

¹Chapter IV - HUMAN RESOURCES STRATEGY 2025-2029

The SWOT analysis revealed the strategic directions for human resources development within INCDCP-ICECHIM. The measures included in each strategic direction are detailed below.

a. Measures to improve the mentoring activity of senior researchers and to attract doctoral and postdoctoral researchers.

Mentoring, defined as a partnership in personal and professional growth and development, is a strategic component of success in a research career. Mentoring efforts are undermined by the high administrative and research demands placed on mentors. The measures for this direction will be financed mainly from institutional funds and are presented below:

- ✓ Exploring all possible strategies to increase the critical mass of mentors, both by researchers obtaining the qualification granting the right to supervise doctoral theses and by redefining the roles and responsibilities of senior researchers. Mentoring activities will be included in the annual evaluation of scientific researchers. The indicators for evaluating mentors' performance will be related to the scientific results of their mentees.
- ✓ Improving mentoring skills. Better skills are needed to support and establish fruitful and mutually beneficial professional mentor-mentee relationships. Formalised mentoring relationships will be encouraged by diversifying the scope of mentoring activities to include research ethics, professionalism, publication and patenting of research results, and their dissemination and communication. Members of the Scientific Council will be involved in continuously improving and promoting the habilitation of researchers for doctoral supervision.
- ✓ Support for mentees. Mentees who are also doctoral students will receive financial support from the Institute (up to EUR 1,500) in order to obtain high-quality scientific results more rapidly.

b. Recruitment / training of experienced researchers with strong international connections.

For recruitment, particular consideration is given to Romanian researchers from the Diaspora with significant results who wish to return (including beneficiaries of Fullbright scholarships), experienced foreign researchers who are interested in a contract, possibly for a fixed term, as well as Romanian researchers who wish to make a career change. These experienced researchers will provide sustainable support for research collaboration at national, international or EU level. The measures for implementing these directions are as follows:

¹ Original version in Romanian.

- ✓ Preparation of audits with a view to obtaining/maintaining the Seal of Excellence in Human Resources in Research (HRS4R) by implementing the specific requirements of the European Code of Conduct for the Recruitment of Researchers and the Romanian legislation in force, which will be analysed by the Scientific Council;
- ✓ Implementation of the Plan for staff recruitment and employment, including the above-mentioned Code and Romanian regulations, advertising job competitions (including on the Euraxess portal) through various media and widely circulated publications, collecting CVs, organising interviews, and selection criteria;
- ✓ Submission of funding applications for the continued development of the RDI infrastructure, which will provide an additional argument for attracting experienced researchers with international connections and visibility.

The recruited experienced researchers will be financed through specific projects resulting from project proposals submitted to various national and international programmes, including those concerning return and reintegration or HORIZON Europe, or funding opportunities under NRRP - C5 I8 Development of a programme for attracting highly specialised human resources from abroad to research, development and innovation activities

c. Bidirectional transnational secondments of researchers between INCDCP-ICECHIM and strategic partner entities, for the exchange of know-how and experience.

This direction aims both to expose young researchers to an international environment and provide them with the opportunity to exchange research ideas and approaches with staff and young researchers from other research entities, as well as to facilitate visits by experienced researchers for exchanges of experience and the preparation of funding applications in international partnerships. The expected results of these directions are joint works and publications, increased visibility of INCDCP-ICECHIM research results, a stimulating environment in which young researchers can successfully develop an academic career, and an increase in the number of international projects. The measures included in this direction are:

- ✓ Development of strategic partnerships with EU research entities and joint applications for projects supporting the mobility of young researchers, including bidirectional secondment (inter-academic projects, bilateral projects, etc.);
- ✓ Support for exchange-of-experience placements from Institutional Development Projects - Projects for financing excellence in RDI;
- ✓ Participation of INCDCP-ICECHIM researchers in new/emerging COST Actions and their use to support the mobility of young researchers through Short-Term Scientific Missions for early-career researchers (< PhD + 8 years);

- ✓ Inclusion in national research projects of the purchase of high-tech services and the right of access to advanced research infrastructure, and their use to support researcher secondments.

d. Strengthening collaborative links with leading companies in the field, including staff exchange.

Collaborative links with leading companies in the field result from direct research and development contracts and publicly co-funded collaborative research projects. These links will also be used for staff exchange, either through secondment or transfer. The specific measures for this direction are listed below:

- ✓ Preparation and continuous updating of a list of leading companies in the field interested in cooperation related to human resources development;
- ✓ Defining the requirements regarding the legislation in force and European good practices, including the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers;
- ✓ Identification of young researchers wishing to continue their careers in the field and of technologists prepared to be seconded in connection with technology transfer;
- ✓ Identification of researchers with entrepreneurial skills and their training through entrepreneurship courses in order to support them in establishing innovative spin-offs.

e. Improving both research and innovation competences in the identified niche areas.

The research and innovation competences of all Institute staff, senior and young researchers, particularly in the scientific niche area of INCDCP-ICECHIM, will be developed through the following measures, which will be supported by institutional projects, eligible dissemination and communication expenditure included in research projects, and non-reimbursable funds granted under various programmes and COST Actions:

- ✓ Development of a mechanism for the internal dissemination (e.g. seminars) of research results within the Institute, with a special focus on doctoral students and young researchers. This action will be combined with the activities of the research teams group and may lead to synergistic effects regarding research and innovation skills;
- ✓ Participation of INCDCP-ICECHIM staff in scientific and networking events, especially those events identified as significant for strengthening the research skills of our human resources, such as conferences and specialised seminars on selected INCDCP-ICECHIM topics;

- ✓ Encouraging and supporting young members of INCDCP-ICECHIM teams to participate in summer/winter schools in the field of interest.
- ✓ Organisation of idea fairs at Institute level and internal financing from own sources of proof-of-concept research projects preceding the submission of funding applications.

The programme of administrative measures for human resources development pursues three derived objectives:

- (i) increasing the success rate of funding applications for RDI projects, respectively training researchers capable of generating new ideas and new research directions and presenting them appropriately in funding applications;
- (ii) increasing the efficiency of research project implementation, with high-impact results (highly cited articles, patents/transferable technologies);
- (iii) attracting young graduates, training new researchers, and the continuous professional development of researchers.

To achieve the first derived objective, researchers recognised as leaders of working groups will be selected and trained in the theory of (research) projects, in order to optimise the processes of generating new research directions, as well as planning and management techniques and methods.