

TEMPLATE 4: ACTION PLAN

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:

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	106*
Of whom are international (i.e. foreign nationality)	3*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	2*
Of whom are women	59*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	52*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	26 *
Of whom are stage R1 = in most organisations corresponding with doctoral level	14*
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	174*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	8.915.000
Annual organisational direct government funding (designated for research)	6.640.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	988.500
Annual funding from private, non-government sources, designated for research	435.000
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The National Institute of Research and Development for Optoelectronics - INOE 2000 was established in 1996 by Government Decision - HG 1196/1996. The Institute develops fundamental and applied research in the field of optoelectronics, based on the interaction processes of the optical field with matter, in conjunction with the development of complementary methods in the field of analytical chemistry (subsidiary Research Institute for Analytical Instrumentation ICIA) and high pressure physics (subsidiary Hydraulics and Pneumatics Research Institute IHP), being aligned with the priority scientific directions of the European Research Area.

Note – equivalence considered for R1-R4 and Romanian scientific degrees: (law 183/2024):

ACS - Assistant Researcher

R1 - Scientific Researcher

R2 - Scientific Researcher 3rd degree

R3 - Scientific Researcher 2nd degree

R4 - Scientific Researcher 1st degree

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>free text maximum 500 words</p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> • An institutional culture focused on performance, scientific excellence, and continuous development; • A strong openness to establishing partnerships and fostering both internal and international cooperation; • Close collaboration with institutes and universities across Europe to develop research projects; • Research directions and thematic areas aligned with current national and international trends, addressing societal challenges and market demands within accredited fields; • Ongoing efforts to strengthen the institute's role as a hub for scientific and technological innovation and to promote research outcomes; • A research team capable of delivering applicable and relevant scientific results for both national and international communities; • Freedom to conduct research and development activities, initiate and submit project proposals, and explore new research topics; • The existence of key programmatic documents, such as: the INOE 2000 Code of Ethics and Conduct, the INOE 2000 Regulation for Periodic Professional Evaluation, the Individual Labour Contract, INOE Internal Regulations, the INOE 2000 Institutional Development Strategy, the Collective Labour Agreement, SR EN ISO 9001:2015, SR EN ISO 14001:2015, SR EN ISO/CEI 17025:2005 – Quality and Environmental Management System (QEMS), and SR 13572 – Innovation Management System (IMS); • A performance evaluation system for research activities that considers the number and quality of scientific publications, research

	<p>achievements, project management abilities, experience, and the capacity to coordinate research teams.</p> <p>WEEKNESSES:</p> <ul style="list-style-type: none"> • Limited participation of Ph.D.-holding researchers in national and international project proposals in the roles of project director or principal investigator; • Absence of guidelines or procedures addressing professional responsibilities that reflect emerging trends such as open data, open science, co-authorship, and related practices; • Lack of bilingual versions of key programmatic documents related to the institute's research and development activities, which hinders efforts to attract researchers from abroad.
Recruitment and selection	<p>free text maximum 500 words</p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> • Adherence to principles of transparency, nondiscrimination, and equal opportunity in the recruitment and selection of institute staff, in line with internal regulations and national legislation (); • A well-defined procedural framework for staff recruitment and selection, consisting of established procedures, regulations, and evaluation committees appointed at the institute level; • A managerial vision focused on promoting and attracting young professionals to the institute; • Strong partnerships with leading universities in Romania to support the recruitment and selection of young talent. <p>WEEKNESSES:</p> <ul style="list-style-type: none"> • The reduced appeal of a research career for recent university graduates, largely due to comparatively low compensation in the field and limited awareness of the specific nature and opportunities associated with a research career; • Insufficient online promotion (particularly on the institute's website) of available staff mobility opportunities.
Working conditions	<p>free text maximum 500 words</p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> • Possession of one of the most modern and high-performance research infrastructures in Romania in the field; • Availability of the material and financial resources needed for the institute's effective operation, supported by a solid financial position; • Existence of financial reserves that enable the institute to support in-house research studies, develop new research topics, and assist with the completion of master's theses and selected doctoral research themes; • A demonstrated commitment to organizing matchmaking events, brokerage sessions, workshops, and round tables on relevant topics, as well as disseminating the results of research projects; • An accredited technology transfer centre within the institute, recognized by the Ministry of Research, Innovation and Digitization, which provides support for valorizing research outcomes; • A representative framework for researchers, including information, consultation, and decision-making bodies such as the Scientific Council, Management Committee, Technical-Economic Commission, and employee representatives participating in Board of Directors meetings; • Motivation of staff with outstanding research-development-innovation achievements through a coherent system of financial incentives for publishing in high-impact ISI-indexed journals or producing patentable results.

	<p>WEEKNESSES:</p> <ul style="list-style-type: none"> • The inability to conduct research activities in a hybrid or remote work system, given the reliance on the institute's specialized facilities to obtain results; • Insufficient remuneration resulting from financial constraints imposed by national legislation; • The rigidity of the salary structure, which creates a disadvantage compared to private-sector organizations that can offer additional benefits such as supplementary health insurance, periodic bonuses, and professional development programs; • The requirement for high-level qualifications to access research positions, combined with relatively low entry-level salaries, which can significantly limit the pool of eligible candidates.
Training and development	<p>free text maximum 500 words</p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> • The institute benefits from a diverse scientific expertise among its staff, which contributes to the development of skills in young researchers. • Regular in-house training sessions are organized for young researchers on topics of interest. • The institute has a large and highly qualified team with experience in the accredited fields, capable of bridging the gap between research and the business sector, and facilitating the accurate identification of private enterprises' real needs. • There is a genuine commitment to supporting students engaged in practical activities within the institute through guidance, evaluation, and constructive feedback. • Continuous professional development of research staff is ensured through participation in training programs, improvement or mobility internships, doctoral and postdoctoral programs, scholarships, advancement in scientific degrees, and skill enhancement in technology transfer and project management. • Establishing partnerships with institutions and private companies for carrying out complex interdisciplinary research projects, involved in the valorization of research results • Experience gained in interdisciplinary research projects, both national and international (can also be considered as professional development) <p>WEEKNESSES:</p> <ul style="list-style-type: none"> • The institute's staff demonstrate a low level of mobility, with the necessary resources and willingness to travel nationally and internationally to disseminate research results and represent the institute at various events • Lack of exchanges of good practices with similar institutions in the European area.

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 organisation's HR Strategy dedicated webpage(s):

*URL: <https://centi.ro/hrs4r-human-resources-strategy-for-researchers> & <https://www.inoe.ro/ro/hrs4r>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
Action 1 - INOE expresses its intention to join the EURAXESS Romania National Network as a EURAXESS Centre.	All principles	Semester 1 2026 - Semester 2 2026	Top management HR compartment	Number of documents available within the EURAXESS Centre section
Action 2 - Creating a dedicated section on the institute's website to highlight key information about research freedom, its limitations, and related opportunities.	1-Research freedom	Semester 4 2025 - Semester 1 2026	Scientific Council	Number of documents available within section Number of users per year
Action 3 - INOE researchers complete Research Integrity and Research Ethics Training sessions.	2-Ethical principles	Semester 1/2026 - Semester 2/2026 Continuously	Commission of ethics	Number of documents available within section Number of trained researchers per year
Action 4 - Provision of training courses and dedicated assistance for early-career researchers to facilitate the preparation and submission of project proposals in national and international competitive calls.	4-Professional attitude	Semester 1/2026 - Semester 2/2026	Scientific Council	Number of training courses per year Number of trained researchers per year
Action 5 - Creating a dedicated section on the INOE's website focused on the research funding process and the management of research projects	4-Professional attitude	Semester 1/2026 - Semester 2/2026	Scientific Council	Number of training courses per year Number of users per year
Action 6 - Organising annual training sessions on contractual and legal obligations in research activities.	5-Contractual and legal obligations	Semester 1/2026 - Semester 2/2026 Continuously	Scientific Council Juridical Office	Number of training courses per year Number of trained researchers per year
Action 7 - Conducting training sessions on social responsibility in research.	6-Accountability	Semester 1/2026 - Semester 2/2026 Continuously	Scientific Council HRS4R Admin	Number of training courses per year Number of trained researchers per year
Action 8 - Developing and distributing a guide for researchers on good practices in research activities.	7-Good practice in research 36-Relation with supervisors 37-Supervision and managerial duties 38-	Semester 1/2026 - Semester 2/2026	Scientific Council HRS4R Responsible	Guide on good practices within research activity (both in Romanian and English)

	Continuing professional development 40-Supervision			
Action 9 - Delivering training sessions on bringing new technologies, products, or services based on research results to market.	8-Dissemination, exploitation of results	Semester 1/2026 - Semester 2/2026 Continuously	CTT-CENTI HRS4R Responsible	Number of training courses per year Number of trained researchers per year
Action 10 - Updating the dedicated section on the CTT-CENTI website to support the commercialisation of research results.	9-Public engagement	Semester 1/2026 - Semester 2/2026	CTT-CENTI HRS4R Responsible	Section on CTT-CENTI website on commercialisation of research results Number of users per year
Action 11 - Enhancing the OTM-R (Open, Transparent, and Merit-based Recruitment) policy.	12-Recruitment 13-Recruitment (Code) 14-Selection (Code) 15-Transparency (Code) 16-Judging merit (Code) 17-Variations in the chronological order of CVs (Code) 18-Recognition of mobility experience (Code) 19-Recognition of qualifications (Code) 20-Seniority (Code) 21-Postdoctoral appointments (Code) 27-Gender balance	Semester 1/2026 - Semester 2/2026	HRS4R responsible HR compartment Scientific Council Steering Committee	Updated OTM-R strategy/policy available both in Romanian and English Updated OTM-R strategy/policy published on HRS4R section on institute's website
Action 12 - Ensuring regular use of EURAXESS beyond vacant positions in research projects.	12-Recruitment 13-Recruitment (Code) 14-Selection (Code) 15-Transparency (Code) 16-Judging merit (Code) 17-Variations in the chronological order of CVs (Code) 19-Recognition of qualifications (Code)	Semester 1/2026 - Semester 2/2026	HRS4R responsible HR compartment	Documents regarding personnel recruitment/selection translated to English and published on institute's website and https://euraxess.ec.europa.eu/ Web-based tools used for recruitment when a job vacancy is advertised Share of job adverts posted on EURAXESS
Action 13 - Creating a dedicated section on the institute's website for mobility opportunities.	18-Recognition of mobility experience (Code) 29-Value of mobility 39-Access to research training and continuous development	Semester 1/2026 - Semester 2/2026 Continuously	Scientific Council IT department HRS4R responsible	Website section of mobility opportunities Number of documents available within website section Number of users per year
Action 14 - Organising training courses on research methodologies, project planning, and the ethical aspects of research projects.	28-Career development 30-Access to career advice 36-Relation with supervisors 37-Supervision and managerial duties 38-Continuing professional development 40-Supervision	Semester 1/2026 - Semester 2/2026 Continuously	Scientific council	Number of training courses per year Number of trained researchers per year
Action 15 - Providing training for early-stage researchers on intellectual property rights and the exploitation of research results.	31-Intellectual Property Rights	Semester 1/2026 - Semester 2/2026	Scientific council Juridical Office CTT-CENTI	Number of training courses per year Number of trained researchers per year

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.

(free text, 1000 words maximum)

INOE will utilize the Open, Transparent, and Merit-Based Recruitment (OTM-R) Toolkit to establish and implement recruitment procedures that uphold transparency, fairness, and meritocracy in staff selection. Through this toolkit, the institutes aims to ensure that the recruitment process is accessible to all, that candidates are assessed objectively, and that appointments are based on relevant skills and experience. The principles of open, transparent, and merit-based recruitment will be enacted through the following measures:

1. **Public posting of all vacant positions:** All research-related job opportunities will be transparently advertised on the organization's website and relevant external platforms to attract a diverse pool of applicants.
2. **Clear description of requirements and selection criteria:** Each vacancy will include a comprehensive outline of responsibilities, requirements, and selection criteria, providing candidates with a clear understanding of organizational expectations.
3. **Application of objective and transparent selection procedures:** Selection criteria will be predefined and standardized, with a clearly structured evaluation process to ensure decisions are based solely on merit and professional competencies.
4. **Ongoing monitoring and improvement of the recruitment process:** The recruitment process will be periodically reviewed to identify opportunities for improvement and to ensure continued adherence to OTM-R principles.

In terms of linking the OTM-R checklist with the broader action plan, these measures will be incorporated into the institutional action plan. A dedicated working group, supported by the steering committee, will monitor progress to ensure effective implementation and long-term success.

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://centi.ro/hrs4r-human-resources-strategy-for-researchers> &
<https://www.inoe.ro/ro/hrs4r>

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

Considering that INOE has an OTM-R (Open, Transparent, and Merit-based Recruitment) policy, which serves as a strategic tool to modernize human resources processes and align them with the European Commission's recommendations (OTM-R Package), as well as with updated national legislation (Law

no. 183/2024 of 10 June 2024 on the status of research, development, and innovation personnel, published in Official Gazette no. 546 of 12 June 2024, and subsequent implementing acts) and international best practices, the goal is to:

- Enhance INOE's research environment and career framework by promoting open, transparent, and merit-based recruitment; supporting researchers' professional development, mobility, and competitiveness; and ensuring access to information, training, and resources on research ethics, funding, project management, and commercialization of results, in full alignment with EURAXESS standards, Law 183/2024, and HRS4R principles.

Based on the GAP analysis and the 15 actions identified to improve the existing OTM-R policy and related regulations - aligned with Law 183/2024 and HRS4R principles - the implementation plan focuses on strengthening INOE's recruitment practices and career development framework for researchers.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>free text 500 words maximum</p> <p>The Steering Committee will periodically review the implementation process of the Action Plan, monitor progress indicators, and identify any issues that may arise. The Implementation Committee will organize regular meetings to assess progress, address challenges, and provide updates on their respective areas, with a focus on progress, resource allocation, upcoming milestones, and necessary adjustments. The Implementation Committee is also responsible for preparing detailed Progress Reports summarizing activities, timelines, and any deviations from the original plan, which will be submitted to the Steering Committee. These reports will highlight concerns, risks, or delays, enabling informed decision-making and effective resource allocation. The Steering Committee will discuss the results with relevant stakeholders, such as the administrative council, to facilitate the implementation of the Action Plan. All decisions, actions, and updates from meetings will be well documented and shared with all relevant beneficiaries. Clearly defined activities, assigned responsibilities, and deadlines will ensure accountability and clarity of future objectives.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>free text 500 words maximum</p> <p>Involving the research community in the implementation process is essential to leverage diverse expertise, stay aligned with the latest advancements, and address real-world challenges. Engaging researchers early in the process helps ensure that the action plan reflects current research trends and gaps. This engagement can take the form of</p>

	<p>workshops or one-on-one consultations. Facilitating data sharing by making action plan datasets accessible allows researchers to validate findings, conduct secondary analyses, and contribute to the plan's refinement.</p> <p>Periodic review sessions, webinars, or dedicated online platforms can further enable researchers to share opinions, discuss challenges, suggest improvements, and align their work with the ongoing implementation.</p> <p>To ensure effective governance, both a Steering Committee and an Implementation Committee will be established. These committees will include representatives from top management, administrative and research departments, as well as information consultation and decision-making bodies. The Implementation Committee will oversee the execution of the action plan and report to the Steering Committee.</p> <p>INOE research personnel will be involved in the implementation in three main ways:</p> <ol style="list-style-type: none"> 1. Steering Committee Representation: Researchers who contributed to the initial phase will continue to act as key vectors for the action plan within research departments, disseminating information and providing feedback from research personnel to the implementing structures. 2. Influence Through Consultation: The broader research community will contribute to the implementation process via its representatives in consultation and decision-making bodies, such as the Scientific Council. 3. Periodic Assessment: The implementation process will be evaluated annually through surveys of research personnel to gather feedback and ensure continuous alignment with research needs. <p>This integrated approach ensures that the implementation benefits from active researcher involvement, transparent communication, and continuous feedback.</p>
<p>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.</p>	<p>free text 500 words maximum</p> <p>To align INOE's organizational policies with HRS4R and integrate them into the research strategy, the following key steps are essential:</p> <ol style="list-style-type: none"> 1. Evaluate current HR policies – Conduct a gap analysis to identify areas already aligned with HRS4R principles (recruitment, career development, research ethics) and areas needing improvement. Consult researchers, HR staff, and management to gather feedback. 2. Integrate HRS4R into research strategy – Explicitly reference HRS4R in strategic documents and embed goals for recruitment, retention, career development, and researcher mobility (including international and intersectoral). Ensure OTM-R

	<p>recruitment policies align with the European Charter for Researchers.</p> <ol style="list-style-type: none"> 3. Establish governance and monitoring – Set up a dedicated HRS4R committee or working group to oversee implementation, conduct regular evaluations, and ensure continuous improvement. 4. Ensure legal compliance – Update HR policies to comply with Law 183/2024 on the Statute of Research, Development, and Innovation Personnel, which aligns national regulations with EU standards. 5. Support researchers via Euraxess Centre – Promote researcher mobility, career development, and access to resources in line with European standards through the Euraxess Centre initiative. <p>By following these steps, INOE demonstrates a commitment to European best practices in researcher support and HR management, ensuring its policies are fully aligned with HRS4R, national legislation, and EU standards.</p>
How will you ensure that the proposed actions are implemented?	<p>free text 500 words maximum</p> <p>The proposed Action Plan has the full support of INOE's top management. Both the Steering Committee and Implementation Committee comprise representatives from senior management, decision-making and advisory bodies, research departments, and administrative units. The implementation process will include regular meetings and discussions with relevant stakeholders, such as the administrative council and research personnel. Members of the initial working group will form the core team of the Implementation Committee, responsible for executing the specific actions.</p>

<p>How will you monitor progress (timeline)?</p>	<p>free text 500 words maximum</p> <p>To monitor the progress of the Action Plan implementation, the following tools and processes will be used:</p> <ol style="list-style-type: none"> 1. Standardized assessment template – Each responsible unit will use a common template to evaluate the progress of actions and calculate relevant indicators. 2. Quarterly Implementation Committee meetings – Regular meetings will be held to review the status of action implementation. 3. Quarterly joint meetings of Implementation and Steering Committees – These meetings will focus on reviewing overall progress and addressing any issues. 4. Periodic briefings to INOE top management – Updates will ensure management is informed of progress and key developments. <p>The Implementation Committee will provide a quarterly report to the Steering Committee detailing the progress of action implementation. The Steering Committee will be responsible for making decisions to mitigate risks, address challenges, and resolve problems that may arise during the implementation process.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>free text 500 words maximum</p> <p>Indicators are tailored to each planned action. The Implementation Committee will calculate these indicators quarterly and submit the results to the Steering Committee. The Steering Committee will be responsible for making decisions to ensure the proposed objectives are met and the actions are implemented according to the Action Plan.</p> <p>Additionally, the mid- and long-term impact of the HRS4R strategy will be evaluated based on the institute's attractiveness to external candidates and the satisfaction levels of internal stakeholders.</p>

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

The implementation of the Action Plan at **INOE** will be a collaborative effort across all departments, with each department head responsible for achieving specific objectives. The Charter and Code will be implemented collectively, involving all researchers through informational sessions, workshops, and discussions, many of which will be accessible online.

A **Working Group** and a **Steering Committee** will collect continuous feedback from staff to guide progress evaluation and allow real-time adjustments. Periodic internal monitoring will ensure transparency, compliance with international standards, and readiness for external evaluations. By aligning the Action Plan with the Charter and Code, **INOE** demonstrates its commitment to research excellence, international engagement, and a collaborative environment, supporting its vision as a leader in applied scientific research.

To attract a diverse talent pool and strengthen research teams, **INOE** will increase the visibility of job opportunities, including promotion on international platforms such as EURAXESS. Measures will also encourage international mobility and knowledge exchange. The integration of the **OTM-R checklist** will ensure recruitment processes adhere to the principles of the European Charter for Researchers, fostering a fair, diverse, and high-performance work environment.