TEMPLATE 4: ACTION PLAN

Case number: **2022RO782646**
Name Organisation under review: Universitatea de Vest din Timișoara (West University of Timișoara)
Organisation's contact details: Bd. Vasile Pârvan no. 4, 300223, Timișoara, Timiș, Romania

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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	1348 (752 – academic staff, 596 - bursary holders, PhD. students either full-time or part-time involved in research)
Of whom are international (i.e. foreign nationality)	48 (8 – academic staff, 40 - bursary holders, PhD. Students)
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1 (academic staff)
Of whom are women	783 (417 – academic staff, 366 - bursary holders, PhD. Students)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	622
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	140 (130 - academic staff, 10 – postdoctoral researchers)
Of whom are stage R1 = in most organisations corresponding with doctoral level	586
Total number of students (if relevant)	15405
Total number of staff (including management, administrative, teaching and research staff)	1240
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	82.106.811
Annual organisational direct government funding (designated for research)	837.410
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4.051.221
Annual funding from private, non-government sources, designated for research	436.841
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The West University of Timişoara is a comprehensive higher education institution. It is the largest higher education and research centre in Western Romania. WUT has 11 faculties and a Teacher Training Department, offering study programmes at Bachelor, Master, and Doctoral Levels. Some bachelor and master programmes (a few) are offered in English, French or German. The West University of Timişoara coordinates or partners in multiple national and international research projects implemented with the support of our research centres. The university's strong focus on quality in an increasingly competitive and globalised academic world is acknowledged in international rankings worldwide.

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	**STRENGTHS:** • All students (bachelor, master and PhD students) have a compulsory course on ethics / research ethics • The West University has an Institutional Review Board that ensures that all conducted research meet appropriate ethical standards as well as GDPR standards • All theses, dissertations, and bachelor papers are screened for plagiarism under strict regulations. • In line with the University Charter and the Code of Ethics and Deontology no form of discrimination is allowed or encouraged at UVT. • There are strong accountability mechanisms as each expenditure related to a grant is subject to WUT's Finance-Accounting Department checking compliance with national legislation. Periodic and final project implementation reports (technical and financial), alongside financial audits (internal or external), are submitted to the funding authority, as required by each funding contract. • The university management is preoccupied with strengthening the professional and ethical aspects through a reforming vision and an international outlook. • The existence of professional connections with individuals or international institutions. Our membership in networks like CERN has brought us major advantages. • Improving the research environment by implementing a performance evaluation system. • The support provided by the university through the organisation of mentoring programs, including mentoring for innovative entrepreneurship facilitating technology and knowledge transfer.

	WEAKNESSES:
	• In general, few international grant applications for international competition can highlight a limited professional responsibility regarding research activity compared with the top 5 universities from Romania. • The possible gap between research areas from the university and the development needs in scientific research. • Gap between formal documents and managerial practices in faculties and departments. • In some areas of research, a low level of know-how in entrepreneurship and collaborations with the socioeconomic environment (and for the area of technology transfer) may highlight a limited interest in commitment to society. • In general, few funding applications submitted in research competitions can highlight a low level of ability to write the proposal applications or a small interest to attract resources for the research. This situation can be interpreted as a low level of professional responsibility in the organisation. • Many of the staff whose work also has a research character are (over)burdened with administrative tasks that reduce their time dedicated to research, according to national legislation.
Recruitment and selection	STRENGTHS • The university management is preoccupied with strengthening the professional and ethical aspects through a reforming vision and an international outlook. • The existence of professional connections with individuals or international institutions. • Offering a dynamic and diverse academic environment with a variety of educational options and opportunities for professional development through the existence of a diverse and high-performing academic portfolio • The recruitment and selection process within the university's research bodies has been improved by the opening of the ICAM research centre focused on STEM and applied research potential for improved innovation performance. • Improving the research environment by implementing a performance evaluation system. • To stimulate the recruitment process of researchers, it is policy to allow supplementation of income through the surplus from winning grants. • The presence of Internal researchers interested in research and innovation activities creates a vibrant and collaborative research environment that fosters knowledge-sharing, creativity, and innovation. • The staff selected by the university must have high scientific expertise in smart specialisation areas, bringing a high potential for innovation, technology, and knowledge transfer. • Another factor considered in the recruitment process is the previous experience accumulated within the university in the entrepreneurial sphere through projects intended for entrepreneurial students and staff, respectively grants in partnership with economic actors. • Offering a dynamic and diverse academic environment with a variety of educational options and opportunities for professional development through the existence of a diverse and high-performing academic portfolio

	• The attractiveness offered by the research infrastructure within the ICAM research centre is an advantage for innovation and cooperation within the social and economic environments. • Our recruitment efforts are enhanced by the reputation of the university and its brand among researchers and teaching staff. • Absorption of Ph.D. students with successfully completed theses due to the many number of Ph.D. supervisors who can give their students more attention and help. • Open innovation know-how gathered in the Living Lab system. • Intellectual Property strategy to safeguard the management of IP generated from research and innovation activities performed by University staff. • A dedicated programme for incentivizing innovation and technology transfer adopted in February 2023 – U InnoVaTe. **WEAKNESSES** • Low awareness among several teaching staff of the need to change academic practice, especially adapting and encouraging the achievement of scientific results with international relevance. • A relatively low number of researchers or teaching staff in established fundamental research fields such as chemistry, biology, physics, or mathematics. • The low relevance of the incentives offered for development and innovation activities, according to national legislation, compared to the incentives for a professional career based on the publication of scientific articles. • A human resources policy focused on promoting and increasing the loyalty of departmental members and less on hiring competitive human resources from outside the institution. • The undersizing of human resources in scientific fields with research potential in the STEM area, such as biology and chemistry and the difficulty of resolving this on a merely institutional level. • The lack of interest among certain scientific fields' personnel towards developing research skills, citing the priority of teaching activities • Low salaries (less competitive salaries) for the European market, particularly for entry-level positions and for highly performant researchers. • Lack of transdisciplinary teams that could investigate complex issues, with a higher impact at the economic and/or social level.
Working conditions	**STRENGTHS** • Providing the necessary conditions for research studies and publication in high-impact journals (Q1-Q2) and Open Access. • Offering a dynamic and diverse academic environment with a variety of educational options and opportunities for professional development by the existence of a diverse and high-performing academic portfolio • The recruitment and selection process within the university's research bodies has seen an improvement with the opening of the ICAM research centre with a wide area of coverage in STEM. • Access to specialised literature and documentation that provide a more stimulating and attractive work environment, which can increase professional satisfaction.

	• The existence of strategic partners of UVT from the socio-economic environment that create opportunities for collaborative research projects, access to industry expertise, and knowledge-sharing with industry partners. • A competitive research infrastructure, particularly in ICAM, - an advantage for innovation and cooperation with the socio-economic environment. • The existence of supportive departments (DMACDI, DAIP, CITT-UVT) that help researchers at WUT, help researchers to focus on their core research activities, improving their efficiency and productivity. • A competitive research infrastructure, particularly in ICAM, that attracts top-level researchers and students, and promotes knowledge-sharing and technology transfer. **WEAKNESSES** ●Fields of research generate a limited impact regarding the transfer of knowledge (a lot of programmes in humanistic and social fields and few study programs in STEM). • Unequal research facility development (very competitive in the area of environmental sciences, less competitive in other fields). Lack of technicians (personnel with expertise in using such equipment).
Training and development	**STRENGTHS:** • Curricula for the preparation of doctoral students have been recently updated, with a clearer description of the entire process of doctoral training in accordance with performance indicators and criteria. • The Doctoral Studies Plan is correlated with the quality criteria imposed by national research standards. • Doctoral students take part in activities related to personal development as webinars/workshops (efficient learning development skills, socio-emotional development skills, career planning and employability skills) or as individual counselling sessions (educational and vocational counselling, career counselling, personal improvement counselling). These activities are provided by the Career Planning and Development Center. • Doctoral schools in cooperation with research centres and departments provide doctoral students with yearly entrepreneurship workshops. • Monitoring and mentoring are clearly defined by regulations regarding PhD students and postdoctoral researchers. • WUT provides early career researchers with motivating packages: START GRANT facilitates the integration of human resource among teaching and/or research staff in the early stages of the career, DEVELOP GRANT offers support for the professional development of researchers and staff who are not in their first year of activity at UVT. • Dedicated strategic action on Open Governance and Training of WUT research community in the area of innovation, entrepreneurship and technology and knowledge transfer, via the U InnoVaTe Programme. • Innovation and Entrepreneurship Capacity has been built based on the strategic partnership with the European Institute for Innovation & Technology during the INNOUNITA project, a pilot in the EIT HEI Initiative calls.

	WEAKNESSES:
	• If the activity of Ph.D. students and postdoctoral researchers is clearly regulated and their training follows a clearly defined path, which meets all necessary research quality criteria, the monitoring of the activity of early career researchers – research or teaching assistants, who are Ph.D. students or doctors, needs improvement:
	• The job description file of research assistants does not currently reflect their status as early career researchers (e.g., the indicators and criteria should be distinct from those related to the doctoral training program, in the case of Ph.D. students, from the postdoctoral program, for postdoctoral researchers, or from teaching staff). The job description file should explicitly mention indicators meant at increasing individual performance with institutional relevance (mobilities, study/research grants etc.)
	• Monitoring and mentoring for early career researchers (assistants who are no longer PhD students or postdoctoral researchers) is not clearly defined. Research centres or departments in UVT are advised to include mentoring activities for senior staff (one senior staff member can monitor max. 3 early career researchers/assistants). This mentoring and monitoring should result in yearly reports that can assess the progress of the early career researcher and suggest improvements, if necessary.
	• Trainers' training is not emphasised enough. While the Academic Development Centre offers specific counselling for academic staff (especially teaching staff), more emphasis needs to be put on the trainers' training at the level of the doctoral schools. Suggestions of improvement include biannual informative sessions, best practice examples exchanges, which should have an inter-transdisciplinary character and should be directed at least at newly affiliated doctoral supervisors.
	• Researchers' training could be improved. Not enough upskilling courses for researchers. Likewise, more training is needed for developing mentorship skills with regard to Ph.D. and postdocs.
	• Training the researchers at different levels of expertise to write a good project application for identified calls.

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://hrs4r.uvt.ro/en/**

Please fill in a sum up list of all individual actions to be undertaken in your organization'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)
1. Create and implement the OTM-R strategy and update vacancy filling methodologies for compliance with the OTM-R, including transparency, gender equality, non-discrimination, and promotion of vacant positions. The updated methodologies will include sections dedicated to providing feedback to candidates who were not accepted to improve their activity, per the prospects of the positions they are applying for.	10, 12, 13, 14, 15, 17, 18, 19, and 27	Q4 2026	Vice-rector for academic strategy Vice-rector for RDI Strategy Vice-rector for financial and digitalization strategy WUT HR unit University Doctoral Studies Council	Adopt an official OTM-R policy Update the Recruitment and Selection Methodology Publish a portfolio of documents (i.e., templates, forms) on the website Create at least 3 Institutional accounts (on platforms such ass: jobs.mcid.gov.ro, ejobs.ro, euraxess.gov.ro, higheredjobs.com/MyHigherEdJobs, Linkedin, akadeus, Academic positions, Faculty Jobs, Academic Transfer, Inomics, Chronicle)

2. Expand recruitment of international or diaspora researchers	*12, 13, 14*	Q4 2025	Vice-rector for RDI Strategy ICAM director WUT HR unit	Attract 3 new researchers (international/ diaspora) per year starting from the 2025-2026 academic year
3. Publish all teaching/research vacancies positions (in English) on the WUT website, with detailed job descriptions and requirements. Make available summaries of relevant documents directly on the website in the relevant sections and a centralised location	12, 13	Q4 2024 (and continuous after)	Vice-rector for RDI Strategy Vice-rector for academic career Human resources direction	1 dedicated web page containing all teaching/research vacancies positions and requirements, procedure summaries and resources (infrastructure, library links) Develop a dedicated section on the ERA Talent Platform to publish the research vacancies positions in the Western Region of Romania
4. Increase the number of international postdoctoral positions and intensify promotion the WUT postdoc positions at the international level (on international websites such as https://www.eurosciencejobs.com/jobs/postdoc and www.postdocjobs.com)	15,21	Q4 2024 - continuous	University Doctoral Studies Council Director	18 postdoctoral positions / year starting with 2024-2025 academic year
5. Develop a stimulus package (fee waivers, monthly scholarships to cover subsistence costs, free housing) to attract international PhD students in STEM fields	12, 13	Q4 2024 - continuous	University Doctoral Studies Council Director Vice-rector for RDI Strategy	10 scholarships granted per academic year
6. Organise a separate enrollment session specifically for international PhD candidates	12, 13, 14	Q4 2025- continuous	Doctoral Studies Council Director Vice-rector for RDI Strategy	10 scholarships granted per academic year
7. Increasing the degree of accessibility for contest methodologies, by grouping all methodologies in a single location, specifying the relevant information at the site level (not only in documents), as well as versions in English.	10, 13, 14, 15, 16, 17, 18, 19, 27	Q3 2025	Vice-rector for financial and digitalization strategy WUT research support units WUT IT support units	Publish on WUT website the translated methodologies 1 dedicated webpage

				Provide training regarding informal experience, micro-credentials - at request
				Standardisation of specific document templates accepted in all internal processes (Human Resources, information from the faculties' website, etc.)
8. Develop and use an AI-driven tool, to address researcher's and students' inquiries regarding various administrative issues, procedures, and regulations.	*12, 23, 24*	Q1 2026	Vice-rector for RDI Strategy WUT IT support department	1 functional AI-driven tool to ease administrative burdens 1 AI-generated e-Learning module to present the recruitment process for possible applicants
9. Organise training sessions to increase social responsibility/ involvement in the academic community and to promote know-how transfer towards the social-economic environment.	6, 9	Q1 2026 (and continuous after)	Vice-rector for relation with socio-economic environment University Doctoral Studies Council Director	2 sessions per academic year, for minimum 100 participants Develop a policy paper, applicable for training sessions as well, to include managerial skills (financial, grant writing, acquisitions, IPR and technology transfer)
10. Resumption of periodic training sessions aimed at identifying funding offers/project calls, writing project applications (funding tenders, best calls, budget projection, partner identification, strategies for disseminating results, etc.), research project management, as well as subjects aimed at developing and strengthening academic and research skills.	4	Q1 2026 (and continuous after)	Vice-rector for RDI Strategy Vice-rector for academic career	2 sessions per academic year, for minimum 100 participants
11. Include the component regarding work safety, data protection in research activities, GDPR implementation in the regular briefing sessions and in the induction training sessions meant for new research/teaching hires. Furthermore, start the process of research accreditation and certification of WUT research labs, to ensure quality and reliability and safety standards.	2, 7	Q1 2026	Vice-rector for RDI Strategy WUT research support units ICAM director	Hire at least 1 full time lab technician for research activities Develop and publish 1 guide for work safety / data protection / GDP to include in training sessions

				Analyse and establish the requirements needed for the certification process - 1 preliminary report
				At least 1 submission for certifying equipment
12. Increasing periodic training for the professional development of researchers, according to identified needs (technical and soft skills) / training and work safety. Finalise planned investments, attracting funding for the further development of WUT's R&D research infrastructure.	23,28	Q1 2026 (and continuous after)	Vice-rector for RDI Strategy Vice-rector for financial and digitalization strategy	Establish at least 2 coworking spaces At least 100 participants in the training Prepare 2 working spaces for research activities.
13. Continuing the measures for attracting new researchers (START type grants) and supporting current WUT researchers through professional development grants (Develop type grants), as well as continuing to support technological/societal initiatives (through the U InnoVaTe program).	24,28	Q1 2026 (and continuous after)	Vice-rector for RDI Strategy Vice-rector for financial and digitalization strategy	3 Updated the methodologies Ensure a 10% increase in START Grant applications (depending on the number of new entries)
14. Updating internal documents that regulate ethical aspects in research activities in accordance with the Higher Education Law No. 199/2023. Disseminating specific procedures and documents (requests for ethical approval, informed consent forms, etc.) to the academic community and making them accessible (on the website) for obtaining ethical approval for research activities.	2, 3, 4, 5	Q2 2025	Vice-rector for RDI Strategy WUT research support units WUT – the Ethics and Deontology commission	Updated ethics regulations (2) the ethics procedures and support documents (3) At least 3 dissemination messages via e-mail to inform the WUT academic community regarding the updated ethics regulations and support documents
15. A new section will be added to the university's website, dedicated to legislative news in education and research, accessible to the entire academic community. In addition, counselling and mentoring sessions will be initiated for teaching and research staff to support their personal and professional development.	3, 4, 5	Q2 2025	Vice-rector for RDI Strategy Vice-rector for academic career Vice-rector for financial and digitalization strategy	1 dedicated section on the WUT website for legislative news in education and research weekly updated. At least 1 monthly counselling and mentoring session for teaching and research staff, with a minimum of 10 participants per session.

16. Implement a mentorship program for those who do not meet minimum criteria in their regular evaluations.	28, 30	Q4 2025 (and continuous after)	Vice-rector for RDI Strategy Vice-rector for academic career University Doctoral Studies Council	1 mentorship methodology for meeting minimum criteria Implement mentorships for all those that do not meet criteria - 1 dedicated mentorship session
17. Developing a section on the University's intranet page where academic staff can access relevant resources for professional development and legal aspects of the employment contract (job description, performance indicators, aspects related to copyright and intellectual property, information about institutional affiliation and acknowledgement for research results dissemination, inventive mission concept, etc.).	1,5,6	Q4 2025	Vice-rector for RDI Strategy Vice-rector for financial and digitalization strategy Human resources direction	1 dedicated section on the intranet WUT Updated job description files for all teaching staff / researchers
18. Generate a webpage containing the research events with WUT participation (calendar style, with relevant details), with real-time updating. Formulate an outreach plan. Include outreach events beyond scientific results dissemination in the form of Open Days, and activities focused on school-age children.	9	Q2 2025	Vice-rector for RDI Strategy Vice-rector for financial and digitalization strategy WUT communication department	Outreach events plan fully implemented by conducting at least 3 events / semester. 1 Dedicated webpage to disseminate a minimum of 10 items of relevant content.
19. Introducing some plurality of research outcomes, stimulating diversity of inputs (i.e., teaching, administration) into the current assessment system of academic / research staff.	11	Q4 2025 (and continuous after)	Vice-rector for academic strategy Vice-rector for RDI Strategy Vice-rector for financial and digitalization strategy	762 teaching/research staff yearly individual assessments implemented
20. Monitoring gender balance within WUT internal staffing and include recommendations related to gender balance aspects in the WUT internal regulations, with focus on competition commissions for teaching/research vacancies in	27, 28, 30	Q1 2026	Vice-rector for RDI Strategy Vice-rector for academic career	Publish 1 annual report regarding gender balance within WUT

accordance with professional requirements, as well as all ethics courses across all levels (undergraduate/ graduate and PhD).			WUT research support units	130 updated ethics courses (for each study program and for each level of studies) to reflect the necessity of equal opportunity and gender balance

1 updated methodology for scientific events organisation to reflect gender balance issues. |
| 22. Consolidation of the professional counselling activities for the academic and research staff of the University and the professional development plans for each member of the University academic and research staff. | 28, 30 | Q1 2026 (and continuous after) | Vice-rector for RDI Strategy

Vice-rector for academic career

WUT HR unit

Academic Development Centre | 1 plan every 2 years for the participation of all research staff to at least 1 training session every 2 years

752 plans career development for all teaching/research staff |
| 23. Create a dedicated section on the WUT website, and one on the HRS4R webpage regarding the complaints/suggestions procedures | *34* | Q4 2025 | Vice-rector for RDI Strategy

WUT IT support unit | 1 dedicated complaints / suggestions section on WUT website (1 webpage on HRS4R) |
| 24. Better dissemination of support provided by the Innovation & Technology Transfer Center, hosting an Intellectual Property specialist; Adoption of a regulation on the creation of academic start-ups and spin-offs valorising research results. | 8, 9, 31 | Q1 2026 (and continuous after) | Vice-rector for RDI Strategy

CITT | Increase collaboration with industrial partners by 10% (with possibly industrial PhDs and/or secondments between academic and non-academic partners) |
| 25. Improve the supervision process and internal regulations that impose the frequency of the supervision meetings. | 36 | Q4 2025 | University Doctoral Studies Council Director | 1 toolset of working documents to improve the supervision

1 updated regulation that impose the frequency of the supervision meetings |
| 26. Expand institutional capacity to support supervisory roles and coverage of best practices regarding supervising activities issues related to PhD work and postdocs. | 37, 40 | Q1 2026 (and continuous after) | University Doctoral Studies Council Director

Vice-rector for RDI Strategy | 1 Methodology for mentor selection for early-career researchers (R1, R2) |

				2 annual best practice exchange sessions on supervising activities for mentors (25 participants/session/) 1 annual informative session on supervising activities for PhD students and postdocs (50 participants /session)
27. Create a unified database with all WUT researchers and their expertise (catalogue).	22	Q4 2025	Vice-rector for RDI Strategy WUT research support units WUT IT support units	1 dedicated webpage to showcase WUT expertise and experts (catalogue)
28. Update the RDI strategy of the University to reflect the domains in which inventive work is to be expected. Generate guidelines on how the inventive work will be undertaken and formulate certain criteria to allow invention/ creative work/ scientific work that falls within the scope of the mission to be recognized (regardless of eventual patent filing). Implement shared IP practices in the University.	1	Q1 2026	Vice-rector for RDI Strategy WUT research support units	Updated RDI Strategy and posted on WUT website Updated IP Regulation and posted on WUT website
9. Formulate and adopt an internal regulation regarding the creation of spin-off type academic start-ups, for the exploitation of research results by intensifying the transfer of knowledge to the socioeconomic environment, by developing joint research projects. Complementarily, intensify the support services through WUT's internal structures (DMACDI and CITT) to attract competitive human resources in WUT's research activities, and develop new partnerships with strategic partners from the socioeconomic environment.	8	Q1 2026 (and continuous after)	Vice-rector for RDI Strategy WUT research support units CITT	1 regulation for spin-off creation adopted At least 5 new RDI partnerships with socio-economic actors

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.

Overall, as a global evaluation of the OTM-R principles in UVT, we can say that are significant advancements in R (Merit-based), and some improvements needed in O (open) and T (transparent) part. Partly, this is a consequence of the existing national regulations in terms of recruitment of researchers and academic staff that is very specific (i.e., compulsory locations where to advertise the vacant positions, the structure / composition of the selection committee, standard performance tasks for a given position etc.). Despite such rigid steps, the university still has enough room to improve the process in several ways such as: (i) paying more attention to gender balance in nominating the persons in the selection committee; (ii) paying more attention to the diversity and past achievements of these people; (iii) being more transparent and providing more details when describing the open position (informing potential candidates on career development perspectives); (iv) putting more efforts in attracting candidates from abroad; (v) using e-recruitment tools to a higher extent; (vi) providing feedback (not only grades) for all candidates who applied for that specific position, regardless whether they have been selected or rejected, etc.

However, there are some national restrictions in applying all OTM-R rules. For instance, it is not legally possible to openly try to attract people from underrepresented groups advertise, as this is seen as a departure from non-discriminatory and meritocratic criteria.

In providing an updated methodology for recruiting and selecting academic staff (including researchers) in line with the Open, Transparent, and Merit-Based Recruitment Toolkit), we will both pay more attention in extending some of the existing measures (i.e., EURAXESS advertisement is done when this is a compulsory requirement such as vacant positions in grants, but not for other positions) (partly due to a very low number of English language programs), and we will implement specific aspects such as translating the job vacancy related documents in English, introducing the feedback mechanism for the appointment / announcing results phase, etc.

If your organisation 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 organisation's website:

URL:http://hrs4r.uvt.ro/wp-content/uploads/2024/07/Metodologie-de-concurs_promovare_2024_final_ENG.pdf

http://hrs4r.uvt.ro/wp-content/uploads/2024/07/Methodology_vacant_research_positions_WUT_research_structures_ENG.pdf

The above links are the current methodologies in recruiting candidates for open positions (in English). They are mostly compliant with the OTM-R principles, as there is room for improvement particularly in regard to O(open) and T (transparent) features.

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

In the subsequent HRS4R steps, we will focus on implementing the action plan, in its approved form. The implementation process will be supervised by a steering committee that includes the rector, vice-rectors (academic career; research strategy; financial and digitalization), the doctoral studies director, as well as several nominated experts from the university governance board (senior researchers with experience in supervising Ph.D. students, the head of human resources department; the head of research support unit at the university level, and, potentially, the head of the emerging counselling centre dedicated to researchers (including Ph.D.s, as early-stage researchers).

Each member of the steering committee will be responsible for the implementation of at least one planned action. A particular focus will be put on consolidating a culture in line with open, transparent, and merit-based principles as solely administrative checklists most likely will not suffice for a successful implementation of the HRS4R.

In the following 24 months of the implementation of the action plan we will take actions such as:

- Ensuring proper information of the ongoing processes and the HRS4R process, via periodic announcements sent to the UVT community via email, periodic meetings for debating the most sensitive issues; a dedicated webpage to access in-depth information.

- Each member of the steering committee could identify key actors from responsible units (i.e., IPR Office Coordinator, Acquisition Coordinator etc.) to involve them in the process, in a similar manner that was used for the current proposal, via working groups or individual inputs.

- Internal and external communication on actions, events and progress will be monitored and communicated, to have an open view on the work advancement/progress.

- The steering committee will monitor the progress during regular meetings (at least one per quarter). The governance bodies will be consulted when needed.

- Researchers and teaching staff (all teaching staff from UVT have research duties as well) will be involved in the process, particularly regarding things that are highly sensitive for them such as the research assessment system (when looking at CoARA-related changes), or in the case of the OTM-R policy (methodology to recruit and select new employees).

- If required, additional actions or slight changes in the action plan could be considered, if such adjustments are meant to strengthen the process of implementing the HRS4R process in UVT.

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?	They will have regular meetings (at least one per quarter) in which they will monitor the progress of the process. For each action included in the implementation plan, there will be a few predefined milestones based upon an agreed calendar between the steering committee and the task force that will implement the specific action. The Action Plan will be on the agenda of the Administrative Council and Board of Directors. Each of their meetings will include a section regarding the implementation of the proposed actions, with progress reports and corrective measures, if needed. Designated task managers will compile quarterly reports to be submitted to the Steering Committee, regarding the actions they are responsible for. The reports will be analysed by the Steering Committee, alongside annual state of progress reports.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Some of the expected measures do not require too much persuading efforts for involvement, because they are seen as high-stake issues (i.e., the research assessment system that evaluates their annual results; recruitment and selection procedure/career developments). For other aspects (i.e., continuous professional development, personal development, counselling), we will involve the research community in a periodic assessment, and we will monitor the satisfaction of beneficiaries of such services through post-event feedback surveys. The stakeholders consulted will be both internal (the academic community, especially focused on doctoral students and postdoctoral researchers) and external (WUT academic and non-academic partners).
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.	All upcoming regulations and methodologies need to be harmonised with the 40 principles behind HRS4R. As many internal documents need to be updated annually, there are significant chances that all organisational policies will be aligned with the HRS4R. For those few cases where an update in the regulations is not done annually, the steering committee will decide an appropriate adjustment, particularly where substantial contradictions (if any) are found with the HRS4R principles. The Steering Committee will notify all involved actors (all levels from management and departments to actual implementation) in WUT to compile the modifications needed to be included.

How will you ensure that the proposed actions are implemented?	The implementation will be the responsibility of the designated vice-rector, who will coordinate the working groups and each department designated for each action. The departments will nominate one person to carry out the specific tasks for the implementation. The Steering Committee supervises the process and, if needed, decides on mitigating/corrective measures on a case-by-case basis. Specific members from the Steering Committee will take the responsibility of coordinating a specific task (action) and assemble an appropriate task force to implement the specific actions. The Steering Committee will be informed when an indicator has been completed and the action it pertains to is fully implemented.
How will you monitor progress (timeline)?	Periodic assessment of the progress will be done by the working groups, based on monthly progress reports made by each department/unit for their respective actions. Potential delays/difficulties will be identified by the working groups and resolved collaboratively. If the issues cannot be immediately handled (through the working groups), they will be passed on to the Steering Committee. The Steering Committee will establish a dashboard to track the measures from the action plan. Additionally, WUT's Board of Directors and Administrative Council will allocate a specific segment of their meeting agendas to discuss the action plan measures and identify any challenges that might hinder their implementation. This approach facilitates a swift response to resolve issues, thereby engaging the relevant decision-makers automatically. The dashboard will keep up-to-date by the working groups' monthly reports.
How will you measure progress (indicators) in view of the next assessment?	Regarding measurable indicators progress will be monitored through quarterly assessments. The achievement of each indicator will be audited through a commission that measures each fulfilment (the creation of the dedicated web pages, the publishing of the updated documents, etc). The commission will be appointed and reappointed quarterly, with members selected from the academic community. The commission composition will especially consist of R1 and R2 staff and will not include members of the Steering Committee or working groups. The commission will especially focus on the achievement of clear milestones (in order: formal adoption by WUT governing bodies, concept stage, implementation stage, the existence of deliverables in the case of webpages, calendars, toolkits, the testing phase and fully functional phase)

	The process in its entirety will be measured according to efficiency, collaboration, visibility and stakeholder involvement. As specific indicators, the following will be prioritised: number of new partnerships, financing obtained, published articles, conferences and workshops, number of outreach events (local, regional, national, international), media coverage (press mentioned, social media activity), stakeholder feedback (satisfaction level through surveys, and regarding the perceived percentage of achieved indicators, number of consultation events, number of training sessions and usability of results (research).

Additional remarks/comments about the proposed implementation process:

> Very recently, WUT has managed to secure an amount of 3.7 million RON (approximately 750.000 euro) to implement ERA TALENT actions (i.e., counselling researchers, mentoring young researchers, boosting the interoperability of careers relevant to research). All these services align with many of the measures included in the action plan. Therefore, WUT has not only set the appropriate objectives but also managed to secure important resources (human, logistic) to implement the actions included in the plan. This financed project will last for three years, covering the entire expected period set for implementing the action plan.
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> Likewise, WUT is a founding member of a European alliance of universities, UNITA. This alliance includes universities which has successfully implemented the process and managed to receive the appropriate recognition by receiving the HR Excellence in Research certificate. Therefore, we will benefit from an external review / supervision from those universities within the alliance that demonstrated a successful completion of the roadmap towards receiving the formal recognition that they are fully compatible with all 40 principles behind the HRS4R.