectations of society.

Achievement of the university status "HR Excellence in Research", which is granted by the EC to the institutions that implements and applies the principles of the Code & Charter, is an institutional commitment in the current approved institutional strategic plan. Alignment with the HRS4R will contribute to highly qualified human resources in research, and this, among other benefits, will improve the research contribution and output of the university towards society, and the position and visibility of the university in national and international rankings.

The scientific research, by its creative nature, represents one of the most important methods both in teaching or research training and in educating students in the spirit of innovation, irrespective of study level. In Technical University of Cluj-Napoca basic and applied research, as well as innovation are promoted. The research topics cover all fields of engineering, science, and humanities. Research is conducted at department level, in over 80 accredited research structures. The research strategy aims at creating self-sustainable interdisciplinary and multidisciplinary structures capable of outstanding scientific achievements, integrated within a future artificial intelligence research institute.

There are several strong points regarding this thematic of the Charter and Code. Researchers have the freedom to conduct research on their topics of interest and to participate in grant calls, and furthermore, the university supports this through training workshops. Ethical principles are defined and implemented for the research activity as part of the Code of Ethics and University Deontology of the TUCN Charter. The university has the mechanisms to control the professional responsibilities in terms of research activities, as an example Turnitin has been used successfully for many years. Contractual and legal obligations are mirrored in the internal codes and procedures, and in various documents templates, and they are harmonized, agreed and signed by researchers and/or collaborators: employment contracts, research contracts with private or public sector, etc. The responsibility of researchers for the efficient use of taxpayers' money is achieved through sound, transparent and efficient financial management and cooperation with any authorized internal or external audit of their research, during the project implementation and at the end. Training actions are conducted at the beginning of each employment contract, and periodically, for health and safety at work. TUCN encourages the dissemination of research results through internationally prestigious publications (recognized journals and conferences in the various fields of research) by providing financial support for the publishing fees and other attractive incentives for high quality publications. There is a strong relation with the economic environment, through cooperation agreements and research contracts with the private companies. Various initiatives to promote research results for the public have been taken, with a large audience. Discrimination based on various criteria is not present and safeguards against it are present in different codes and procedures, while recently a gender equality plan was elaborated and approved. For evaluation, there is an integrated system used for evaluating researchers considering multiple contributions in research, teaching and institutional activities.

Nevertheless, several weaknesses were identified. One of the main limitations is the low funding of research at the national level, which makes access to research projects, especially as a project director, very difficult, the competition being very high. Therefore, lack of funding is often a major obstacle for doing advanced research. Often, due to legal constraints, many processes regarding human resources have a high bureaucracy burden from the perspective of researchers. The measures for increasing the dissemination capabilities of researchers are continuously improved and adapted, but these measures must be clearly presented to the community of researchers. More effort is needed to inform the researchers community about these decisions, and to continue improving them. There are some requests to review existing criteria for the researchers evaluation system and to have (more) objective assessment, realistic quantified activities and adapted to research fields that have different systems / criteria for research activity.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

Regarding the recruitment, there is a very well-developed methodology (https://www.utcluj.ro/media/page_document/470/3_Metodologia_de_concurs_UTCN_2022.pdf) (https://www.utcluj.ro/media/page_document/470/3_Metodologia_de_concurs_UTCN_2022.pdf), in which are presented very clearly the conditions that must be met for each position (teaching or in research), for each grade and salary step, through specific legislative acts. The human resources department is well organized, shows professionalism and is available when requested. The recruitment procedures, starting with the job advertisement, continuing with the competitive selection stages, and ending with the actual hiring, are like those used in the European community, on the same model of transparency, accessibility, and fairness. Right from the first announcement, the recruit knows what to expect, receives all the useful information, and in case of any doubts, the university human resources department can guide and advise the future candidate. At the level of academics and research, selection is made strictly based on skills and experience in a particular specialization. The members of the selection committees are chosen on a temporary basis, depending on the field of activity, their experience, and their expert status. Transparency is one of the principles that makes it possible for every candidate to benefit from equal opportunities in the recruitment process, lack of discrimination and competitiveness, having access to all the necessary data to participate in the recruitment process. This is achieved by posting on the institution's website the announcement of the availability and opportunities that TUCN offers, the gradual posting according to the stages of the selection process, the early announcement of the steps to be taken and the necessary documents, the results being announced and posted for the public immediately and giving the possibility to be challenged, as part of the transparency in the recruiting process. The selection of candidates is made according to some well-defined criteria, the experience in the required field depending on the job position. Selection results are communicated immediately to the candidate and published in time on the institution's website. The research-teaching activity ratio may vary, but this does not create instability. It is normal that at a given moment the researcher pays more attention to one of them, to the detriment of the other, depending on the period or opportunities, the two activities being complementary. TUCN creates ways for accessing funds for the development of postdoctoral programs by national or internal projects (TUCN), international projects, or at the initiative of the economic environment.

The recruitment process has a certain degree of bureaucracy, imposed by legal requirements, but the university has taken measures to reduce this, such as an online system for the enrolment of candidates for academic positions and the submission of required documents. For senior researcher positions (equivalent to associate / full professor), candidates must fulfill minimum requirements according to the national regulations (usually in terms of publications and/or research contracts). This is often seen as a major barrier for advancement in the researcher carrier, especially for the fields of research where previous management of research projects won by competition is compulsory (considering the lack of enough national grant calls). Also, lack of funding is a major barrier for post-doctoral positions.

Working conditions*



Strengths and Weaknesses (max. 800 words)

TUCN has an intense activity to promote research, both through the activity of university academic staff, but especially through its internal structures such as DMCDI and CSUD. The career advancement system is very well set up, based on achievements in the field of research and stability through seniority accumulated. TUCN offers spaces and equipment, as well as courses for further training or for acquiring the knowledge necessary for research, development, and innovation. Courses and working groups are organized, mostly through the DMCDI, to which all teaching staff and researchers are invited, thus encouraging the knowledge of opportunities in the field of research and the establishment of professional collaborations. TUCN also aims to provide researchers to keep up with the ever-changing and evolving technique and technology, as well as the state of the art in scientific publications of interest (institutional access to many bibliographic resources <http://www.anelisplus.ro/> (<http://www.anelisplus.ro/>)). Several building facilities were acquired during the last years and are under renovation, to cope with the lack of research and teaching facilities. New research facilities will be available and are planned to be built (example: Institute for Research in Artificial Intelligence https://www.utcluj.ro/media/documents/2022/Institutul_IA.pdf). All academic positions are permanent (if a PhD diploma is available), while research only positions are funded during active projects. TUCN has from 2022 to 2025 a strategic plan on gender equality, developed on the basis of the provisions of Law 202 of 2002 on equal opportunities and equal treatment between women and men, the European strategy on gender equality 2020-2025, the national strategy on the promotion of equal opportunities and equal treatment between women and men and taking into account the new directions supported by Horizon Europe on gender equality plans. Performance and stability are encouraged according to seniority and results through the possibility of advancement, TUCN always supporting the maximum degree of material reward and not only, looking for solutions to reward those who make efforts to increase the prestige of the university. The university will continue to support researchers through financial support for mobilities. One such current initiative of support is the institutional AITECH project, and the university will apply for future similar projects. Career counselling starts from the first contact with the university, through the teachers/supervisors (PhD advisors, senior researchers), who have a role as role model and counsellor, not only as a resource for acquiring and training skills in a particular research field. Intellectual property rights are respected by the TUCN by supporting, encouraging, and advising researchers and academics, including copyright. Within TUCN there is a dedicated department for the intellectual property and technology transfer. Members of decision-making bodies are selected by a voting process (at various levels: department, faculty, senate etc.) according to the approved TUCN methodology for election in decision making bodies.

For the working conditions, there are some weaknesses. Purchasing capital assets has certain restrictions imposed by the national legal framework, in terms of procedures and funding source. Thus, the lack of appropriate research infrastructure is felt by some researchers. Some limitations are imposed by the national legal framework (labor code) for working time, therefore the involvement time in research projects as a member is somehow limited. As stated before, there is a need for more research and teaching facilities. All salaries for the main positions occupied within the university are according to the nationally uniform pay scale, which define strict intervals for the salary of each researcher / academic position, and maximum hourly rates when working in research projects. Regarding career development, for some research fields, the minimum requirements imposed by the national legal framework are hard to achieve (ex. research project(s) as principal investigator). Internal regulations must be improved to make the counselling process clearer, focused for the researcher carrier, with dedicated counselling staff.

Training and development*



Strengths and Weaknesses (max. 800 words)

In TUCN there is a good collaboration between senior and new teachers, also in the research departments, offering support and support to the new generation. The attitude of collegiality and academic integrity underpins mentoring. Senior researchers take up responsibility in various ways: PhD supervisors, post-doc mentoring, research project coordination etc. TUCN provides the necessary means for continuous professional development, by purchasing software or computer tools, subscribing to the main sources in the online environment, organizing working groups, seminars, refresher courses and the necessary equipment. Another way of personal development of the researcher and career support is carried out by the TUCN through seminars, courses, and interdisciplinary working groups. PhD and postdoc students have an appointed supervisor with well-defined roles by the existing institutional code for doctoral and postdoctoral studies. Other young researchers are members of research structures/departments and are supervised by senior researchers.

Regarding supervision, better dissemination of existing mechanisms must be done. Therefore, TUCN will organize workshops to better inform researchers about the existing supervision mechanisms.

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://research.utcluj.ro/index.php/hrs4r.html> (<https://research.utcluj.ro/index.php/hrs4r.html>)

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 Human Resources Strategy for researchers aligned with HRS4R Code and Charter.	(+/-) 5. Contractual and legal obligations (+/-) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+/-) 11. Evaluation/ appraisal systems (+/-) 12. Recruitment (+/-) 14. Selection (Code) (+/-) 16. Judging merit (Code) (+/-) 20. Seniority (Code) (+/-) 21. Postdoctoral appointments (Code) (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 26. Funding and salaries (+/-) 28. Career development (+/-) 29. Value of mobility (+/-) 30. Access to career advice (+/-) 33. Teaching (+/-) 34. Complains/ appeals (+/-) 35. Participation in decision-making bodies (+/-) 40. Supervision	M1-M12				
	<table border="1"> <thead> <tr> <th data-bbox="959 1496 1072 1518">Responsible Unit</th> <th data-bbox="1088 1518 1290 1541">Indicator(s) / Target(s)</th> </tr> </thead> <tbody> <tr> <td data-bbox="959 1572 1064 1751">Governing Board (GB), TUCN Senate (S), Steering Committee (SC)</td> <td data-bbox="1088 1653 1290 1675">Approved strategy HRS4R.</td> </tr> </tbody> </table>	Responsible Unit	Indicator(s) / Target(s)	Governing Board (GB), TUCN Senate (S), Steering Committee (SC)	Approved strategy HRS4R.	
Responsible Unit	Indicator(s) / Target(s)					
Governing Board (GB), TUCN Senate (S), Steering Committee (SC)	Approved strategy HRS4R.					

Proposed ACTIONS

Action 2

Development of the new digital integrated platform for research management: - research project management - research, teaching, and institutional activities evaluation - technology transfer platform - online management system for institutional research support funds.

GAP Principle(s)

- (++) 3. Professional responsibility
- (++) 6. Accountability
- (++) 7. Good practice in research
- (+/-) 8. Dissemination, exploitation of results
- (+/-) 9. Public engagement
- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 16. Judging merit (Code)
- (++) 17. Variations in the chronological order of CVs (Code)
- (++) 18. Recognition of mobility experience (Code)
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (+/-) 26. Funding and salaries
- (++) 31. Intellectual Property Rights

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

M1-M12

Responsible

Unit	Indicator(s) / Target(s)
Vice-rector for Scientific Research (VSR), R&D Management Department (DMCDI)	Integrated digital platform.

Action 3

Analysis of existing support measures for dissemination and improvement of measures.

GAP Principle(s)

- (+/-) 8. Dissemination, exploitation of results
- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (++) 32. Co-authorship

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

M1-M16

Responsible

Unit	Indicator(s) / Target(s)
Governing Board (GB), Steering Committee (SC)	One report and governing board decision for dissemination support.

Proposed ACTIONS

Action 4

Analysis of existing measures for excellency in research and support grants. Proposal and approval of improved measures.

GAP Principle(s)

- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 23. Research environment
- (+/-) 26. Funding and salaries
- (+/-) 28. Career development
- (++) 32. Co-authorship
- (++) 38. Continuing Professional Development

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

M1-M16

Responsible

Unit Indicator(s) / Target(s)

Governing Board (GB), Steering Committee (SC)
One report and governing board decision for excellency in research and support grants.

Action 5

Analysis of existing procedures and methodology for researchers' recruitment and selection. Proposal of updated recruitment framework to align with HRS4R Code and Charter.

GAP Principle(s)

- (+/-) 12. Recruitment
- (++) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (++) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)

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

M6-M18

Responsible

Unit Indicator(s) / Target(s)

SC, GB, TUCN, Senate (S)
Updated recruitment methodology and procedures.

Action 6

Definition and approval of the methodology for the establishment and internal accreditation of research structures.

GAP Principle(s)

- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (++) 25. Stability and permanence of employment
- (++) 37. Supervision and managerial duties
- (++) 38. Continuing Professional Development
- (++) 39. Access to research training and continuous development
- (+/-) 40. Supervision

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

M12-M24

Responsible

Unit Indicator(s) / Target(s)

GB, S, VSR, DMCDI
Methodology for research structures.

Proposed ACTIONS

Action 7

Establishment of a Centre for Career Counselling and Guidance for researchers.

GAP Principle(s)

- (++) 1. Research freedom
- (++) 2. Ethical principles
- (++) 3. Professional responsibility
- (++) 4. Professional attitude
- (+/-) 5. Contractual and legal obligations
- (++) 7. Good practice in research
- (+/-) 8. Dissemination, exploitation of results
- (++) 10. Non discrimination
- (+/-) 12. Recruitment
- (++) 17. Variations in the chronological order of CVs (Code)
- (++) 18. Recognition of mobility experience (Code)
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (+/-) 28. Career development
- (++) 36. Relation with supervisors
- (++) 38. Continuing Professional Development
- (++) 39. Access to research training and continuous development

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

M12-M24

Responsible

Unit Indicator(s) / Target(s)

GB, S, VSR, Functional Center for Career Counselling and Guidance.
DMCDI

Action 8

Definition and approval of Code of Ethics and Profesional Deontology for researchers.

GAP Principle(s)

- (++) 2. Ethical principles
- (++) 3. Professional responsibility
- (++) 4. Professional attitude
- (++) 7. Good practice in research
- (++) 10. Non discrimination
- (++) 15. Transparency (Code)
- (++) 27. Gender balance
- (++) 31. Intellectual Property Rights
- (+/-) 34. Complains/ appeals

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

M6-M18

Responsible

Unit Indicator(s) / Target(s)

GB, S, VSR, Code of Ethics and Profesional Deontology for researchers.
DMCDI

Proposed ACTIONS

Action 9

Analysis, defining and approval of TUCN Public engagement measures.

GAP Principle(s)

(+/-) 9. Public engagement

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

M6-M24

Responsible

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

GB, SC Two events/year to promote research results to public.

Action 10

Workshop series development for: - research funding opportunities at national and european level, - successful proposal writing, - internal dissemination of research support framework.

GAP Principle(s)

- (++) 1. Research freedom
- (++) 7. Good practice in research
- (+/-) 8. Dissemination, exploitation of results
- (+/-) 9. Public engagement
- (++) 10. Non discrimination
- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 12. Recruitment
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (++) 25. Stability and permanence of employment
- (+/-) 26. Funding and salaries
- (++) 27. Gender balance
- (+/-) 28. Career development
- (++) 38. Continuing Professional Development
- (++) 39. Access to research training and continuous development

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

M1-M24 (M-month)

Responsible

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

Vice-rector
for Scientific
Research
(VSR), R&D
Management
Department
(DMCDI) Workshop series plan, minimum 6 workshops/year.

Unselected principles:

(++) 19. Recognition of qualifications (Code) (++) 22. Recognition of the profession

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 recruitment process for teaching, administrative and research staff is transparent, equal opportunities for all candidates and efficient in general and respects the principles of open, transparent, merit-based recruitment, established by national regulations.

The recruitment procedures, starting with the job advertisement, continuing with the competitive selection stages, and ending with the actual hiring, are similar to those used in the European community, on the same model of transparency, accessibility and fairness. Right from the first announcement, the recruit knows what to expect, receives all the useful information, and in case of any doubts, the university provides human resources who can guide and advise the future candidate.

Transparency is one of the principles that makes it possible for every candidate to benefit from equal opportunities in the recruitment process, lack of discrimination and competitiveness, having access to all the necessary data to participate in the recruitment process.

This is achieved by posting on the institution's website the announcement of the availability and opportunities that TUCN offers, the gradual posting according to the stages of the selection process, the early announcement of the steps to be taken and the necessary documents, the results being announced and posted for the public immediately and giving the possibility to be challenged, as part of the transparency in the process and implementation.

Selection results are communicated immediately to the candidate and published in due time on the institution's website.

Further we will implement more measures according to HRS4R strategy, after carrying out in-depth analysis of the current recruitment procedure.

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: https://www.utcluj.ro/media/page_document/470/3_Metodologia_de_concurs_UTCN_2022.pdf
(https://www.utcluj.ro/media/page_document/470/3_Metodologia_de_concurs_UTCN_2022.pdf)

4. Implementation

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

The Action Plan reflects TUCN's focus on ethical principles, transparent recruitment, and selection processes, improving working conditions and facilitating the training and development of human resources involved in research activities.

The implementation of the OTM-R principles is aligned with TUCN's organizational policies on human resources as set out in the Strategic Plan 2020-2024.

The implementation mechanism involves coordination, monitoring, and evaluation by the Steering Committee.

The functional structure responsible for implementation is the Department of R&D Management Department (DMCDI), which will collaborate with various other structures (such as the Human Resources Department, Quality Assurance Department, Public Relations Department, Teacher Training Department, Career Counselling Centre, Lifelong Learning Department, etc.).

Under the supervision of the Vice-Rector for Research and IT Infrastructure, the DMCDI will organize the working group, assigning specific tasks and responsibilities to its members according to their expertise and institutional role. Monitoring of the implementation process will be carried out by the Steering Committee and the TUCN Governing Board. The Working Group will report quarterly to the Steering Committee, which will then report to the Governing Board at least every six months. The achievement of the proposed indicators will be reviewed every six months and presented to the Governing Board. Consultation mechanisms will combine surveys and interviews (focus groups), as will the stakeholder engagement mechanisms used in the preparation of the gap analysis and action plan.

The academic community will be regularly informed about the Charter & Code and OTM-R principles both during the pre-implementation period and during the implementation period. The objective of the Steering Committee and the Working Group will be to inform each researcher by all the specific means (information sessions, trainings, informative materials) on the implementation process evolution. The process of implementing the plan will involve each researcher both as a source of validation of the implementation of the proposed actions to eliminate / reduce the gaps, and as a source of signaling of potential difficulties / obstacles during the implementation.

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 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 Working Group Coordinator will summarize this information on the status of HRS4R implementation to inform the Steering Committee. At quarterly meetings, the Working Group 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 put the process back on track.

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 academic community will be involved in the implementation process, together with all the other actors at institutional level. There will be involvement of faculty representatives and directors of research structures in the updating of the regulations for the organization and functioning of scientific research and the involvement of the specialist departments of the TUCN in the provision of information necessary for the elaboration of the main documents of the HRS4R process, as well as in the implementation phase of the Action Plan.

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. Future consultations will be extended to external stakeholders, local business, and regional authorities as part of the activities already proposed in 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)

As the HRS4R project has become a key component of the University's strategic plan for the next strategic horizon and being an institution-wide project, it involves aligning all University policies, regulations, and procedures to the HRS4R principles where a potential gap is indicated.

Even if currently the awareness of the TUCN academic community with HRS4R is not high, HR policies are already aligned to a significant extent with the Charter and the Code due to existing national legislation and internal regulations. During the implementation of the Action Plan, awareness will certainly increase among both researchers and employers.

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

Detailed description and duly justification (max. 500 words)

Once approved by the Governing Board the present action plan becomes compulsory and must be implemented by the personnel in charge. Consequently, the Director of DMCDI will monitor permanently the activity of the working group and the action plan's implementation progress and communicate regularly with the Vice-rector for Research and IT infrastructure and the Steering committee, who, in turn, will report to the Governing Board.

The implementation of the actions identified in the Action Plan will be included in the operational, annual planning, control, and monitoring of the involved departments in the Action Plan. The Working Group will make quarterly evaluations regarding the status of the implementation of the proposed actions, and it will inform every six months the Steering Committee in case of important deviations. The Steering Committee will propose the adoption of complementary corrective measures so that the reported deviations are eliminated.

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, comparing the actual implementation status of the actions with the planned one and taking the necessary corrective measures. Quarterly divisional reporting will include planned timelines for starting and completing actions, 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.

Meetings of the implementation team will be held at least once a month and will produce quarterly reports to the Vice-rector for Research and IT infrastructure and half-yearly reviews for the Governing Board.

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

Detailed description and duly justification (max. 500 words)

The degree of achievement of the specific indicators of each action will be one of the subjects of each activity report for each six-month period. The indicators defined in the action plan will be forwarded to the departments responsible for their achievement, according to their responsibilities. At the end of each year, the coordinator of the working group will draw up and submit to the Steering Committee an annual progress report on the indicators in the action plan. The Steering Committee will submit this report to the Governing Board for approval. If deviations from the planned deadlines for the achievement of the indicators are detected, the Steering Committee may propose for consideration and approval by the Governing Board additional measures to ensure the achievement of the indicators assumed by the Action Plan.

Some of the indicators are easily verifiable (e.g. for regulations or procedures), others require data collection. As some of the data have not been collected so far, the new procedures will require appropriate data collection for future analysis and evaluation.

To measure progress in implementing the Action Plan, we have established quantitative indicators and time limits for regular assessment of the achievement of objectives.

The quality of the implementation of the actions will be monitored by analyzing the documents published on the university website and based on the constant feedback received from the academic community.

In addition, after 24 months, we will carry out another survey to assess the progress made according to the first survey.

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

The implementation of the Action Plan will, as can be seen from the previous paragraphs, involve the most important departments and decision making bodies of TUCN. The heads of these departments will have full responsibility for the implementation of this plan and will report to the Vice-rectors and the Governing Board on the progress and completion of the implementation of the actions in this action plan. The action plan becomes part of the TUCN yearly operational plan and the whole community will be involved in its implementation.

The implementation of the Charter and the Code is not only the responsibility of the Steering Committee and the Working Group but will be treated at TUCN as a responsibility of the whole academic and research community. Involving academic staff in the implementation process through specific information workshops will allow the Working Group and the Steering Committee to benefit from valuable input needed to verify the implementation of actions and to reduce or eliminate identified gaps. Internal monitoring of actions taken to implement the Charter and the Code is part of the preparation process for the external evaluation of the implementation process. Preparing for the external evaluation of the Action Plan and its implementation in the light of the Charter and the Code is part of TUCN's operational efforts to achieve its strategic objectives in the field of research, development, and internationalization.