

HR Excellence in Research

Process Description

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Case number

2024RO298710

Name Organisation under review

The National Institute for Research & Development in Chemistry and Petrochemistry ICECHIM
Bucharest

Organisation's contact details

202 Splaiul Independentei, Bucharest, 060021, Romania

Date endorsement charter and code

09/12/2024

Process

The HR Excellence in Research strategy should be developed in consultation with stakeholders and involve a diverse group of researchers (from R1 to R4). It should also include the appointment of a committee to oversee the process and a working group to carry out the implementation.

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

Name	Position	Steering Committee	Working Group	Management line/ Department
Doni Mihaela	General Manager	☒	☐	General Management
Oancea Florin	Scientific Manager	☒	☐	Research Departments
Fierascu Radu Claudiu	Technical Manager	☒	☐	Technical Directorate
Cantacuz Magda Aura	Economic Manager	☒	☐	Economic/ Administrative Department
Ana Irina	Quality Manager	☒	☒	Quality Management Department
Frincu Rodica Mihaela	Working Group Coordinator/ R2	☐	☒	Technology Transfer Office
Carpan Ioana Anca	Legal Adviser	☐	☒	Legal Office
Georgescu Mariana	Human Resources Specialist	☐	☒	Human Resources Department
Petcu Cristian	Researcher R4	☐	☒	Research Groups
Enascuta Cristina Emanuela	Scientific Council Representative R4	☐	☒	Scientific Council/ Research Groups

Name	Position	Steering Committee	Working Group	Management line/ Department
Trica Bogdan	Researcher R2	☐	☒	Research Groups
Dudu Ioana Carmen	Quality Management Specialist	☐	☒	Quality Management Department
Hosu Ioana Silvia	Researcher R1 – appointed by General Manager decision 90/02.07.2026	☐	☒	Research Groups
Mirt Andreea Luiza	Researcher R3 – appointed by General Manager decision 90/02.07.2026	☐	☒	Research Groups

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a committee overseeing the process and a working group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researcher groups were involved in the gap analysis.

Stakeholder group	Consultation format	Contributions
Research Groups	Online survey	Internal assessment on the extent to which the Charter is already applied at institute level and suggestions for actions. The online internal survey included at least one question regarding each principle of the charter and was conducted anonymously, online (via Google forms), during the period 04-14.03.2025. 63 of 99 research staff replied to the survey. The answers were further analysed according to evaluators' recommendations to differentiate perception between R1-R2 and R3-R4
Research Institutes/ universities	Workshop, 29 January 2025	Open science and public involvement in shaping research agenda. How to better respond to society needs (University of Agronomic Sciences and Veterinary Medicine Bucharest, INC DIE ICPE-CA Bucuresti, Institute of Physical Chemistry -Ilie Murgulescu)
Public authorities	Workshop, 29 January 2025	Open science and public involvement in shaping research agenda. How to better respond to society needs (Romanian Government, Department for Sustainable Development, Regional Development Agency Bucharest Ilfov)

Stakeholder group	Consultation format	Contributions
Business / industry	Workshop, 29 January 2025	Open science and public involvement in shaping research agenda. How to better respond to society needs (Business Development Group SRL, Early Game Ventures, SEIMAF ENGINEERING, BEIA Consult International, Green Group, SC Ecopositive SA, Urban Cultor,
Associations/ civil society	Workshop, 29 January 2025	Open science and public involvement in shaping research agenda. How to better respond to society needs. Participants: Asociatia Română a Compostului, Reper 21, Asociatia Magurele Science Park, Climato Sfera, Academia de Compost)
Mass media	Workshop, 29 January 2025	INFOMEDIU EUROPA Magazine
International Organisations	Workshop, 29 January 2025	World Bank

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

The process was overseen by the institute's Steering Committee (Comitet de Directie). The decision to start the HRS4R process was taken on the meeting of 28.11.2024, and the working group coordinator was appointed and designated to administrate the institutional EURAXESS account. She was also invited to make proposals for members of the working group and a timeline for preparation of documents. The working group had to include a representative of the human resources department and legal council.

The Working Group (WG) was appointed by General Manager Decision no. 205/06.12.2024, and extended by by General Manager decision 90/02.07.2026, to include R1 and R3 representatives. The General Manager also attended the meetings of the WG.

The Steering Committee of the institute is the management body overseeing the HR Excellence in Research process. Its composition includes the General Manager and senior managers responsible for scientific, technical, economic/administrative and quality-management functions, ensuring institutional authority and cross-functional support.

The Steering Committee validates the strategic direction of HRS4R, confirms institutional resources, reviews major implementation risks and approves substantial changes to action deadlines, targets or responsibilities when these exceed the authority of the Action Owner or Working Group.

Following the Initial Assessment recommendations, the interaction between the Steering Committee and the Working Group has been formalised. The Working Group performs a formal implementation review every six months and submits a concise consolidated dashboard

covering action status, indicators/targets, evidence, risks, corrective measures and the next six-month milestone. The Steering Committee reviews this consolidated information at least every six months. Additional meetings may be convened when a material delay, risk or resource decision requires management intervention.

Decisions are recorded in concise minutes or existing institutional decision records. One consolidated HRS4R progress report is prepared annually and the Action Plan is reviewed annually. This cycle is aligned with the Institutional Strategic Development Plan 2025–2029 Roadmap, which also provides for six-month indicator monitoring.

Please describe how the working group doing the gap analysis was appointed.

The HRS4R Working Group was initially appointed by Decision no. 205/06.12.2024 and included representatives from research, Human Resources, Legal, Quality Management, the Scientific Council and the Technology Transfer Office. Following the European Commission Initial Assessment, the composition was formally extended by General Manager decision 90/02.07.2026 to include an R1 and an R3 researcher, while retaining R2 and R4 representatives. The Working Group therefore covers all four career stages R1–R4 and the main institutional functions relevant to implementation.

The Working Group Coordinator organises the operational process, consolidates evidence and coordinates the six-month review. Individual Action Owners remain responsible for implementation of their specific actions. Supporting departments contribute through their normal institutional responsibilities rather than through parallel HRS4R structures.

Operational roles are distributed as follows:

- Human Resources – OTM-R, recruitment, staff/recruitment data and career-development documentation;
- Quality Management – QMS integration, document/evidence control, audit support and risk assessment;
- Legal Office – legal compliance and review of relevant institutional rules;
- Scientific management / Scientific Council – researcher assessment, career development, mentoring and research-integrity governance;
- Technology Transfer / IP – FAIR/Open Science, intellectual property, knowledge valorisation and related awareness;
- IT / Communication – electronic recruitment support, bilingual website/public information and technical implementation.