

HR Excellence in Research

Process Description

Process Description

Case number

2024RO186712

Name Organisation under review

C. D. Nenitzescu Institute of Organic and Supramolecular Chemistry, Romanian Academy

Organisation's contact details

Splaiul Independentei 202B, Bucharest, 060023, Romania

Date endorsement charter and code

22/01/2024

Submission date to the European Commission





26/11/2025

Process

The HR Excellence in Research 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 HR Excellence in Research 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 HR Excellence in Research process in your organisation:

| Name | Position | Steering Committee | Working Group | Management line/ Department |
|----------------------------|---|-------------------------------------|-------------------------------------|---|
| Dr. Simona Nica (Ion) | Leader of the Working Group; Scientific Secretary, R3 | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Management/ICOS Scientific Secretary, Leader of the Metalla-supramolecular assemblies and crystal engineering research group. |
| Dr. Andreea Dogaru (Horga) | WG member; Scientific Researcher, R2 | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Member in Metalla-supramolecular assemblies and crystal engineering research group |
| Andrei-Alunel Patrascu | WG member; Research assistant, R1 | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Member in Metalla-supramolecular assemblies and crystal engineering research group |
| Doinita Pasalega | WG member; Human Resources Specialist | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Human Resources Department |
| Acad. Prof. Marius Andruh | President of the Steering committee, Scientific Researcher rank I, R4 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Management/ICOS Director |
| Dr. Florina Teodorescu | SC Member; Scientific Researcher rank III, R2 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Member in Bioresources and sustainable and sustainable organic chemistry research group |

| Name | Position | Steering Committee | Working Group | Management line/ Department |
|--------------------------|---|---|---|---|
| Dr. Nicoleta Dorian Banu | SC Member; Scientific Researcher rank III, R2 |  |  | Member in Heterocyclic compounds: synthesis and reactivity research group |
| Dr. Mariana Pipirigeanu | SC member, WG member |  |  | Economic Department |

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 HR Excellence in Research process.

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

| Stakeholder group | Consultation format | Contributions |
|--|---------------------|--|
| R1 Researchers (First Stage Researchers – up to the point of PhD, doctoral students, assistants) | Survey | R1 Researchers have: - taken an active part in responding to the survey; - their feed-back was taken into consideration regarding the preparation of the anonymous survey; - their recommendations, communicated via their representatives, concerning the potential weaknesses, were included in the Action Plan. |
| R2 Researchers (Recognised Researcher – with PhD degree, who are not yet fully independent – equivalent of CS and CSIII rank in Romania) | Survey | R2 Researchers have: - taken an active part in responding to the survey; - their feed-back was taken into consideration regarding the preparation of the anonymous survey; - their recommendations, communicated via their representatives, concerning the potential weaknesses, were included in the Action Plan. |
| R3 Researchers (Researchers who have developed a level of independence - equivalent of CSII rank) | Survey | R3 Researchers have: - taken an active part in responding to the survey; - their feed-back was taken into consideration regarding the preparation of the anonymous survey; - their recommendations, communicated via their representatives, concerning the potential weaknesses, were included in the Action Plan. |

| Stakeholder group | Consultation format | Contributions |
|---|--------------------------|---|
| R4 Researchers (Leading Researcher – researchers leading their research area of field – equivalent of CSI or professor) | Survey | R4 Researchers have: - taken an active part in responding to the survey; - their feed-back was taken into consideration regarding the preparation of the anonymous survey; - their recommendations, communicated via their representatives, concerning the potential weaknesses, were included in the Action Plan. |
| Human Resources Department | Consultation and debates | The Human Resources Department was tasked with a qualitative analysis of the existing HR policies, in order to identify the gaps and possible areas for improvement. |
| Ethics commission | Consultation and debates | The Ethics Commission was tasked with a qualitative analysis of existing ethics code and internal procedures, in order to identify the gaps and possible areas for improvement. |
| Group leaders | Consultation and debates | The group leaders were tasked with a Qualitative analysis regarding the compliance of the institution's internal procedures with the principles promoted by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (HRS4R); in order to identify gaps and areas for improvement. |

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

On 06th January 2024, "C. D. Nenitzescu" Institute of Organic and Supramolecular Chemistry, represented by director, Prof. Marius Andruh, signed the Declaration of Endorsement and Commitment to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code). Following EC's acceptance of the institution's Endorsement Letter, a Steering Committee (SC), coordinated by ICOS Director, and a Working Group (WG) were appointed, in accordance with document number 14/15.01.2024, the SC being responsible for overseeing the HRS4R process and for discussions with representatives of Stakeholder group. Members of both SC and WG studied the HRS4R Guidelines for institutions as well as the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C), prior to starting their activity. As such, members of SC and WG had several meetings, as follows:

- 08.01.2024: during a meeting involving all research staff, the ICOS director announced the submission to the European Commission of

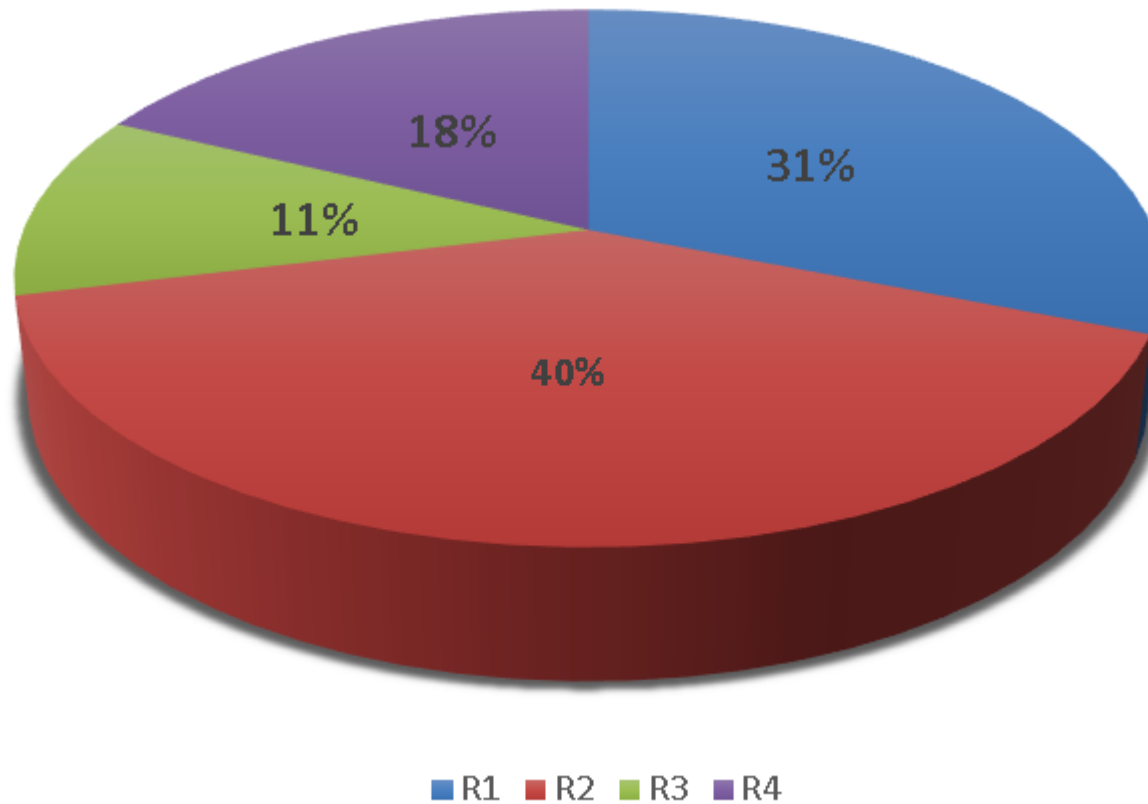
the endorsement letter on the principles of European Charter for Researchers and the Code of Conduct for Recruitment of Researchers and discussed the appointment of members belonging to the Steering Committee and to the Working Group

- 05.02.2024: the members belonging to the Steering Committee (SC) and Working Groups (WG) were appointed; and in this meeting, the HRS4R Guidelines for institutions as well as the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C) were studied and discussed; at the same time, in order to better communicate the aspects regarding the HRS4R process in ICOS, representatives of stakeholder group were selected.
- 04.03.2024: joint meeting between SC, and WG and representatives of Stakeholder group (Group leaders, R1, R2, R3, R4 researchers, postdocs, PhD and Master students), in order to address the scope of a possible survey, containing questions regarding the application of the principles of European Charter for Researchers and Code of Conduct for the Recruitment of Researchers in ICOS and addressed to the research staff, as the main tool in obtaining information for the required gap analysis;
- 19.04.2024: joint meeting of SC and WG with the scope of drafting the survey; during this meeting the questionnaire was organized in four sections, in accordance with the four headings of the C&C: ***I. Ethical and professional aspects; II. Recruitment/Employment; III. Working conditions and social security and IV. Training;***
- 24.05.2024: joint meeting of SC and WG to discuss the final draft of the survey with representatives of Stakeholder group; approval of the final version of the survey;
- 03.06.2024: The SC distributed the surveys to the research staff, to be completed and submitted anonymously.

As such, a questionnaire containing 40 questions, distributed in three sections: I - Ethical and professional aspects, II - Recruitment/Employment, III - Working conditions and social security and IV -Training was addressed, distributed and completed anonymously by all research staff employed in ICOS. The sample consisted of 45 respondents, ranging from R1 to R4, and distributed as follows: 31% R1, 40% R2, 11% R3 and 18% R4 (Figure 1). If we take into consideration the gender distribution, in each category there are as follows: in R1 - 4 women and 10 men, in R2 - 15 women and 3 men, R3 - 4 women and 1 man and R4: 8 men.

In survey, additional information regarding socio-demographic data were requested, namely, the current position at ICOS (R1, R2, R3 or R4), seniority in ICOS, age and gender.

It is worth mentioning that the consultations with the stakeholder and their representatives were held in order to draft the survey and to bring clarifications in relation with the HRS4R process and, more important, to bring in discussions areas where eventual weaknesses could be addressed, in order to ensure the successful implementation of HRS4R principles in ICOS.



- 17.06.2024: joint meeting of SC and WG to preliminary analyze the survey results;
- 17.06.2024 – 25.06.2024: meetings between SC committee and representatives of stakeholders in order to discuss the survey results, and to take into account the feed-back;
- 01.07.2024: joint meeting of SC and WG to discuss the four HRS4R initial phase documents: **Process description**, **GAP Analysis (Charter and Code Checklist)**, **Open**, **Transparent and Merit-based Recruitment Check-List (OTM-R)** and **Action Plan**.
- 26.07.2024: joint meeting of SC and WG to discuss the drafted HRS4R initial phase documents;
- 02.09.2024: meeting with the Scientific Council of ICOS in order to present and approve the HRS4R initial phase documents;
- 19.09.2024: the approved HRS4R initial phase documents were submitted on the Euraxess platform;
- 27.11.2024: following the initial assessment, the European Commission Consensus Report was received, asking for revisions
- 17. 01. 2025: new member of WG were discussed and appointed, in accordance with the suggestions made in the initial consensus report (document number 1/17.01.2025)

- 17. 01. 2025: joint meeting of SC and WG to discuss the consensus report, in order to apply the recommendations within it.
- 01.2025 – 06.2025: the SC oversees the drafting of the initial phase documents: **Process description, GAP Analysis (Charter and Code Checklist)**, Open, **Transparent and Merit-based Recruitment Check-List (OTM-R)** and **Action Plan**, in accordance with the modifications suggested in the consensus report.
- 07.2025 – 11.2025: the approved HRS4R initial phase documents were re-submitted on the Euraxess platform;

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

The Working Group, in accordance with the decisions taken within the scientific council was responsible for the implementation of the HRS4R process. Specifically the WG was tasked with the drafting of a survey aimed at identifying the gaps between the principles of the Charter and the Code and the regulations and procedures existing at ICOS, in order to identify the strong and weak aspects of the HR process and with the analysis of the results; as well as with the drafting of the four HRS4R initial phase documents: **Process description, GAP Analysis (Charter and Code Checklist)**, **Open, Transparent and Merit-based Recruitment Check-List (OTM-R)** and **Action Plan**.

As such, on:

- 05.02.2024: the members belonging to the Working Groups (WG) were appointed by Director Marius Andruh; the WG is coordinated by the Scientific Secretary of ICOS Dr. Simona Nica (ION) and is composed of other two researchers: Dr. Andreea Dogaru (Horga), Andrei-Alunel Patrascu and a representative of Human Resources Department: Doinita Pasalega.
- 04.03.2024: joint meeting between WG, SC and representatives of Stakeholder group (Group leaders, R1, R2, R3, R4 researchers, postdocs, PhD and Master students), in order to discuss the survey meant to determine the *status quo* of ICOS regarding C&C guidelines;
- 19.04.2024: joint meeting between WG and SC aiming to draft and to discuss the questions included in the questionnaire;
- 24.05.2024: joint meeting of WG and SC aiming to approve of the final version of the survey;
- 17.06.2024: joint meeting of WG and SC to analyze the survey results;
- 01.07.2024: joint meeting of SC and WG to discuss the four HRS4R initial phase documents;
- 05.07.2024 – 19.07.2024: drafting of the initial phase documents: GAP Analysis, representing the self-evaluation if ICOS in relation with the 40 principles of C&C; the OTM-R Check list, meant to review the status of achievement in terms of implementation of OTM-R policies and practices in ICOS and the Action Plan containing a detailed analysis of the strengths and potential weaknesses reported within ICOS,

alongside proposed activities designed to remedy the reported issues.

- 26.07.2024: joint meeting of SC and WG to discuss the drafted HRS4R initial phase documents;
- 02.09.2024: meeting with the Scientific Council of ICOS in order to present and approve the HRS4R initial phase documents;
- 19.09.2024: the approved HRS4R initial phase documents were submitted on the Euraxess platform;
- 27.11.2024: following the initial assessment, the European Commission Consensus Report was received, asking for revisions
- 17. 01. 2025: new member of WG were discussed and appointed, in accordance with the suggestions made in the initial consensus report (document number 1/17.01.2025)
- 17. 01. 2025: joint meeting of SC and WG to discuss the consensus report, in order to apply the recommendations within it.
- 01.2025 – 11.2025: the WG drafts the initial phase documents: **Process description**, **GAP Analysis (Charter and Code Checklist)**, Open, **Transparent and Merit-based Recruitment Check-List (OTM-R)** and **Action Plan**, in accordance with the modifications suggested in the consensus report.
- 26.11.2025: the approved HRS4R initial phase documents were re-submitted on the Euraxess platform;