

## TEMPLATE 4 – ACTION PLAN

Case number: 2024RO143134
Name Organisation under review: National Institute for Research and Development on Marine Geology and Geo-ecology
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SUBMISSION DATE: 30 JANUARY 2024

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	79
Of whom are international (i.e. foreign nationality) *	0
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	33
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	35
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	15
Of whom are stage R1 = in most organisations corresponding with doctoral level *	29
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	140
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	33325476
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	31808403
Annual funding from private, non-government sources, designated for research	1517033
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	

The National Institute for Research and Development for Marine Geology and Geoecology-GeoEcoMar has been active in the marine field since 1993, investigating various aspects related to coastal, deltaic and fluvial regions in general and in particular the Lower Danube-Danube Delta-Black Sea coastal area-Black Sea macro-geosystem. GeoEcoMar is a focal point for research, development, and innovation in Romania, promoting both fundamental and applied scientific research, and continuously improving its services to contribute to a better understanding of natural and anthropogenic processes in the marine environment. The institute's researchers have significant experience in the field of geosciences, with high international visibility.

## 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><i>free text maximum 500 words</i></p> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ the existence of an ethical and professional framework such as the Code of Ethics (and the related Ethics Committee), the Strategic Plan for Institutional Development 2022-2027, the Collective Labor Agreement, the Individual Labor Agreement, the specific procedures of the Internal Managerial Control System, the Integrated Quality-Environment-Occupational Health and Safety Management System, the Innovation Management System and so on.</li> <li>▪ the existence of a performance evaluation system in research activities that is applied in the institute annually (the evaluation includes qualitative and quantitative aspects);</li> <li>▪ the existence of an institutional culture oriented towards performance, scientific quality and permanent development;</li> <li>▪ the permanent concern for maintaining and developing the institute as a pole for promoting geosciences as well as research results;</li> <li>▪ the capacity of the research teams to produce applicable and relevant scientific results for the national and international community;</li> <li>▪ the existence of new research directions and thematic profiles appropriate to current national and international trends, regarding societal challenges and market requirements in the field of Earth Sciences;</li> <li>▪ the existence of strong links regarding traditional national and international partnerships and openness to establishing new internal and international cooperation partnerships (e.g. obtaining the status of a valued partnership with EXXON, which led to an increase in the number of collaborations with large companies of the field in the Black Sea);</li> <li>▪ the existence of numerous European policies - Green Deal and the Restore Oceans and Waters, Adaptation to Climate Change Missions of the Horizon Europe Program, as well as numerous other priorities and competitions that allow participation in European research consortia, but also competitions organized under the aegis of DG MARE, DG ENVIRONMENT, DG REGIO);</li> </ul>

	<ul style="list-style-type: none"> <li>▪ the presence of DANUBIUS-RI on the ESFRI 2016 Roadmap and the ESFRI 2018 and 2021 Roadmaps; winning and initiating the HORIZON EUROPE DANUBIUS-IP project (GeoEcoMar general coordinator), the existence of structural funds dedicated to the construction of the Romanian components for DANUBIUS-RI through POCIDIF;</li> <li>▪ the active presence of large offshore companies (oil and gas, offshore engineering, for the use of unconventional offshore energy resources) on the Black Sea continental platform, even if currently much reduced due to the war in Ukraine;</li> <li>▪ the freedom to carry out research and development activities, to initiate and submit proposals for research projects and to address new research topics;</li> <li>▪ the existence of facilities for storing research information/data, as well as researchers' access to the main national and international scientific platforms;</li> <li>▪ the existence of internal specialist support for consultation and coordination in the implementation of research projects (Project Management, Economic (Finance-Accounting-Payroll) and Legal departments, Human Resources, etc.).</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ non-existence of bilingual versions of the main programmatic documents existing in the research and development activity of the institute, as well as on the institute website, in order to inform and attract researchers from abroad;</li> <li>▪ reluctance of some researchers from the institute towards Open Access policies, storing data in the database according to the FAIR principles (Findable, Accessible, Interoperable and Reusable);</li> <li>▪ difficulties in creating a critical mass of certified mature and young researchers (CS I and CS II) and maintaining continuity between generations;</li> <li>▪ lack of participation of all researchers holding a doctorate in national/international project proposals as project director/responsible.</li> </ul>
<p><b>Recruitment and selection</b></p>	<p><i>free text maximum 500 words</i></p> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ compliance with the principles of transparency, non-discrimination, equal opportunities, in accordance with the internal regulations of the institute and in accordance with national legislation, for the recruitment and selection process of the institute's staff;</li> <li>▪ the existence of a management strategy oriented towards promoting and attracting young staff within the institute;</li> <li>▪ the existence of a procedural framework in the recruitment and selection of the institute staff, consisting in procedures, work instructions, regulations and carried out by institute level designated committees;</li> <li>▪ the existence of strong links with relevant universities in Romania in order to recruit and select young staff.</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ incomplete or insufficient information regarding both the job requirements and the competition process in the announcements.</li> <li>▪ announcements regarding the competition are only in Romanian language;</li> <li>▪ insufficient promotion of available positions internationally, especially on platforms such as <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a></li> <li>▪ the lack of aspects of the competition methodology at the institutional level that establish the scientific expertise criteria for selecting the members of the competition committees, which are determined by law.</li> </ul>

<p><b>Working conditions</b></p>	<p><i>free text maximum 500 words</i></p> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ national and international recognition as one of the leading institutions in the field of Earth sciences research, including due to the expertise of its researchers;</li> <li>▪ competitive salary system, which promotes performance and involvement in projects and works, the application of basic principles of social protection;</li> <li>▪ ensuring optimal working conditions for employees (renovated workspaces and high-performance equipment, internationally competitive to ensure the achievement of publishable or exploitable results in other ways;</li> <li>▪ specialized research infrastructure, most of which is unique in Romania, located on board the Mare Nigrum ship;</li> <li>▪ staff stimulation with outstanding results in research-development-innovation activities by implementing a coherent system of financial incentives for staff who publish scientific papers in ISI-listed journals with a high impact factor/patentable results;</li> <li>▪ access to the database for the Danube-Danube Delta-coastal area-Black Sea macrosystem, with numerous information from specific areas of GeoEcoMar;</li> <li>▪ the existence of a work schedule that allows the possibility of opting for a variable and remote work schedule (telework - in the event of a solid motivation of the employees), established by the Collective Labor Agreement and individual labor contracts;</li> <li>▪ special attention for employees returning after a period of interruption of activity (parental leave, maternity/paternity leave or carer's leave, as provided for in the CCM;</li> <li>▪ ensuring stability and continuity of employment for all employees;</li> <li>▪ supporting and representing and consulting employees in management and decision-making bodies (Scientific Council, Board of Directors, Occupational Health and Safety Committee, Union).</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ lack of working conditions for potential employees with reduced mobility;</li> <li>▪ lack of optimal facilities for carrying out research activities in a hybrid work system or work from home, in order to obtain results.</li> </ul>
<p><b>Training and development</b></p>	<p><i>free text maximum 500 words</i></p> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ the existence of a high level mobility of the institute staff, through the resources made available in research projects, as well as the availability to travel in the country and abroad, in view of the dissemination of the results of the research activity, or to represent the institute at various national/international events;</li> <li>▪ ensuring the continuous professional development of the research staff by participating in training/improvement/mobility internships, supporting participation in doctoral and postdoctoral programs, scholarships awarded, promotion in scientific degrees, increasing skills in the field of technology transfer and project management;</li> <li>▪ the existence of a varied scientific expertise of the institute staff that helps to develop the skills of young researchers;</li> <li>▪ ensuring the theoretical and practical training of young researchers, but also their training in the field of project management/innovation management/risk</li> </ul>

	<p>management in research activity/other management systems with an impact on research;</p> <ul style="list-style-type: none"> <li>▪ the existence of a large and qualified staff, with experience in the field of Earth sciences, able to facilitate the rapprochement between the research environment and the business environment and to contribute to an easier and more efficient identification of the real needs expressed by private enterprises;</li> <li>▪ the existence of a real concern for attracting students from the country and abroad, who can be employed in practical activities within the institute (through activities such as guidance, evaluation, providing feedback).</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ the lack of a procedure for career development and capitalizing on any opportunities in this direction;</li> <li>▪ the lack of periodic training for mastering the rules on intellectual property and authorship/co-authorship;</li> <li>▪ the decrease in mentoring activity for young researchers due to workload and time constraints;</li> <li>▪ the lack of standardized documents on training and mentoring, such as a research career development policy or an internal procedure/regulation focused on mentoring activity at each stage of the research career;</li> <li>▪ lack of an institutional career counseling system;</li> <li>▪ lack of specialized mentors at the institute level (or external persons) to provide training on career planning, professional development opportunities, etc.;</li> <li>▪ lack of training courses on general topics necessary for a researcher's career, such as research methodologies, research project planning, ethical aspects in research projects.</li> </ul>
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### 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):

<https://geoecomar.ro/en/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:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/ semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
<b>Action 1</b> Creating a section dedicated to relevant information about freedom of research, limitations and opportunities in research on the institute's website	1-Research freedom	Semester 2/2024 - Semester 1/2025	Scientific Council Scientific Director	Number of documents available within section / 2 new or updated documents per year Number of users per year / 50 users per year

<p><i>Action 2</i> Supporting researchers to perform research activities in other domains that those specific to their department</p>	<p>1-Research freedom</p>	<p>Semester 1/2025 - Semester 2/2025</p>	<p>Scientific Council Scientific Director</p>	<p>Number of researchers involved in research activities not specific to their department / 10 researchers per year Number of projects involving collaboration between departments / 2 projects per year</p>
<p><i>Action 3</i> Updating the section dedicated to information on ethical principles application and Commission of ethics activity on the institute's website <a href="https://geoecomar.ro/informatii-de-interes-public/solicitare-informatii-legislatie/">https://geoecomar.ro/informatii-de-interes-public/solicitare-informatii-legislatie/</a></p>	<p>2-Ethical principles</p>	<p>Semester 1/2024 - Semester 2/2024 Continuously</p>	<p>Commission of ethics Scientific Director</p>	<p>Number of documents available within section / 2 new or updated documents per year Number of users per year / 50 users per year</p>
<p><i>Action 4</i> Development and dissemination to researchers of a guide regarding professional responsibility with accent on new tendencies related to open data, open science</p>	<p>3- Professional responsibility</p>	<p>Semester 2/2024 - Semester 2/2025</p>	<p>Commission of ethics Scientific Director</p>	<p>Guide on professional responsibility (both in Romanian and English) / 1 guide available and disseminated to researchers Number of training sessions on professional responsibility guide per year / 2 training sessions per year Number of trained researchers on professional responsibility guide per year / 20 trained researchers per year</p>
<p><i>Action 5</i> Development of a Guide/Internal Regulation on internal regulations regarding the implications/obligations of the researcher/institution/funder regarding the results obtained in the context of different types of funding/service contracts for research and innovation activities. Training courses and support for young researchers in order to submit project proposals within national and especially international competitions</p>	<p>4- Professional attitude</p>	<p>Semester 2/2024 - Semester 2/2025</p>	<p>Scientific Director/ Project Management Resp.</p>	<p>Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 20 trained researchers per year</p>
<p><i>Action 6</i> Organising yearly training sessions on contractual and legal obligations within research activity</p>	<p>5- Contractual and legal obligations</p>	<p>Semester 2/2024 - Semester 2/2025 Continuously</p>	<p>Scientific Council/ Project Management Resp./ QM Manag</p>	<p>Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 20 trained researchers per year</p>

<p><i>Action 7</i> Organizing training sessions on researcher responsibilities regarding cost-effectiveness in relation to achievements for better awareness of responsibilities towards society. Encouraging researchers to get involved in activities of communicating research results to society (social responsibility).</p>	<p>6- Accountability</p>	<p>Semester 2/2024 - Semester 2/2025 Continuously</p>	<p>Project Management Resp./ Scientific Director</p>	<p>Number of training courses per year / 2 training sessions per year</p>
<p><i>Action 8</i> Maintaining and developing the research project management platform (ManPro)</p>	<p>6- Accountability 7-Good practice in research</p>	<p>Semester 2/2024 - Semester 2/2025 Continuously</p>	<p>Project Management Resp./ Scientific Director</p>	<p>Number of training courses per year / 2 training sessions per year Number of trained employees per year / 20 trained employees per year</p>
<p><i>Action 9</i> Development and dissemination to the personnel of a guide related to procurement process within research projects</p>	<p>6- Accountability 7-Good practice in research</p>	<p>Semester 2/2024 - Semester 1/2025</p>	<p>QM Manag/ Resp. for Public Procurement</p>	<p>Share of researchers with access to guide on procurement process within research projects (both in Romanian and English) / 100% researchers with access to the guide on procurement process within research projects</p>
<p><i>Action 10</i> Developing and disseminating to researchers a guide dedicated to good practices in research activity that also transposes the provisions contained in the General Data Protection Regulation – GDPR</p>	<p>7-Good practice in research</p>	<p>Semester 2/2024 - Semester 1/2025</p>	<p>Scientific Council/ Juridical Office /GDPR Responsible</p>	<p>Share of researchers that can access the guide on good practices within research activity (both in Romanian and English) / 100% researchers with access to the guide on good practices within research activity</p>
<p><i>Action 11</i> Organising training sessions on response in case of disasters, work safety and risk prevention Training sessions on work safety conditions and risk prevention in research activity</p>	<p>7-Good practice in research 23-Research environment 24-Working conditions</p>	<p>Semester 2/2024 - Semester 1/2025 Continuously</p>	<p>Scientific Council/ Work safety and health specialist, Resp. for preventing and extinguishing fires</p>	<p>Number of training courses per year / 2 training sessions per year Share of trained researchers per year / 100% researchers trained</p>
<p><i>Action 12</i> Development on the GeoEcoMar internal network of a section dedicated to the step-by-step research process</p>	<p>7-Good practice in research 8- Disseminatio</p>	<p>Semester 1/2025 - Semester 2/2025</p>	<p>Scientific Council/ IT Resp.</p>	<p>Number of training courses per year / 1 training sessions per year Share of trained researchers per year / 100% researchers trained</p>

that also includes examples of good practices.	n, exploitation of results			
<i>Action 13</i> Training sessions regarding the identification of the results obtained from research activity that can be introduced on the market in the form of new technologies / products / services	8- Dissemination , exploitation of results	Semester 1/2025 - Semester 2/2025 Continuously	Scientific Director/ Project Managers	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 20 trained researchers per year
<i>Action 14</i> Ensuring that the institute's promotional actions also contain topics of interest and understanding to the general public, given its priorities and concerns regarding science and technology.	9-Public engagement	Semester 1/2025 - Semester 2/2025	Scientific Council/ PR Resp.	Guidelines/procedures for the dissemination and communication of research results, in a manner that can be understood by non-specialists, thus contributing to improving public understanding of scientific knowledge per year / 1 Guidelines/procedures per year
<i>Action 15</i> Training and evaluation sessions with knowledge of GeoEcoMar's Gender Equality Strategy and Plan	10-Non discrimination	Semester 1/2025 - Semester 2/2025	Scientific Council/ GEP Resp.	Number of training courses and evaluations per year / 2 training sessions per year Number of researchers trained and evaluated per year / 20 researchers trained per year
<i>Action 16</i> Improving evaluation sheets with teaching activities, supervision and guidance activities, execution of administrative tasks, carrying out public awareness activities, etc.	11- Evaluation/ appraisal systems	Semester 1/2025 - Semester 2/2025	Scientific Council/ QM Manager	Number of improved sheets per year. 100% sheets completed /year
<i>Action 17</i> Elaboration of OTM-R policy	12- Recruitment 13- Recruitment (Code)	Semester 2/2024 - Semester 1/2025	Director General/ Council/ Steering Committee/ HR compartment/ QM Manager	OTM-R strategy/policy available both in Romanian and English / 1 OTM-R strategy / policy developed OTM-R strategy/ policy published on HRS4R section on institute's website / 1 OTM-R strategy / policy publicly available Number of training courses for OTM-R / 2 training sessions per year Number of staff following training in OTM-R / 20 trained researchers per year Quality control system outlined within OTM-R policy /1 revision



				<p>of quality control system outlined within OTM-R policy per year</p> <p>OTM-R policy to include statement on the need for gender balanced commissions /</p> <p>1 Statement on gender balanced commissions included within OTM-R policy</p>
<p><i>Action 18</i></p> <p>Regular use of <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a> not only in the case of vacant positions within research projects but for all available job positions.</p>	<p>12- Recruitment 13- Recruitment (Code)</p>	<p>Semester 2/2024 - Semester 1/2025 Continuously</p>	<p>Director General/ Scientific Director/ HR compartment</p>	<p>Development and implementation of the OTM-R strategy.</p> <p>Update the Methodology for filling research positions and vacant management positions, in accordance with the mandatory OTM-R requirements.</p> <p>Development and display of the competition methodologies also in English.</p> <p>Creation of a section dedicated to employment on the GeoEcoMar website (Careers).</p> <p>Web-based tools used for recruitment when a job vacancy is advertised (at least <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a> / 100% of job positions adverts published on web recruitment tools</p> <p>Share of job adverts posted on EURAXESS / 100 % of job adverts posted on EURAXESS.</p>
<p><i>Action 19</i></p> <p>Updating the recruitment and selection procedures of personnel within the own management systems with information on the method of selecting committee members, future development prospects, providing feedback to rejected candidates, defining mentoring activities. Improving the vacancy announcement with the above information</p>	<p>12- Recruitment 13- Recruitment (Code) 14-Selection (Code)</p>	<p>Semester 2/2024 - Semester 1/2025</p>	<p>Director General/ Management Systems Compartment HR compartment</p>	<p>Share of staff with access to revised PS-05 Human resources and IL 17-Recruitment of research personnel procedures (date of last update, ensure that is sent to all staff) / Revised procedures, 100% researchers with access to revised procedures</p> <p>Number of training sessions on IL01_RS Recruitment of research personnel procedures / 1 training sessions, 100% researchers trained</p>

<p><i>Action 20</i> Detailing the Careers section, dedicated to employment on the GeoEcoMar website, with points 1-7, from the Charter and Guide, and which should also include information about career development opportunities at national and European level, useful links to dedicated European platforms (EURAXESS, ResearchComp, etc.), courses and directions for personal and professional development of research staff.</p>	<p>15- Transparenc y (Code)</p>	<p>Semester 1/2025 - Semester 2/2025 Continuously</p>	<p>Director General/ Scientific Director/ HR compartment</p>	<p>Number of visitors per year / 50 users per year. Percentage of candidates who accessed the institute's website and declared themselves informed 100%</p>
<p><i>Action 21</i> Revising the evaluation criteria with emphasis on the qualitative evaluation of the research activity in relation to the career level.</p>	<p>16-Judging merit (Code)</p>	<p>Semester 1/2025 - Semester 2/2025</p>	<p>Director General/ Management Systems Compartment HR compartment</p>	<p>Number of documents updated and distributed in the institute / 2 new documents / per year regarding the evaluation criteria in assessing merits.</p>
<p><i>Action 22</i> Creating a section on the institute's website dedicated to mobility opportunities</p>	<p>18- Recognition of mobility experience (Code) 29-Value of mobility</p>	<p>Semester 2/2025 Continuously</p>	<p>Director General/ Scientific Director/ IT Respon.</p>	<p>Website section of mobility opportunities / 1 website section on mobility opportunities Number of users per year / 40 users per year</p>
<p><i>Action 23</i> Development of internal regulations regarding remote working conditions and development of institutional remote working information capacity</p>	<p>23-Research environment 24-Working conditions</p>	<p>Semester 2/2024 - Semester 1/2025</p>	<p>Director General/ Management Systems Compartment HR compartment</p>	<p>Share of researcher with access to internal regulation on remote working (both in Romanian and English) / 1 internal regulation developed and implemented, 100% of staff with access to internal regulation on remote working</p>
<p><i>Action 24</i> Implementing individual career development plans for research staff and using them in regular staff evaluations and providing bi-directional feedback between superior and employee. Developing plans to strengthen the managerial skills of research staff who are new to management positions. Developing plans for senior researchers who have proven their willingness to mentor young researchers for career development</p>	<p>28-Career development 30-Access to career advice 36-Relation with supervisors 37- Supervision and managerial duties 38- Continuing</p>	<p>Semester 2/2024 - Semester 2/2025</p>	<p>Director General/ Management Systems Compartment HR compartment</p>	<p>Number of documents implemented and distributed to researchers (2) /number of researchers benefiting from the implemented mentoring and career support system (10)/year</p>

and capitalizing on any opportunities in this direction.	professional development			
<i>Action 25</i> Elaboration of a procedure/internal regulation focused on the mentoring activity in each stage of research career including: setting up the framework for selection of mentors (from R4 researchers); types of mentoring activities; setting up the framework for monitoring and evaluation.	28-Career development 30-Access to career advice 33-Teaching 36-Relation with supervisors 37-Supervision and managerial duties 38-Continuing professional development 40-Supervision	Semester 1/2025 - Semester 2/2025	Scientific council Management Systems Compartment /HR Compartment	Share/number of researchers with access to internal procedure/regulation focussed on mentors activity in each stage of research career / 1 developed procedure, 100% of researchers with access to the procedure, 10 young researchers per year benefits from mentor support
<i>Action 26</i> Developing specific agreements for the exploitation of intellectual property rights and copyrights of GeoEcoMar researchers, in accordance with specific legislation.	31-Intellectual Property Rights	Semester 1/2025 - Semester 2/2025	Scientific council/ Legal Adviser/ Technology transfer and innovation Department	Number of researchers with access to the documented policy on IPR and exploitation of research results (both in Romanian and English) / 1 documented policy developed, 100% of researchers with access to the policy
<i>Action 27</i> Training of early-stage researchers on intellectual property rights and exploitation of research results	31-Intellectual Property Rights	Semester 1/2025 - Semester 2/2025	Scientific council/ Legal Adviser/ Technology transfer and innovation Department	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 20 trained researchers per year
<i>Action 28</i> Elaboration of a co-authorship procedure at the GeoEcoMar level	32-Co-authorship	Semester 1/2025 - Semester 2/2025	Scientific council/ Technology transfer and innovation Department/ Management Systems Compartment	Share of researchers with access to internal procedure on co-authorship (both in Romanian and English) / 1 developed procedure, 100% of researchers with access to procedure
<i>Action 29</i> Training of researchers in the field of co-authorship (qualification as	32-Co-authorship	Semester 1/2025 -	Scientific council/	Number of training courses per year / 2 training sessions per year

author/co-author, protection and exploitation of intellectual property rights).		Semester 2/2025	Technology transfer and innovation Department/ Management Systems Compartment	Number of trained researchers per year / 20 trained researchers per year
<i>Action 30</i> Developing training programs and course packages specific to each career level.	33-Teaching 39-Access to research training and continuous development	Semester 1/2025 - Semester 2/2025	Scientific council / Scientific Director /HR Compartment	Professional training packages specific to each career stage (available both in Romanian and English) / 2 professional training packages per year, 100% of researchers with access to training packages
<i>Action 31</i> Organising training sessions on the internal regulations and structure responsible for solving complains/appeals	34- Complains/ appeals	Semester 1/2024 - Semester 2/2025 Continuously	Director General/ Commission of ethics/ Management Systems Compartment	Number of training courses per year / 2 training sessions per year Number of trained researchers per year / 50 trained researchers per year Statistics on complaints / 1 statistic per year

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organization 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 comment 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)*

The recruitment and selection process of the institute's staff complies with the principles of open, transparent, merit-based recruitment, established by national regulations that have been transposed both in the GeoEcoMar Collective Labor Agreement and in the Framework Methodology for Position Competitions and Integrated System Procedures. The gap analysis identified both the need to review all documents defining these processes, as well as to complete the administrative attributions of the human resources department to implement the mandatory OTM-R requirements. Since GeoEcoMar does not yet have a documented OTM-R strategy/policy, the implementation period of the initial action plan will be mainly focused on the development of the OTM-R policy/strategy as well as the development/implementation of additional documents/methodologies/procedures (described in the Actions section) to ensure the successful implementation of the OTM-R strategy. Training courses for both the OTM-R policy and principles as well as the additional documents/procedures will also be organized. All proposed actions attempt to provide a coherent approach being the result of the stakeholder consultation, the gap analysis and the OTM-R checklist. All relevant information will be posted on the institute's website. Thus, for the application of the OTM-R and the AP at the institutional level, a team will need to be designated to ensure their implementation. Given the complexity of the entire process, the actions will be distributed in a balanced manner throughout the entire process. Each measure will be monitored and corrected immediately, if necessary.

If your organization already has a recruitment strategy that implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organization's website:

URL: Not yet, the OTP-R strategy will be developed during the implementation of the Action Plan and will be published on <https://geoecomar.ro/en/hrs4r/>

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

*(free text, 1000 words maximum)*

The Action Plan was developed based on a careful GAP analysis, the OTM-R checklist, and GeoEcoMar's internal practices, thus identifying urgent improvement issues to be in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The Coordination Committee will be responsible for coordinating and evaluating the implementation of the Action Plan. The members of the working group involved in the initial phase will constitute the core team (the working group will be divided into teams dedicated to each action direction and the teams will constantly interrelate in order to harmonize actions and correlate implementation efforts).

GeoECoMar's research staff will be involved in the implementation of the Action Plan as follows:

- Through the Working Group, which includes the vast majority of the heads of teams/laboratories or their representatives. The people who worked in the initial phase will continue to play the role of main vectors for the implementation of the action plan, will disseminate and provide feedback from the research staff to the implementation structures.
- Through decisions and resolutions recorded during the meetings of the Scientific Council, where the research community will significantly influence the implementation process through its representatives.
- Through periodic (annual) surveys/evaluation of the research staff.

The implementation of the AP will have to be carried out on two levels: one at the level of each structural unit (collectives/laboratories, administrative offices) in order to identify specific needs and possible implementation difficulties and a second level, at the level of the entire institute, in order to harmonize the measures ordered accordingly.

An internal review of the HRS4R strategy will be carried out periodically taking into account either possible impediments to the implementation of the AP identified by members of the scientific community or updates to the Charter regulations at European level. The working group will review the C&C principles and the OTM-R policy and consider possible adaptations needed to prevent the likelihood of failure to meet the proposed objectives.

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

<b>Checklist</b>	<b>*Detailed description and duly justification</b>
How will the implementation committee and/or steering group regularly oversee progress?	<i>free text 500 words maximum</i> The Steering Committee will periodically review, during the Scientific Council meetings, the status of the implementation of the Action Plan, through the monthly report prepared by the Working Group, and will propose the corrective measures necessary to resolve issues, should they arise during the process. The Steering Committee is responsible for

	<p>discussing with the relevant stakeholders (Board of Directors, Union) the measures necessary to implement the Action Plan. The GeoEcoMar Management will review the proposals and decide on the resolution of measures for the implementation of the Action Plan.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p><i>free text 500 words maximum</i></p> <p>The Coordination Committee structure is represented by the first line of management of GeoEcoMar, with a decision-making role, but also a consultation role on human resources issues. The composition of the Working Group includes both the heads of teams/laboratories or their representatives, as well as staff from the administrative department, which makes all the research activity covered, analyzed and represented in its complexity. The members of the working group involved in the initial phase will constitute the core team (The working group will be divided into teams dedicated to each direction of action and the teams will constantly interrelate in order to harmonize actions and correlate implementation efforts). GeoEcoMar research staff will be involved in the implementation of the Action Plan as follows:</p> <ol style="list-style-type: none"> <li>1. through the Working Group, which includes the vast majority of the heads of teams/laboratories or their representatives. The people who worked in the initial phase will continue to fulfill the role of main vectors for the implementation of the action plan, will disseminate and provide feedback from the research staff to the implementation structures.</li> <li>2. through decisions and resolutions recorded during the Scientific Council meetings, where the research community will significantly influence the implementation process through its representatives.</li> <li>3. through periodic (annual) surveys/evaluation of research staff.</li> </ol> <p>The implementation of the Action Plan will have to be carried out on two levels: one at the level of each structural unit (collectives/laboratories, administrative offices) in order to identify specific needs and possible implementation difficulties, and a second level, at the level of the entire institute, in order to harmonize the measures taken accordingly.</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><i>free text 500 words maximum</i></p> <p>GeoEcoMar wants to develop an organizational culture, in accordance with the strategies developed at the European community level, in the field of human resources. An internal review of the HRS4R strategy will be carried out periodically taking into account either possible impediments in the implementation of the Action Plan, identified by members of the scientific community, or updates to the Charter regulations at the European level. In order to prevent the likelihood of failure to meet the proposed objectives, the Working Group will consider possible adaptations of the C&amp;C principles and the OTM-R policy, to the institutional rules, specificities and principles. The Institutional Strategic Plan, the Collective Labor Agreement, the Internal Regulations, all contain aspects of the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. However, GeoEcoMar is concerned with the correlation of all normative documents</p>

	with the essential requirements of the C&C. The permanent update of the HR strategy at the institutional level according to the recommendations of the European Commission will support GeoEcoMar's evolution towards excellence in research by improving the working conditions and career development offered to researchers.
How will you ensure that the proposed actions are implemented?	<i>free text 500 words maximum</i> The proposed Action Plan is supported by the management of GeoEcoMar. The implementation process will involve regular meetings/discussions with relevant stakeholders (Board of Directors, Union). The working group members involved in the initial phase will constitute the core team (the working group will be divided into teams dedicated to each direction of action and the teams will constantly interrelate in order to harmonize actions and correlate implementation efforts). The implementation of the proposed actions will be ensured by achieving the proposed targets (document development, training, activity on the institute's website, etc.).
How will you monitor progress (timeline)?	<i>free text 500 words maximum</i> Through the monthly monitoring of the Working Group reports, within the Scientific Council meetings, GeoEcoMar will ensure that the proposed actions are implemented. As a progress monitoring tool, a calendar model will be used, which will contain the proposed deadlines for the proposed indicators/targets for the implementation of the actions, the implementation status, measures, obstacles/risks in the implementation process, etc.). GeoEcoMar management is responsible for making decisions to mitigate negative effects, control implementation risks and eliminate problems that may arise during the implementation process.
How will you measure progress (indicators) in view of the next assessment?	<i>free text 500 words maximum</i> Monthly monitoring of the Working Group reports, within the Scientific Council meetings, will demonstrate the progress of the implementation of the Action Plan. Additionally, the indicators will be assessed in the planned internal audits (once a semester). The implementation of the HRS4R strategy will be measured, in the medium and long term, also through the feedback of external stakeholders, who will assess the potential vacancies, but also through the level of satisfaction of internal stakeholders.

Additional remarks/comments about the proposed implementation process:

*(free text, 1000 words maximum)*  
The principles of the European Charter and the Code of Conduct on Recruitment are largely respected through the existing regulations and documented information in GeoEcoMar. However, the implementation of the HRS4R strategy represents an opportunity to make the institute more visible, more competitive and more successful, despite the tough changes it will require. GeoEcoMar will treat this opportunity as a very ambitious and challenging project and of interest in the development of researchers' careers and for attracting talents, depending on the available financial resources.