

## TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2024RO253506

Name Organisation under review: The National Institute of Research and Development for Optoelectronics - INOE 2000

Organisation's contact details: Roxana Rădvan, Ph.D (R4), General Director, 409, Atomiștilor, Măgurele, Romania

SUBMISSION DATE:

DATE ENDORSEMENT CHARTER AND CODE:

### PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. <sup>1</sup> These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>2</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

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

Name	Position	Committee overseeing the process	Working Group	Management line/ Department
Roxana Rădvan, Ph.D (R4)	General Director	x		Top Management, General Director
Doina Nicolae, Ph.D (R4)	Chairperson of the Scientific Council INOE	x	x	Top Management
Cătălin Dumitrescu, Ph.D (R4)	Director IHP	x	x	Top Management, Director IHP
Mircea Chintoanu, Ph.D	Director ICIA	x	x	Top Management,

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(R4)				Director ICIA
Gabriela Matache, Ph.D (R4)	Chairperson of the Scientific Council IHP	x	x	Top Management
Monica Giurăscu	Economic Director	x	x	Top Management
Ecaterina Gheorghe	Accountant IHP	x		Top Management
Bianca Bâlc	Accountant ICIA	x		Top Management
Liliana Cioboată	Human Resources Specialist INOE	x	x	Human Resources
Gabriela Rădoi	Human Resources Specialist IHP	x	x	Human Resources
Cristina Bălgărădean	Human Resources Specialist ICIA  HSR4R Responsible	x	x	Human Resources
Georgiana Ștefănescu	Legal Advisor	x		Juridical Office
Claudia Stancu (R1)	Marketing specialist	x	x	Marketing Compartment
Ștefan Iordache, Ph.D (R3)	Head of Optospintronics Department	x	x	Optospintronics Department
Cecilia Roman, Ph.D (R4)	Head of Research- Development- Innovation Department (ICIA)	x	x	Research- Development- Innovation Department (ICIA)
Dorina Sîmedru, Ph.D (R4)	Head of Laboratory for Environmental Analyses (LAM)		x	Laboratory for Environmental Analyses (LAM) (ICIA)

	(ICIA)			
Ancuța Ivan, Ph.D (IDT III)	Interim Director Technology Transfer Center CENTI		x	Technology Transfer Center CENTI
Florica Țoancă, Ph.D (R2)	Scientific Researcher		x	Remote Sensing Department (RADO)
Elfrida Cârstea, Ph.D (R4)	Scientific Researcher		x	Constructive and Technological Engineering, Lasers & Fiber Optics Communications Department
Simona Donțu, Ph.D (R3)	Scientific Researcher		x	Constructive and Technological Engineering, Lasers & Fiber Optics Communications Department
Luminița Ghervase, Ph.D (R3)	Scientific Researcher		x	Optoelectronic Methods and Techniques for Cultural Heritage Rehabilitation Department (CERTO)
Monica Dinu, Ph.D (R4)	Scientific Researcher		x	Optoelectronic Methods and Techniques for Cultural Heritage Rehabilitation Department (CERTO)
Cătălin Vițelaru, Ph.D (R4)	Scientific Researcher		x	Research Centre for Advanced Surface Processing

				and Analysis by Vacuum Technologies (ReCAST)
Iulian Pană, Ph.D (R2)	Scientific Researcher		x	Research Centre for Advanced Surface Processing and Analysis by Vacuum Technologies (ReCAST)
Livio Belegante. Ph.D (R3)	Scientific Researcher		x	Remote Sensing Department (RADO)
Şenilă Marin, Ph.D (R4)	Scientific Researcher		x	Research-Development-Innovation Department (ICIA)
Eniko Kovacs (R1)	Scientific Researcher		x	Research-Development-Innovation Department (ICIA)

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>3</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.*

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

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

*Stakeholder group	*Consultation format	Outcomes
R1-R4 researchers / employees	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Other employees	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Top management	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Human Resources Compartment	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Financial department	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Commission of Ethics	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Heads of departments / laboratories	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
Steering Committee	Meetings / discussions	Reviews of all HRS4R documents
Administration Council	Administration council meetings	All members of Administration Council were informed about HRS4R implementation process
Individual researchers and employees	Open Scientific seminar	Qualitative analyses of current HR policies; gaps mapping and identification of areas for improvement
INOE employees representatives	Participated directly or indirectly in feedback related to HRS4R documents /	INOE employees representatives were informed about HRS4R implementation process; development of GAP analyse and

	policies	identification or areas for improvement
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Please describe how was appointed the Committee overseeing the process:

Free text 200 words maximum

The Committee Overseeing the Process (COP) was established to oversee all human resources processes, ensuring comprehensive and effective management. Drawing its members from the existing INOE Steering Committee, which meets regularly, the COP ensures sustainable review and approval of actions required within the HRS4R process. By leveraging the overlap with the Steering Committee, the COP avoids creating a separate structure, promoting efficiency and minimizing administrative costs. It also actively involves all key stakeholders in human resources management, including researchers, top management, human resources, finance, laboratory and department heads, and marketing personnel. In doing so, the COP ensures inclusiveness, bringing together scientific, technical, and administrative leadership to provide broad representation across the organization.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Free text 200 words maximum

Working Group CDI department, R1-R4 researchers, Human Resources representatives, Technology Transfer Center Director.

Due to recent legislative modifications, which required institutional restructuring and alignment with updated legal provisions, the HRS4R Working Group and Steering Committee jointly undertook a comprehensive review of internal policies and practices. Researchers' input was collected through open scientific seminar rather than a formal survey, ensuring compliance with both the updated legal framework and the European Charter & Code principles.

In line with these efforts, and to ensure proper institutional alignment, the consultation regarding the Charter & Code was conducted through the publication of the document on the institutional intranet and through structured sessions of the Working Group and Steering Committee. The feedback collected was used in the gap analysis and in the development of the Action Plan by the sessions' rapporteur. In addition, internal signed documents from specific sessions provide evidence of the consultation process and institutional endorsement.

WP1. Conducting and finalizing the GAP analysis.

WP2. Developing the OTM-R review documentation regarding current procedures and practices.

WP3. Drafting and finalizing the Action Plan.

### Steering Committee and Working Group Timeline

Date	Event / WP	Description / Focus	Materials / Resources
18.09.2024	Seminar	Elections for the Scientific Council of INOE 2000, in accordance with Law 183/2024; discussions on HRS4R implications	–
04.10.2025	Seminar	Constitutive meeting of the new Scientific Council of INOE 2000, Law 183/2024; discussions on HRS4R implications	–
07.10.2025	Seminar	Responsibilities of the Scientific Council, Law 183/2024; discussions on HRS4R, organization of competitions, promotions, and approval of results	–
13.01.2025	Seminar	Professional evaluation 2024, Law 183/2024; discussions on HRS4R implications	–
27.02.2025	Board Approval	Approval of new regulations for CDI personnel (including support staff)	<ul style="list-style-type: none"> <li>- <b>ROPOVA-CDI</b> – Regulation for organizing competitions to fill vacant CDI positions (with accompanying Excel scoring file).</li> <li>- <b>REXPRO-CDI</b> – Regulation for organizing promotion exams for CDI personnel (with accompanying Excel scoring file).</li> <li>- <b>REPER-CDI</b> – Regulation for periodic evaluation of CDI personnel (with accompanying Excel scoring file).</li> <li>- <b>COD-EDEP</b> – Code of Ethics and Professional Deontology.</li> <li>- Templates for job descriptions for basic CDI activities, by function.</li> <li>- Template for job descriptions for research contracts.</li> </ul>
13.03.2025	Extraordinary Scientific Seminar	Presentation of new regulations and job description templates; discussions on HRS4R implications	–
<b>March–</b>	<b>WP1</b>	Conducting and finalizing the	Analysis reports, documentation

<b>April 2025</b>		GAP analysis	
<b>March– April 2025</b>	<b>WP2</b>	Developing the OTM-R review documentation regarding current procedures and practices	Draft documentation of current OTM-R practices
<b>April 2025</b>	<b>WP3</b>	First Draft of the Action Plan	Draft Action Plan document
<b>April 2025</b>	<b>WP4</b>	First Draft of the OTM-R Policy	Draft OTM-R Policy document
04.04.2025	Seminar	Access to new regulations and forms for processes managed by the Scientific Council; discussions on HRS4R implications	<ul style="list-style-type: none"> <li>- <b>Scientific Council Regulation</b> – PDF</li> <li>- <b>Code of Ethics and Professional Deontology</b> – PDF</li> <li>- <b>“Competition” Folder</b> – Contains ROPOVA-CDI, Excel scoring file, and a summary document of the steps for organizing a competition</li> <li>- <b>“Exam” Folder</b> – Contains REXPRO-CDI, Excel scoring file, and a summary document of the steps for organizing a promotion exam</li> <li>- <b>“Evaluation” Folder</b> – Contains REPER-CDI and Excel scoring file</li> <li>- <b>“Job Description Templates” Folder</b> – Templates for basic activity job descriptions by function and for non-permanent contracts</li> <li>- <b>“Forms, Requests, Reports Templates” Folder</b> – Editable annexes from all regulations, to be used for competitions, exams, activity extensions, and external travel reimbursements.</li> </ul>
11.04.2025	Seminar	Templates for reports, requests, and summary documents according to the new CDI regulations; discussions on HRS4R implications	–
<b>September 2025</b>	<b>WP3</b>	Finalized Action Plan	Draft Action Plan document
<b>September 2025</b>	<b>WP4</b>	Finalized OTM-R Policy	Draft OTM-R Policy document