

HR Excellence in Research

Action Plan

Action Plan

Case number

2025RO311733

Name Organisation under review

"Gheorghe Asachi" Technical University of Iasi

Organisation's contact details

Dimitrie Mangeron 67, Iasi, Iasi, 700050, Romania

1. Organisational Information

Please provide a limited number of key figures for your organisation. Fields marked with \* are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research *	1304
Of whom are international (i.e. foreign nationality) *	24
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	500
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	274
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	359

STAFF & STUDENTS	FTE
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	671
Total number of students (if relevant) *	12997
Total number of staff (including management, administrative, teaching, and research staff) *	1983
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	47648848
Annual organisational direct government funding (designated for research)	568496
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7496925
Annual funding from private, non-government sources, designated for research	315536

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

TUIASI is one of the earliest technical higher education institutions in the country and is classified as a **university of advanced research and education**. For over two centuries, our university has produced specialists in the fields of electrical engineering, electronics, civil engineering, computer engineering, architecture, hydro-technics, textiles, mechanical engineering and chemistry.

**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 European Charter for Researchers at your organisation.

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

Strengths and Weaknesses (max. 800 words)

1. Research Ethics and Professional Integrity

**Strengths:** TUIASI maintains a robust ethical infrastructure centered on the **University Ethics Code (TUIASI.COD.01)** and the **Commission of University Ethics**. The university successfully fulfills the fundamental requirement of providing an impartial body to handle grievances and research misconduct. Procedural compliance is strong regarding **plagiarism prevention** and **Intellectual Property (IP) protection**, with specific procedures such as **TUIASI.POB.38** ensuring that researchers understand the legal boundaries of their outputs. This culture of integrity is reinforced by **Law 199/2023**, which mandates ethical conduct as a prerequisite for academic promotion and public funding eligibility.

**Weaknesses:** While the "rules" are well-defined, there is a perceived gap in the **proactive ethical culture** beyond compliance. The current framework is largely reactive (dealing with complaints) rather than preventive. There is a need for more frequent, mandatory workshops for early-career researchers (R1) that move beyond "how to avoid plagiarism" toward complex ethical dilemmas, such as data ethics in AI or ethical authorship in large collaborative teams.

2. Gender Equality and Diversity

**Strengths:** The adoption of the **Gender Equality Plan (GEP) 2022-2025** is a major strategic milestone. It explicitly targets gender balance in decision-making bodies and recruitment committees. TUIASI has institutionalized a proactive approach to monitoring sex-disaggregated data, which is now a requirement for participating in **Horizon Europe** projects. The university also offers strong support for work-life balance through **REG.01**, allowing for flexible working hours and recognizing maternity/paternity leave without career penalization—a critical factor in retaining female talent in engineering fields.

**Weaknesses:** Despite the GEP, **vertical segregation** (the "glass ceiling") remains a challenge in technical disciplines where senior leadership (R4) continues to show gender imbalances. Additionally, while gender is addressed, other dimensions of diversity—such as **disability accessibility**—are less visible in the university’s specialized research procedures. GEP needs to be updated.

3. Open Science and Knowledge Dissemination

**Strengths:** TUIASI has shown significant leadership in the transition to Open Science. Through the **ANELIS Plus** consortium and transformative agreements, the university has eliminated financial barriers for researchers wishing to publish in **Open Access (OA)** journals. The institutional repository and the **Politehnium Publishing House** provide established routes for the "Green" and "Gold" OA tracks. Furthermore, the **Merit Salary (PO.DID.11)** criteria now reward researchers for making their data and publications openly accessible, directly incentivizing transparency.

**Weaknesses:** The main weakness lies in **Research Data Management (RDM)**. While publications are often open, the underlying datasets are frequently not "FAIR" (Findable, Accessible, Interoperable, and Reusable) - **PO.DMMP.02**. There is an absence of a dedicated institutional procedure for **Data Management Plans (DMPs)** across all faculties. Many researchers still lack the technical skills to curate metadata, highlighting a gap in specialized training for digital curation.

Strengths and Weaknesses (max. 800 words)

1. Recruitment and Selection (OTM-R Principles)

**Strengths:** TUIASI has a highly structured and transparent recruitment process for both teaching and research positions, governed by **PO.DID.17** and **PO.DID.12, PO.DMMP.01**. All vacancies are published on the official university portal and national platforms (e.g., *Jobs.edu.ro*), ensuring public access. The university strictly adheres to merit-based selection, utilizing specialized committees with proven expertise in the candidate’s field. A significant strength is the university’s use of standardized **score sheets** and **minutes**, which provide a clear audit trail of the evaluation process. Recent shifts have also legalized the use of online interviews, increasing accessibility for non-local talent.

**Weaknesses:** The primary gap lies in the **internationalization of recruitment**. While the process is transparent locally, many administrative procedures and full job descriptions are primarily available in Romanian, creating a barrier for international applicants. Furthermore, while gender balance in committees is encouraged by the **Gender Equality Plan (GEP)**, it is not yet a strictly enforced requirement in all departmental selection panels. There is also no formal institutional policy for the **"headhunting"** of prestigious researchers, relying instead on traditional competitive exams which may not always attract established global talent. Recruitment guidelines **PO.DMMP.01** needs to be posted on the TUIASI website

2. Assessment and Evaluation Systems

**Strengths:** The assessment framework is robust and regular, with annual evaluations for all staff members under **PO.DID.22**. This system uses a balanced mix of self-evaluation and peer review by Department Directors. A key strength is the **"Merit Salary" (PO.DID.11)**, a competitive annual system that rewards high-performance across multiple pillars: scientific output, grants, visibility, and community involvement. This ensures that researchers are not just evaluated on their publications, but on their total contribution to the university's mission.

**Weaknesses:** Evaluation remains heavily focused on **quantitative metrics** (number of ISI papers, impact factors) due to national standards. There is a lack of formal recognition for **qualitative impacts**, such as the societal value of research, mentoring success, or Open Science practices like data sharing. For **full-time researchers** specifically, the framework is currently under development, with a finalized draft expected in **April 2026** to fill the void left by missing national guidelines.

3. Career Progression and Tenure-Track

**Strengths:** TUIASI offers a clear, predictable career path from **First-Stage Researcher (R1)** to **Leading Researcher (R4)**. The university has successfully implemented a "tenure-track-like" system where fixed-term success in research projects can lead to permanent positions through national and institutional contests. The **Center for Talent Management (CMT-TUIASI)** provides strategic support for researchers to advance, while **PO.CSUD.15** ensures that postdoctoral researchers (R2) have a structured transition period focused on professional development. Through the **INGENIUM European University Alliance**, TUIASI has excelled in promoting geographical and virtual mobility. Mobility is no longer seen as a career interruption but as a merit point in the "Gradația de Merit" evaluation. The university also supports the **"European Doctorate"** label, which rewards PhD students for their international research stays.

**Weaknesses:** **Career precarity** remains a challenge for R1 and R2 researchers who are often tied to specific project budgets. While the university strives for stability, the transition from a project-based contract to a permanent institutional position depends on the availability of vacant slots in the "States of Functions," which is often limited by budgetary constraints. Additionally, there is a lack of **inter-sectoral mobility** recognition; time spent in the private industrial sector is often not fully "credited" toward academic seniority in the same way as university teaching years.

Strengths and Weaknesses (max. 800 words)

1. The Research Environment and Occupational Health

**Strengths:** TUIASI offers a highly technical and stimulating research environment, deeply rooted in its engineering tradition. In accordance with the **University Charter** and the **Manual of Procedures (REG.01, REG.43)**, the institution prioritizes safe and secure working conditions. The **Health and Safety Committee (CSSM)** actively oversees risk assessment in specialized laboratories, ensuring compliance with both national (Law 319/2006) and EU safety standards. Furthermore, through participation in international alliances like **INGENIUM**, researchers have access to shared digital infrastructures and high-performance equipment that facilitates cross-border collaboration.

**Weaknesses:** A significant challenge remains in the **uniformity of laboratory infrastructure** across all eleven faculties. While some research centers are internationally competitive, older facilities require modernization to meet the "most stimulating environment" standard defined by the Charter. Additionally, administrative support for large-scale equipment maintenance is often decentralized, creating a burden for lead researchers (R4) who must manage technical logistics alongside their scientific duties.

2. Working Conditions: Flexibility and Wellbeing

**Strengths:** The university has institutionalized flexibility to support work-life balance, particularly through its **Internal Regulation (REG.01)**. Researchers benefit from hybrid work options where compatible with laboratory requirements, and teaching/research workloads are harmonized through individual employment contracts. A notable strength is the implementation of the **Gender Equality Plan (GEP)**, which introduces specific measures to support researchers returning from parental leave, such as "back-to-work" training and a 50% reduction in the acclimatization period. The university also provides access to campus facilities (sports bases, medical services) to promote the physical and mental wellbeing of its staff.

**Weaknesses:** While flexibility exists, the integration of **Sabbatical Leave policy** is currently limited into the institutional procedures. This limits the ability of senior researchers (R3-R4) to engage in long-term international stays or high-level writing projects without disrupting their teaching commitments.

3. Stability, Salaries, and Social Security

**Strengths:** TUIASI adheres strictly to the national legislative framework (**Law 153/2017** and **Law 199/2023**) to ensure fair and transparent remuneration. All researchers, regardless of their career stage, enjoy full social security provisions, including healthcare and pension rights. The **Human Resources Directorate (REG.34)** ensures that "Merit Salary" awards are distributed through a transparent, competitive process. This provides a predictable financial trajectory for high-performing staff.

**Weaknesses:** **Contractual precarity** is a persistent issue for early-career researchers (R1-R2) funded exclusively through competitive grants. The lack of a substantial "bridge funding" mechanism at the institutional level means that highly skilled researchers may face career interruptions between project cycles. While permanent positions exist, the threshold for creating new open-ended research slots is often restricted by national budgetary caps.

4. Participation in Governance and Conflict Resolution

**Strengths:** Researchers at TUIASI are not mere employees but active participants in institutional governance. As mandated by **PO.POM.05**, researchers are represented in the **University Senate** and **Faculty Councils**, ensuring their interests are defended in strategic decision-making. For conflict resolution, the **Ethics Commission (TUIASI.COD.01)** serves as an impartial ombudsperson, providing a confidential and formal route for resolving grievances between supervisors and staff.

**Weaknesses:** The representation of **R1 and R2 researchers** in governance is often overshadowed by senior academic staff.



Strengths and Weaknesses (max. 800 words)

1. Strategic Talent Management and the CMT Framework

**Strengths:** A cornerstone of TUIASI’s strategy is the newly established **Center for Talent Management (CMT-TUIASI)**, governed by **REG.42**. This center marks a shift from passive administration to active talent cultivation. Founded through the European **DocTalent4EU** project, CMT-TUIASI specifically targets **R1 (PhD students)** and **R2 (Postdocs)**, offering them a structured environment to identify and monitor their skills using European frameworks like **ResearchComp**. The university successfully provides high-quality doctoral training through **IOSUD-TUIASI**, where 13 research domains benefit from a long tradition of technical excellence. The inclusion of **Transversal Skills courses**—ranging from entrepreneurship to data stewardship—ensures that researchers are prepared for "interoperable careers" in both academia and the private sector.

**Weaknesses:** The main weakness is that while the CMT framework is robust, it is still in its early operational phase. There is a "bottleneck" in the scaling of these services across all 11 faculties. Currently, talent management initiatives are heavily concentrated in certain high-performing research groups, leaving a gap in access for researchers in less-funded niches. Furthermore, the integration of these talent development metrics into the formal **annual promotion criteria** remains incomplete, meaning that "upskilling" is often seen as a voluntary benefit rather than a core requirement for career progression.

2. Career Guidance and Inter-Sectoral Employability

**Strengths:** TUIASI excels in bridging the gap between technical research and industrial application. Through the **Center for Counseling and Career Guidance (CCOC - REG.40)** and the **INGENIUM Alliance**, the university provides researchers with direct links to the labor market. Strength lies in the university’s **"JobShop"** events and incubation programs that foster entrepreneurial mindsets. Researchers are encouraged to view their PhD not just as a thesis, but as a period of professional training that allows for "virtual and physical mobility" within the European Research Area. The validation of informal skills and "on-the-job" training is increasingly recognized during the internal evaluation processes (**PO.DID.22**).

**Weaknesses:** Despite strong industrial links, there is a lack of a formal **"Industrial Mentorship" program** where researchers are paired with leaders from the private sector for long-term career shadowing. The current guidance is largely focused on the *start* of the career (R1), with a noticeable drop-off in support for **R3 (Established Researchers)** who wish to pivot toward leadership, policy-making, or high-level technology transfer roles.

3. Mentoring and Professional Supervision

**Strengths:** TUIASI has professionalized the supervisor-researcher relationship through **PO.CSUD.12** and **PO.CSUD.13**. These procedures ensure that supervisors are not only scientifically qualified but also administratively accountable for the progress of their trainees. The **"Survival Guide for PhD Students"** and the institutionalized **European Doctorate** label are significant strengths that provide R1 researchers with a clear roadmap. The university also rewards senior researchers for their mentoring efforts through the **Merit Salary system (PO.DID.11)**, acknowledging that "science is a joint endeavor."

**Weaknesses:** The feedback loop between mentees and supervisors is often informal. While the procedures exist, there is no standardized **"Supervision Satisfaction Survey"** that allows R1/R2 researchers to provide anonymous, constructive feedback on the quality of their guidance without fear of professional repercussions. Additionally, "Training for Supervisors"—specifically on how to manage diverse and international teams—is not yet a mandatory requirement for maintaining the status of a PhD coordinator.

4. Lifelong Learning and Skills Validation

**Strengths:** The commitment to **Lifelong Learning (LLL)** is embedded in the **University Mission**. TUIASI provides continuous professional training through postgraduate programs and international workshops. The validation of these activities is integrated into the researcher's professional record, ensuring that international conferences and technical certifications contribute to the candidate’s overall "academic seniority."

**Weaknesses:** There is a need for a **Digital Skills Passport** or an e-portfolio system that follows the researcher across different projects. Currently, the validation of training is often fragmented across different faculty-level databases, making it difficult for the university to produce a comprehensive "Talent Map" of its entire workforce for strategic planning.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation’s website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

**Note:** Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

## Proposed actions

### Action 1

Development and approval of the Human Resources Strategy for Researchers aligned with HRS4R Code and Charter

### GAP Principle(s)

- (+/-) 1. ETHICS AND RESEARCH INTEGRITY
- (++) 2. FREEDOM OF SCIENTIFIC RESEARCH
- (+/-) 3. OPEN SCIENCE
- (++) 4. GENDER EQUALITY
- (++) 5. EMBRACING DIVERSITY
- (++) 6. THE RESEARCHER
- (++) 7. FREE CIRCULATION OF RESEARCHERS
- (++) 8. SUSTAINABILITY OF RESEARCH
- (+/-) 9. RESEARCHERS' ASSESSMENT
- (+/-) 10. RECRUITMENT
- (+/-) 11. SELECTION
- (++) 12. CAREER PROGRESSION
- (++) 13. WORKING CONDITIONS, FUNDING AND SALARIES
- (++) 14. STABILITY OF EMPLOYMENT
- (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS
- (++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS
- (++) 17. VALUING DIVERSE RESEARCH CAREERS
- (++) 18. CAREER DEVELOPMENT AND ADVICE
- (++) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT
- (++) 20. SUPERVISION AND MENTORING

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

Q4 - 2026



Proposed actions

Responsible Unit		Indicator(s) / Target(s)
Steering Committee		
Quality Assurance Department		
Administrative Council		
University Senate		
		Approved HRS4R strategy

Proposed actions

Action 2

Elaborate/update procedures related to recruiting and hiring of tenured or fixed-term staff (in Romanian and English)

GAP Principle(s)

- (++) 4. GENDER EQUALITY
- (++) 5. EMBRACING DIVERSITY
- (++) 6. THE RESEARCHER
- (+/-) 10. RECRUITMENT
- (+/-) 11. SELECTION
- (++) 14. STABILITY OF EMPLOYMENT
- (++) 17. VALUING DIVERSE RESEARCH CAREERS

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

Q4 of every year

Responsible

Unit                      Indicator(s) / Target(s)

Vice-Rectorate for Research	
Vice-Rectorate for Academic Affairs	
Quality Assurance Department	
HR Department	
Department for Project Management and Monitoring	
	Number of internal procedures elaborated / updated

Proposed actions

Action 3

Development/implementation of a new digital integrated platform for research output management (scientific profile)

GAP Principle(s)

- (++) 2. FREEDOM OF SCIENTIFIC RESEARCH
- (+/-) 3. OPEN SCIENCE
- (++) 6. THE RESEARCHER
- (++) 7. FREE CIRCULATION OF RESEARCHERS
- (++) 8. SUSTAINABILITY OF RESEARCH
- (+/-) 9. RESEARCHERS' ASSESSMENT
- (++) 12. CAREER PROGRESSION
- (++) 13. WORKING CONDITIONS, FUNDING AND SALARIES
- (++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

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

Q3 - 2026

Responsible

Unit Indicator(s) / Target(s)

Steering Committee Vice-Rectorate for Research Vice-Rectorate for Digitalization and Digital Communications Vice-Rectorate for Resource Management and Institutional Development	Digital platform implementation More than 30% of tenured staff have updated scientific profiles
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Proposed actions

Action 4

Development/implementation of a new digital platform for research project management and monitoring allowing for clear statistical data of research projects progress from proposal to project completion.

GAP Principle(s)

- (++) 2. FREEDOM OF SCIENTIFIC RESEARCH
- (+/-) 3. OPEN SCIENCE
- (++) 6. THE RESEARCHER
- (++) 8. SUSTAINABILITY OF RESEARCH
- (+/-) 9. RESEARCHERS' ASSESSMENT
- (++) 12. CAREER PROGRESSION
- (++) 13. WORKING CONDITIONS, FUNDING AND SALARIES
- (++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS
- (++) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

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

Q4 - 2026

Responsible

Unit Indicator(s) / Target(s)

Vice-Rectorate for Research Vice-Rectorate for Digitalization and Digital Communications Department for Project Management and Monitoring Vice-Rectorate for Resource Management and Institutional Development	Digital platform implementation Migration of old data to the new platform. All new data will be directly input No. of proposals - updating their status based on external evaluation
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Proposed actions

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
Update of internal regulations on annual recognition of excellent research, awards and other incentives	(+/-) 1. ETHICS AND RESEARCH INTEGRITY	Q4 of every year
	(+/-) 3. OPEN SCIENCE	
	(++) 4. GENDER EQUALITY	
	(++) 6. THE RESEARCHER	
	(++) 7. FREE CIRCULATION OF RESEARCHERS	
	(++) 8. SUSTAINABILITY OF RESEARCH	
	(+/-) 9. RESEARCHERS' ASSESSMENT	
	(++) 13. WORKING CONDITIONS, FUNDING AND SALARIES	
	(++) 14. STABILITY OF EMPLOYMENT	
	(++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	
	(++) 17. VALUING DIVERSE RESEARCH CAREERS	
	(++) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	
<b>Responsible</b>		
<b>Unit</b>	<b>Indicator(s) / Target(s)</b>	
Vice-Rectorate for Research		
Vice-Rectorate for Resource Management and Institutional Development	Updated internal regulation on annual recognition of excellent research, awards and other incentives	
Administrative Council	Surveys on major stakeholders (R1-R4)	
University Senate		

## Proposed actions

### Action 6

Implementation of a digital platform for collaborative research with local / regional / national / international stakeholders (public authorities, companies, research centers, universities)

### GAP Principle(s)

- (++) 2. FREEDOM OF SCIENTIFIC RESEARCH
- (+/-) 3. OPEN SCIENCE
- (++) 4. GENDER EQUALITY
- (++) 5. EMBRACING DIVERSITY
- (++) 6. THE RESEARCHER
- (++) 7. FREE CIRCULATION OF RESEARCHERS
- (++) 8. SUSTAINABILITY OF RESEARCH
- (+/-) 9. RESEARCHERS' ASSESSMENT
- (+/-) 10. RECRUITMENT
- (+/-) 11. SELECTION
- (++) 12. CAREER PROGRESSION
- (++) 13. WORKING CONDITIONS, FUNDING AND SALARIES
- (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS
- (++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS
- (++) 17. VALUING DIVERSE RESEARCH CAREERS
- (++) 18. CAREER DEVELOPMENT AND ADVICE
- (++) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

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

Q1-2027

Proposed actions

Responsible Unit		Indicator(s) / Target(s)
Vice-Rectorate for Research Vice-Rectorate for Resource Management and Institutional Development Vice-Rectorate for Digitalization and Digital Communications Vice-Rectorate for Innovation, Entrepreneurship and Business Environment Partnership		Digital platform implementation No. of research centers updated No. of RDI services advertised

Proposed actions

Action 7	GAP Principle(s)		Timing (at least by year's quarter/semester)
Establishment of a Comprehensive Quality Control System for Research HR	( +/- ) 1. ETHICS AND RESEARCH INTEGRITY		
	( ++ ) 4. GENDER EQUALITY		
	( ++ ) 5. EMBRACING DIVERSITY		
	( ++ ) 6. THE RESEARCHER		
	( ++ ) 7. FREE CIRCULATION OF RESEARCHERS		
	( +/- ) 10. RECRUITMENT		
	( +/- ) 11. SELECTION		
	( ++ ) 12. CAREER PROGRESSION		
	( ++ ) 15. CONTRACTUAL AND LEGAL OBLIGATIONS		
	( ++ ) 17. VALUING DIVERSE RESEARCH CAREERS		
	( ++ ) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT		
Responsible			
Unit	Indicator(s) / Target(s)		
Vice-Rectorate for Resource Management and Institutional Development			
Vice-Rectorate for Innovation, Entrepreneurship and Business Environment	Annual Statistics (per academic year) (every 3 years) - Renewed HRS4R Strategy (if applicable)	Perception survey (every 2 years)	Internal Audit
Partnership Quality Assurance Department			



Proposed actions

Action 8

Workshop series development for: - research funding opportunities at national and European levels, - successful proposal writing, - internal dissemination of research support framework, - ethics and integrity in research

GAP Principle(s)

- (+/-) 1. ETHICS AND RESEARCH INTEGRITY
- (+/-) 3. OPEN SCIENCE
- (++) 4. GENDER EQUALITY
- (++) 5. EMBRACING DIVERSITY
- (++) 12. CAREER PROGRESSION
- (++) 13. WORKING CONDITIONS, FUNDING AND SALARIES
- (++) 14. STABILITY OF EMPLOYMENT
- (++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS
- (++) 17. VALUING DIVERSE RESEARCH CAREERS
- (++) 18. CAREER DEVELOPMENT AND ADVICE
- (++) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT
- (++) 20. SUPERVISION AND MENTORING

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

Q2, Q4 of every year

Responsible

Unit Indicator(s) / Target(s)

Vice-Rectorate  
for Research  
Vice-Rectorate  
for Innovation,  
Entrepreneurship  
and Business  
Environment  
Partnership  
Doctoral School

Workshop and Dissemination Events - minimum 2 / year  
No. of participants - R1, R2 researchers

Unselected principles:

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).\*

To align with the **European Charter for Researchers** and the **Code of Conduct for the Recruitment of Researchers**, the "Gheorghe Asachi" Technical University of Iași (TUIASI) has integrated the **OTM-R (Open, Transparent, and Merit-based Recruitment)** toolkit into its core institutional strategy. This commitment is codified in the **TUIASI Charter** and operationalized through the **PO.DID.12** and **PO.DID.17** procedures. All vacancies are published on the official university portal and national platforms (e.g., *Jobs.edu.ro*), ensuring public access. The university strictly adheres to merit-based selection, utilizing specialized committees with proven expertise in the candidate’s field.

TUIASI utilizes the OTM-R toolkit as a diagnostic and transformative framework. Our strategy is built on the following pillars identified during our **GAP Analysis**:

- 1. **Policy Alignment**: Revising internal regulations to reflect the legal aspects in **Law 199/2023** and **Law 183/2024**, ensuring that every recruitment cycle is open to international competition.
- 2. **Digital Transformation**: Reducing administrative burdens through the gradual digitization of the application and evaluation phases.

Selection committees are strictly regulated by seniority and expertise (Law 199/2023). However, we have identified a need for more proactive monitoring of applicant diversity and a more structured approach to qualitative feedback.

The assessment framework is robust and regular, with annual evaluations for all staff members under **PO.DID.22**. This system uses a balanced mix of self-evaluation and peer review by Department Directors. A key strength is the **"Merit Salary" (PO.DID.11)**, a competitive annual system that rewards high-performance across multiple pillars: scientific output, grants, visibility, and community involvement. This ensures that researchers are not just evaluated on their publications, but on their total contribution to the university's mission.

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TUIASI adheres strictly to the national legislative framework (**Law 153/2017** and **Law 199/2023**) to ensure fair and transparent remuneration. All researchers, regardless of their career stage, enjoy full social security provisions, including healthcare and pension rights. The **Human Resources Directorate (REG.34)** ensures that "Merit Salary" awards are distributed through a transparent, competitive process. This provides a predictable financial trajectory for high-performing staff.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL:

[https://www.tuiasi.ro/wp-content/uploads/2025/11/PO.DID\\_.12-E3R3-aprobata-Senat-fara-semnaturi.pdf](https://www.tuiasi.ro/wp-content/uploads/2025/11/PO.DID_.12-E3R3-aprobata-Senat-fara-semnaturi.pdf), [https://www.tuiasi.ro/wp-content/uploads/2020/07/PO.DID\\_.18\\_E2R0.pdf](https://www.tuiasi.ro/wp-content/uploads/2020/07/PO.DID_.18_E2R0.pdf), [https://www.tuiasi.ro/wp-content/uploads/2023/12/Carta-TUIASI-15.12.2023\\_final\\_adoptata.pdf](https://www.tuiasi.ro/wp-content/uploads/2023/12/Carta-TUIASI-15.12.2023_final_adoptata.pdf) ([https://www.tuiasi.ro/wp-content/uploads/2025/11/PO.DID\\_.12-E3R3-aprobata-Senat-fara-semnaturi.pdf](https://www.tuiasi.ro/wp-content/uploads/2025/11/PO.DID_.12-E3R3-aprobata-Senat-fara-semnaturi.pdf), [https://www.tuiasi.ro/wp-content/uploads/2020/07/PO.DID\\_.18\\_E2R0.pdf](https://www.tuiasi.ro/wp-content/uploads/2020/07/PO.DID_.18_E2R0.pdf), [https://www.tuiasi.ro/wp-content/uploads/2023/12/Carta-TUIASI-15.12.2023\\_final\\_adoptata.pdf](https://www.tuiasi.ro/wp-content/uploads/2023/12/Carta-TUIASI-15.12.2023_final_adoptata.pdf))

4. Implementation

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

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 justification (max. 500 words)**

The **Steering Committee**, chaired by the **Vice-Rector for Research**, provides high-level strategic oversight. This group meets biannually to review the alignment of progress with the **TUIASI Charter** and **Law 199/2023** and **Law 183/2024**. Their primary role is to remove institutional bottlenecks and ensure that the necessary resources—financial and administrative—are allocated to meet the deadlines established in the Action Plan.

Complementing this, the **Implementation Working Group** acts as the operational engine. Composed of representatives from the **Quality Management Office**, **HR Department**, and the **CSUD**, this group meets quarterly to monitor the technical execution of specific OTM-R actions.

Regular oversight is maintained through three primary mechanisms:

1. **The OTM-R Progress Dashboard:** The **Quality Management Office** maintains a digital dashboard that tracks the "Action IDs" . Progress is marked as "Planned," "In Progress," or "Completed." This dashboard serves as the focal point for quarterly meetings, ensuring transparency and accountability for each responsible unit.
2. **Internal Audits and Post-Competition Reviews:** Following the procedures in **PO.DID.12** and **PO.DID.17**, the committee reviews a random sample of recruitment dossiers each semester. This "spot-check" ensures that selection committees are adhering to the new guidelines regarding gender balance and qualitative feedback templates.
3. **Annual Progress Reports:** Every twelve months, the Steering Committee compiles a comprehensive report for the **University Senate**.

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



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

TUIASI recognizes that the success of the HRS4R strategy depends on the active engagement of the research community, from Early-Stage Researchers (R1) to Leading Researchers (R4).

To capture a broader spectrum of voices, TUIASI utilizes a structured consultation cycle:

- **Biennial Researcher Perception Surveys:** These surveys provide anonymous data on how the research community perceives the "attractiveness" of working conditions and the fairness of OTM-R processes. The results are analyzed by the **Quality Management Office** and directly influence the "Corrective Actions" in our 2026–2029 plan.
- **Thematic Focus Groups:** For specific actions, we organize focus groups. These sessions allow researchers to define what "merit" looks like in their specific technical fields, ensuring that the new evaluation grids are both rigorous and relevant.

Transparency is maintained through the **Vice-Rectorate for Research** and the **Vice-Rectorate for Innovation, Entrepreneurship and Business Environment Partnership**, which facilitates meetings and workshops. These events serve two purposes:

- **Dissemination:** Keeping the community informed about their rights under **Law 199/2023** and the European Charter.
- **Advocacy:** Empowering researchers to act as "OTM-R Ambassadors" within their departments, ensuring that the principles of transparency and meritocracy are applied at every level of the hierarchy.

Finally, the **TUIASI Charter** supports a culture of open communication. Researchers are encouraged to provide "ad-hoc" feedback, ensuring that concerns regarding administrative burden or selection committee impartiality are addressed in real-time. By treating our researchers as partners rather than subjects of the policy, TUIASI ensures that the HRS4R process becomes a sustainable, community-driven transformation.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy. \*

Detailed description and justification (max. 500 words)

To align organizational policies with the **HR Excellence in Research (HRS4R)** award process, the "Gheorghe Asachi" Technical University of Iași (TUIASI) follows a structured integration model that transforms the principles of the European Charter and Code into the university's **overarching HR policy**. This is achieved through a formal synchronization of the **TUIASI Charter**, the **Manual of Procedures (PO.DID.12, PO.DID.17)**, and the national legislative framework of **Law 199/2023** and **183/2024**.

The university's Research Strategy formally recognizes the HRS4R process not as a secondary initiative, but as the fundamental framework for talent management. This is codified in the **TUIASI Charter**, which mandates that all research-related human resource activities must adhere to the principles of transparency, meritocracy, and ethical recruitment. By elevating these principles to the Charter level, the university ensures that the HRS4R process survives administrative cycles and remains a permanent institutional priority.

The alignment process follows a three-step cycle derived from our **Manual of Procedures**:

- 1. Systematic Gap Analysis:** We utilize the biennial Gap Analysis to audit our current internal regulations against the European OTM-R toolkit. This diagnostic phase identifies discrepancies between "paper policy" and "actual practice," particularly in areas like international advertising and qualitative feedback.
- 2. Procedural Calibration:** The **Quality Management Office** translates the findings of the Gap Analysis into actionable updates within the **Manual of Procedures**.
- 3. Institutional Validation:** Every policy update is vetted by the **Steering Committee** and formally ratified by the **University Senate**. This ensures that the HR policy is recognized as an institutional mandate, binding all 11 faculties to the same high standards of recruitment and working conditions.

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

Detailed description and justification (max. 500 words)

Implementation is guaranteed through the formal integration of the Action Plan into the University's **Strategic Development Plan**. Under the **TUIASI Charter**, the **University Senate** serves as the ultimate deliberative body that ratifies all procedural changes. By making the HRS4R actions "Senate-approved," they transition from voluntary guidelines to institutional mandates.

The university ensures compliance at the departmental level through its **Manual of Procedures**. Any update to recruitment or promotion standards is immediately codified in **PO.DID.12** and **PO.DID.17**.

- Verification:** No vacancy can be published, and no selection committee can be formed, without the prior approval of the **Human Resources Department** and the **Legal Office**, which check for alignment with the new OTM-R standards.
- Sanctioning Power:** Any recruitment process found to be in violation of these codified procedures is subject to invalidation by the **Appeals Committee**, as empowered by **Law 199/2023**.

The **Quality Management Office** acts as the monitoring engine. In accordance with **Laws 199/2023, 183/2024**, which emphasizes the continuous evaluation of research performance and working conditions, TUIASI implements.

Implementation is further secured by the university's budgetary process. Under **Law 199/2023**, institutional funding is tied to quality indicators. TUIASI allocates specific funds for the digital infrastructure and continuous training of its staff.

By combining these legal, procedural and financial levers, TUIASI ensures that the "HR Excellence in Research" award is not a static achievement but a continuous, monitored, and enforced institutional reality.

How will you monitor progress (timeline)?\*

▼

Detailed description and justification (max. 500 words)

The **Steering Committee** and the **Quality Management Office** utilize a dual-layer monitoring approach:

- Quarterly Implementation Reviews:** Every three months, the **Implementation Working Group** assesses the status of each "Action ID." This review identifies any deviations from the timeline and allows for immediate corrective measures.
- Annual Progress Reports:** At the end of each academic year, a comprehensive report is presented to the **University Senate**. This report compares the actual implementation against the proposed timeline, using a "Traffic Light" system (Red/Amber/Green) to visualize progress.

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

▼

Detailed description and justification (max. 500 words)

**1. Quantitative Indicators (Efficiency and Reach)**

These metrics focus on the "Openness" and "Transparency" of our recruitment pipeline:

- International Visibility:** Number of vacancies published on **EURAXESS** and international job boards vs. total vacancies. *Target: 100% for research positions.*
- Applicant Diversity:** Average number of applicants per position, with specific tracking of the ratio of external/international vs. internal candidates.
- Recruitment Velocity:** Average "Time-to-Hire" (from vacancy publication to Senate validation), aiming to reduce administrative lag but stay in compliance with national regulations.
- Gender Balance:** Percentage of selection committees that meet the gender diversity targets set in the **Gender Equality Plan (GEP)**.

**2. Qualitative Indicators (Suitability and Merit)**

These indicators measure the "Merit-based" and "Constructive" quality of the selection process:

- Evaluation Quality:** Annual audit of selection reports.
- Appeals Effectiveness:** Number of complaints filed vs. number of complaints upheld. A high volume of upheld complaints triggers a procedural review of the specific department.

**3. Stakeholder Impact Indicators (Attractiveness)**

Per the **Gap Analysis**, the university measures the "Working Conditions" and "Development" pillars:

- Researcher Satisfaction:** Biannual survey scores regarding the transparency of the recruitment process and the quality of institutional support.
- Promotion Rates:** Success rate of researchers moving through the career stages (R1 to R4) following the implementation of transparent career paths under **Law 199/2023**.

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