

TEMPLATE 4: ACTION PLAN

Case number: 2019RO400569

Name of Organisation under review: University POLITEHNICA of Bucharest

Organisation's contact details: Tudor PRISECARU, Vice-rector for Scientific Research at UPB; Dana Violeta GHEORGHE – Director, E-mail: dana.gheorghe@upb.ro; Phone: +40 21-402 96 92, Fax: + 40 21-310 77 55, Splaiul Independenței no. 313, Bucharest – RO-060042, ROMÂNIA

SUBMISSION DATE: 28 APRIL 2020

Abbreviation list:

Career Counseling and Guidance Center of UPB - CCOC
Central European Exchange Program for University Studies - CEEPUS
Council for University Doctoral Studies - CSUD
Department for Management of Scientific Research Activity - DMACS
Department of European Funds - DFE
Department of Financial Services – DFC
Department of Human Resources and Information Technology - DIRU
Department of International Relations - DRI
Department of Teacher Education, Social Sciences and Humanities (DFCDSSU)
Ethics and Academic Integrity Commission – CEIA
European Charter for Researchers and European Code for the Recruitment of Researchers – C&C
European Union - EU
Executive Unit for the Financing of Higher Education, Research, Development and Innovation – UEFISCDI
Faculty of Electronics, Telecommunications and Information Technology – ETTI
Faculty of Entrepreneurship, Business Engineering and Management - FAIMA
Human Capital Operational Program - POCU
Innovation and Technological Transfer Office - SITT
Intellectual property rights - IPR
Legal Office – LO
National Council for the Certification of University Titles, Diplomas and Certificates - CNADTCU
Office for International Mobilities and Cooperation Agreements - SMAC
Organizing Institution of Doctoral University Studies - IOSUD
Research and development - R&D
Research, development, innovation - RDI
Romanian Agency for Quality Assurance in Higher Education - ARACIS
Student Entrepreneurship Center - UPBizz
University POLITEHNICA of Bucharest - UPB
Web of Science – WoS

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	1 298 + 2 168 PhDs
Of whom are international (i.e. foreign nationality)	3 + 78
Of whom are externally funded (i.e. for whom the organisation is host organisation)	-
Of whom are women	549 + 843
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	640
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	521
Of whom are stage R1 = in most organisations corresponding with doctoral level	133
Total number of students (if relevant)	29 556
Total number of staff (including management, administrative, teaching and research staff)	2 806
*Academic year 2019-2020	
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget**	147 042 740***
Annual organisational direct government funding (designated for research)	18 889 879
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	17 963 821
Annual funding from private, non-government sources, designated for research	376 019
**According to UPB's budget execution (as in 2019)	
*** 1EUR=4,742 lei (annual average exchange rate according to the National Bank of Romania)	
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>At the beginning of this new period of strategic development, 2020-2024, University POLITEHNICA of Bucharest (UPB) boasts a strong start. At national level, it is the technical university that ranks first for durability and reliability, prosperity, size, positions occupied in global rankings by academic disciplines and scientific fields, for successful annual financial exercises, and also for its high graduate employment rate.</p> <p>UPB has been classified as an advanced research and education university, and it is the only university in Romania listed in all areas of rankings in the first category (A) for all the study programs. In 2015, following the evaluation performed by the Romanian Agency for Quality Assurance in Higher Education (ARACIS), UPB attained a high degree of confidence, its accreditation being thus reconfirmed.</p> <p>According to a report on the research performance of Romanian universities carried out in 2020 by the Executive Unit for the Financing of Higher Education, Research, Development and Innovation (UEFISCDI), using country-level analysis published in 2020 by Web of Science (WoS), based on data recorded in the period 2016 and 2018, UPB ranked first among the Romanian institutions, based on the number of indexed publications.</p>	

Place* Romania	Name of institution	Indexed publications	% in Romania
1	POLYTECHNIC UNIVERSITY OF BUCHAREST	6312	11.163
2	ROMANIAN ACADEMY OF SCIENCES	4420	7.817
3	BABES BOLYAI UNIVERSITY FROM CLUJ	4154	7.347



Source: Web of Science: <http://apps.webofknowledge.com> (Retrieved February 13th, 2020)

Vision

UPB represents an important vector at regional and national / international level that undertakes major challenges of educating the new generations of socially responsible engineers and of expanding the boundaries of the engineering sciences.

Mission

UPB's mission is to achieve sustainable *excellence* in research and education in the fields of engineering, applied sciences, business and entrepreneurship, with an *impact* for the benefit of society and *international visibility*.

UPB assumes the concept of an innovative university in human capital development, in enhancing scientific knowledge and building strong partnerships at national and international levels.

UPB aims to create the new profile of the technical and entrepreneurial university, which promotes study programs adapted to the requirements of the knowledge society, subject to an increasingly strong competition within the European Union (EU) and worldwide. Through its mission, UPB aims to train the future engineers capable of adapting to the demands of the market economy and new technologies, endowed with high technical, economic and managerial competences and likely to promote the principles of sustainable development and environmental protection.

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>Strengths:</p> <p>UPB has adopted and implemented the University Charter, that includes the Code of ethics and academic professional deontology.</p> <p>In compliance with the Decision no. 11/20.02.2019 of the Management Board, UPB has adhered to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).</p> <p>Within UPB, an internal advisory body oversees the implementation of ethical principles, namely the Ethics and Academic Integrity Commission (CEIA).</p> <p>Within UPB there are two divisions that provide support and information on the financing mechanisms for projects, namely: Department of European Funds (DFE) and the Department for Management of Scientific Research Activity (DMACS).</p> <p>The Innovation and Technological Transfer Office (SITT) assists all UPB researchers in ensuring intellectual property rights (IPR) and capitalizing on research results.</p> <p>The Department of Financial Services verifies the compliance and correctness of the expenses at each stage of the implementation of the research projects, whereas the Audit Office verifies whether the expenses were operated in order to implement the activities according to the objectives and the results of the respective phase of the project.</p> <p>UPB organizes training sessions in the field of research ethics and academic integrity, addressed to masters', doctoral students and young researchers.</p> <p>Through the funds for institutional development, UPB stimulates researchers' participation in various scientific events (e.g. conferences, workshops etc.) and the publication of scientific articles under Open Access policy.</p> <p>The Marketing Department, with its own Marketing, Branding and Sigma Television offices, the Public Relations Office / Communication Office, the Department of International Relations (DRI) ensure the popularization of scientific activities and results at both UPB and faculties level.</p> <p>At UPB level, the researchers' evaluation is conducted by the respective department, based on the performance criteria established by the National Council for the Certification of University Titles, Diplomas and</p>

	<p>Certificates (CNADTCU) at national level and on internal criteria established at the UPB / department level.</p> <p>Weaknesses:</p> <p>Young researchers do not benefit from guides, available online to help raise awareness / understanding of ethical principles / their application practices and Charter and Code (C&C) principles.</p> <p>It is necessary to integrate the internal procedures of project management within the research centers and other departments at UPB into one unitary internal procedure that will ensure supervision of a project from the initial phase of idea generation until its completion.</p> <p>It is necessary to organize, at UPB level, regular informative sessions on various types of programs and calls for projects, detailing specific financial aspects of the research projects, or introductory seminars and courses on good research practices, addressed to early stage researchers.</p> <p>The university does not provide researchers with a system for backing up and storing information / data.</p> <p>In UPB, an internal regulation on the protection of intellectual property rights has not yet been drafted, nor a policy and strategy aimed to capitalize and disseminate research results.</p> <p>In UPB, there is no electronic platform or repository containing research results and research information. UPB researchers annually complete various evaluation forms that subject to inconsistencies / redundancies in the reported data.</p>
Recruitment and selection	<p>Strengths:</p> <p>The employment process for teaching and research tenured positions is carried out through a public competition, organized by UPB in accordance with the provisions of the national legislation and with the internal regulations.</p> <p>Concerning the vacancies for certain financed projects carried out in UPB, recruitment is conducted through transparent public mechanisms and advertisements placed on specialized websites (including Euraxess).</p> <p>The selection and recruitment process is conducted in compliance with the national regulations and legislation in force as well as with the provisions of C&C.</p> <p>UPB applies the Methodology for vacant teaching and research positions that stipulates different requirements / criteria for recruitment and selection, depending on the level of academic qualification for the respective vacant position.</p> <p>Concerning the auxiliary didactic and non-teaching contract requirements, the competition announcements clearly stipulate the conditions of work experience and seniority in the field, as well as studies and specializations.</p> <p>UPB has a flexible approach regarding experience and age, there is no age discrimination. The retired personnel are entitled to apply for</p>

	<p>vacancies, on fixed-term contracts, in accordance with the legal provisions.</p> <p>UPB has an open approach, without restrictions on gender, ethnicity or sexual orientation. Anyone can apply for vacant positions. UPB ensures a gender balance for all management positions.</p> <p>Weaknesses:</p> <p>Not all vacancies in UPB are communicated on platforms that ensure international visibility (e.g. Euraxess). At the same time, the members of the selection committees are not required to have prior recognized training in the field of human resources recruitment.</p> <p>The criteria for evaluating academic staff shall be updated and correlated with the objectives of the research-development process and innovation activities focusing on social and economic impact, sustainability and valorization. Likewise, it is important to recognize qualifications typical of the current stage of research development such as: data protection officer, maintenance and sustainability managers for research infrastructure, research data curator.</p>
Working conditions	<p>Strengths:</p> <p>The research activity is formally recognised through its quantification in the basic teaching workload (on average, 17% of the teaching workload), in the masters' programs (33%) and in the doctoral programs (90%). Research projects boost and dynamize academic staff's research activity, in compliance with the respective guidelines and in compliance with UPB internal regulations. At the national level, researchers benefit from fiscal facilities for the research and development (R&D) activities conducted on projects.</p> <p>National programs and UPB internal funding support the professional development of doctoral student and postdoctoral researchers through grants dedicated to research activities, including through access to new research infrastructures built with Structural Funds and with the funds allocated by the university. UPB is a member of ANELIS (a portal that ensures the national electronic access to the scientific and research literature) and co-finances the access to scientific publications with 90,000 Euro per year, having 38,000 on-site hits and 175,000 remote sessions (as in 2018).</p> <p>For the research activity conducted in projects with external funding, UPB allocates payment in advance from its own budget.</p> <p>The UPB Management Board approves applications for a sabbatical year or work at home. To ensure a balance between professional and personal life, UPB employees have the following benefits:</p> <ul style="list-style-type: none"> • kindergarten and schooling for UPB staff's children; • holiday vouchers; • banking facilities through UPB contracts with banks; • Moodle platform, also considered as a possibility for teleworking; • accommodation for researchers in UPB's residences; • UPB's Microsoft contracts entitle UPB personnel to install up to

	<p>5 Office licenses and 5 Windows licenses (also valid for students).</p> <p>There are different types of employment contracts in UPB:</p> <p>Indefinite period:</p> <ul style="list-style-type: none"> • for the teaching staff holding the positions of Professor/ Associate Professor (100% of the total positions); • for the teaching staff holding the position of lecturer (98% of the total positions); • for the teaching staff working as teaching assistants (38% of the total positions). <p>The contracts for the auxiliary teaching staff (researchers, research technicians) are similar to the contracts for the staff employed in public institutions and those working in administration and are generally permanent employment contracts.</p> <p>The contracts for a fixed period are signed for research projects whereas contracts for the UPB staff with basic teaching workload include a limited number of working hours – max. 80 h / month. Candidates who have completed a Master's degree can obtain an academic position (teaching assistant) for a fixed period. They can be enrolled in a doctoral program (with scholarship or self-support) and can apply for an assistant position for an indefinite period (through competition) when they obtain the PhD degree.</p> <p>The teaching workloads are established according to annual evaluations. Each faculty offers a performance bonus (dossier competition) and the number of performance bonuses is established by the university. Payment increases are granted for hazardous and heavy working conditions (especially in laboratories), and for employees holding a PhD degree.</p> <p>UPB has in-house programs to professionally stimulate young researchers (GEX2016, GEX2017, GNAC2018, PubArt, VizStar, Engineer in Europe).</p> <p>SITT offers advice on the protection of intellectual property for academic and research staff at UPB. SITT offers support for collaboration with the social and economic environment and supports the offer of new technologies, based on research, development, innovation (RDI) results, at regional, national and international level.</p> <p>In UPB, researchers are recognized as independent authors and co-authors in accordance with international practice in the field. Students' and PhD students' contributions are recognized in terms of their rights as inventors of a patent.</p> <p>The Ethics and Academic Integrity Commission (CEIA) addresses ethical issues. Some other conflicts can be dealt with at the level of the Councils within each Department / Faculty or, as the case may be, at the level of UPB's Management Board. Certain issues regarding rights and working conditions can also be tackled by the trade union in UPB.</p> <p>The researchers are represented in the advisory and decision-making bodies, where they can defend and promote not only personal but also</p>
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	<p>collective interests. The permanent academic staff members are entitled to elect amongst themselves a number of representatives in the councils of the departments, of faculties and at UPB level.</p> <p>The unions participate, in the interest of their members, in the negotiation of payment and working conditions.</p> <p>Weaknesses:</p> <p>In addition to the didactic and research activity, project management and research infrastructure / equipment management activities are added to a researcher's workload, which could lead to an increase in the efforts made by the researchers and teaching staff.</p> <p>It is necessary to develop a framework for the development and sustainability of research Infrastructures (UPB's Research and Innovation Infrastructures Roadmap) which will lay down the ways in which the current costs of operating and updating their performances will be sustained. There is no specific regulation regarding teleworking conditions neither for RDI activities nor for PhD students and researchers working part-time.</p> <p>There is no policy and mechanisms for the implementation of intellectual property rights (IPR) at UPB level, which should include standard contracts between UPB and the staff employed regarding research results that may involve IPR and employment contracts for regulating IPR related activities.</p> <p>It is necessary to develop an internal co-authoring procedure in order to determine the effective contribution of each participant in obtaining a research result and the effective contribution as co-author of scientific works, so that each one can benefit from the right to be fairly recognized and / or listed and cited for his/her contribution.</p>
Training and development	<p>Strengths:</p> <p>UPB has developed an internal <i>Regulation for the organization of doctoral studies</i>.</p> <p>UPB supports the development of young researchers' career by financing research competitions at both institutional (see GEX2017-2018 Grants) and national levels (see GNAc 2018-2019 Grants). These grants fully cover the article processing fees and the costs of participation in scientific conferences and events in the field of the project.</p> <p>Various projects and UPB's internal funds support the participation of the academic staff in scientific conferences. Moreover, Erasmus+ mobilities for teaching and training are actively encouraged.</p> <p>UPB financially ensures the participation of academic staff in continuing education activities organized at national and international level.</p> <p>Each faculty member elaborates a career plan upon entering the university and upon career promotion; the career plan is also included in the habilitation procedure.</p> <p>UPB offers those who wish to develop a career in higher education free</p>

	<p>access to the program for initial teacher training (level I and II).</p> <p>UPB has over 500 active bilateral agreements with higher education institutions, thus creating a favorable framework for stimulating the mobility of staff and students.</p> <p>UPB is a member of the Central European Exchange Program for University Studies (CEEPUS) academic mobility network for students and teachers, and this could increase international staff mobility.</p> <p>UPB is a member of more than 20 international organizations that carry out academic management activities (eg. CESAER, EUA, TIME Association, EURASHE; SEFI). Therefore, UPB academic staff members have access to information on teaching and research career and can participate in various international programs and projects addressing the development of teaching and research career alike.</p> <p>UPB uses a learning management platform, Moodle, addressing undergraduate, masters' and doctoral study programs, and continuing professional education activities.</p> <p>Weaknesses:</p> <p>It is necessary to develop a policy for the development of the teaching and research career, that will systematically and uniformly depict all the existing practices within the institution. Although career counseling services are provided for undergraduate, master's and doctoral students, UPB has not yet extended this practice to all categories of academic staff, these responsibilities being unevenly assumed by department directors or other senior researchers.</p> <p>It is necessary to organize systematic information sessions on international mobility opportunities.</p> <p>It is necessary to systematically organize continuous training activities, designed according to the level of career and the individual needs of the academic and administrative staff.</p> <p>Except for doctoral studies (where a supervisory commission is provided), for the researchers at the first two levels of career, there are no officially appointed persons (senior researchers) who carry out supervisory activities.</p> <p>UPB does not offer pedagogical assistance especially to entry level teachers for the delivery of their teaching activities.</p>
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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):











*URL: <https://upb.ro/en/hr-award-hrs4r/>

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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)									
Free text -100 words max	Retrieved from the GAP Analysis												
T1: Ethical and Professional Aspects, Researchers' Working environment													
Strengthening the institutional commitment regarding the ethical principles of the research profession													
1. Raising UPB's academic community awareness and understanding of the principles of the ' Code of Ethics and Professional Deontology ' as well as of the C&C principles	1, 2, 3, 6, 10, 23, 32, 34, 36	<table border="1"> <tr> <td>2020</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	2020					2021					<p>Responsible(s): Legal office CEIA</p> <p>Supervisor: President of the University Senate</p> <p>Documents and website: Development of Guidelines for the Application of the Code of Ethics and Professional Deontology and of C&C Principles in Academic Research</p> <p>Development of the University's Ethics Portal</p> <p>Indicator(s):</p> <ul style="list-style-type: none"> No. of sessions per month/quarter/year No. of users per month/quarter/year
2020													
2021													
Increasing the support of researchers in research activities (professional aspects and working environment)													
2. Development of the University POLITEHNICA of Bucharest Guidelines on Good Research Practice	3, 4, 5, 6, 8, 12, 13, 16, 18, 22, 23, 25, 26, 27, 28, 36, 37, 38, 39, 40	<table border="1"> <tr> <td>2020</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	2020					2021					<p>Responsible(s): Responsible for HR Excellence in Research Award at UPB</p> <p>Supervisor(s): Vice-rector for Scientific Research</p> <p>Support team: DMACS DFE DFC</p> <p>Website: Development of the webpage: Research Process Step by Step</p> <p>Indicator(s):</p> <ul style="list-style-type: none"> No. of sessions per month / quarter / year
2020													
2021													
3. Development of a unitary mechanism for managing the projects / programs carried out by UPB.	4, 5, 6, 8, 9, 11, 14, 16, 19, 20, 22, 26, 27, 28, 29, 30, 33, 36, 37, 39, 40	<table border="1"> <tr> <td>2020</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	2020					2021					<p>Responsible(s): Responsible for HR Excellence in Research Award at UPB Responsible for UPB Research Repository</p> <p>Supervisor: Vice-rector for Scientific Research</p> <p>Support team: DFE</p> <p>Action: Development of the IT module for project management, integrated in the UPB informatic system and connected with the CRESCDI repository</p> <p>Document: Updated versions of internal procedures on program and project management</p>
2020													
2021													








			<p>Department of Financial Services (DFC)</p> <p>Department of Human Resources and Information Technology (DIRU)</p>	<p>Website: Development of the webpage: Project Management Step by Step</p> <p>Indicator(s):</p> <ul style="list-style-type: none"> No. of sessions per month / quarter / year 																														
4. Development of a roadmap for research and innovation infrastructures at UPB level	1, 3, 8, 18, 22, 23, 24, 31, 32, 36	<table border="1"> <tr><td>2020</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>2021</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table>	2020										2021										<p>Responsible(s): Faculty of Electronics, Telecommunications and Information Technology</p> <p>Supervisor: Vice-rector for Scientific Research</p> <p>Support team: SITT Faculty representatives DFC</p>	<p>Document and website: Infrastructure roadmap at UPB level containing:</p> <ul style="list-style-type: none"> bottom-up selection procedures for building / procuring and updating R&I infrastructures; the methodology of access, costs and responsibilities - indicators of access (e.g. percentage of access units: internal users, research users and private users). 										
2020																																		
2021																																		
5. Development of the University POLITEHNICA of Bucharest Research Repository	3, 4, 33	<table border="1"> <tr><td>2020</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>2021</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>2022</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table>	2020										2021										2022										<p>Responsible(s): Responsible for UPB Research Repository Responsible for HR Excellence in Research Award at UPB</p> <p>Supervisor: Vice-rector for Scientific Research Vice-rector for Finance and Resource Management</p> <p>Support team: Faculty representatives</p>	<p>Action: Development of the UPB Research Repository, with results and research data at UPB level.</p> <p>Indexing the UPB Research Repository in the Registry of Open Access Repositories.</p>
2020																																		
2021																																		
2022																																		
6. UPB Research Repository update and maintenance	3, 4, 33	<table border="1"> <tr><td>2020</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>2021</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>2022</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table>	2020										2021										2022										<p>Responsible(s): Responsible for UPB Research Repository Responsible for HR Excellence in Research Award at UPB</p> <p>Supervisor: Vice-rector for Scientific Research</p> <p>Support team: Faculty representatives</p>	<p>Action:</p> <ul style="list-style-type: none"> UPB Research Repository backup and integration of GDPR policy on access to information, research data and results; Appointment of a team to ensure the operation and maintenance of UPB Research Repository <p>Indicators:</p> <ul style="list-style-type: none"> Average number of sessions / month No. new registrations
2020																																		
2021																																		
2022																																		

				<i>in repository per year / quarter / month</i>															
7. Simplification and streamlining of the academic staff evaluation process (self-assessment sheet / evaluation reports)	3, 4, 33	<table border="1"> <tr><td>2020</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2021</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table>	2020					2021					<p>Responsible: Responsible for UPB Research Repository</p> <p>Supervisor: Vice-rector for Scientific Research</p>	<p>Action: Automatic generation of evaluation reports.</p> <p>-automatic filling in of self-assessment sheets with the available data on UPB Research Repository</p>					
2020																			
2021																			
T2: Knowledge Transfer, Dissemination, IPR																			
Better exploitation of research results																			
8. Boosting UPB organizational capacity of valorization of RDI results Providing support for commercialization of ideas supported by research results	1, 3, 4, 6, 7, 8, 9, 11, 23, 24, 26, 28, 29, 31, 32, 38, 39	<table border="1"> <tr><td>2020</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2021</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2022</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table>	2020					2021					2022					<p>Responsible(s): SITT</p> <p>Supervisor: Vice-rector for Scientific Research</p> <p>Support team: Deans / Heads of Department DMACS</p>	<p>Documents:</p> <p>- RDI Results Valorization Plan for the 2020-2022 period</p> <p>- Key Performance Indicators for the Valorization of RDI Results.</p> <p>- Annual report on the implementation of the Valorization Plan</p> <p>Website: Development of the webpage: Commercialize Your Idea: Step by Step</p>
2020																			
2021																			
2022																			
9. Integration of performance indicators regarding the valorisation of research results into the annual reporting system	1, 3, 4, 6, 7, 8, 9, 11, 23, 24, 26, 28, 29, 31, 32, 38, 39	<table border="1"> <tr><td>2020</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2021</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2022</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table>	2020					2021					2022					<p>Responsible(s): SITT</p> <p>Supervisor: Vice-Rector for Scientific Research</p> <p>Support team: DMACS Legal Office DFC</p>	<p>Document: Updated version of the self-assessment sheet and Evaluation Report including valorisation indicators (e.g. funds attracted from the sale of patents, private funds attracted from direct contracts and research services etc.)</p>
2020																			
2021																			
2022																			
10. Increasing the academic staff's interest in using the UPB Research Repository through promotion and training activities	1, 2, 3, 4, 23, 24, 31, 32, 38, 39	<table border="1"> <tr><td>2020</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2021</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>2022</td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table>	2020					2021					2022					<p>Responsible(s): Responsible for UPB Research Repository SITT</p> <p>Supervisor: Vice-Rector for Scientific Research</p> <p>Support team: Director of the Council for University Doctoral Studies (CSUD) Faculties / Departments DMACS</p>	<p>Website: UPB Research Repository</p> <p>Actions: Delivery of training sessions about using the UPB Research Repository</p> <p>Indicators:</p> <ul style="list-style-type: none"> • No. of training sessions • No. of participants
2020																			
2021																			
2022																			

<p>11. Strengthening UPB's participation in collaborative networks (clusters, science parks, hubs) based on public/private partnerships. Active participation in the development of Bucharest-Ilfov area</p>	<p>1, 3, 4, 6, 7, 8, 9, 11, 23, 24, 26, 28, 29, 31, 32, 38, 39</p>	<p>2020 </p> <p>2021 </p> <p>2022 </p>	<p>Responsible(s): SITT</p> <p>Supervisor: Vice-Rector for Scientific Research</p> <p>Support team: Faculties / Departments DMACS</p>	<p>Actions: Appointment of liaison persons in the management bodies in order to consolidate UPB's position and to take advantage of cooperation opportunities Website: Development of a webpage dedicated to collaborative structures</p> <p>Indicators:</p> <ul style="list-style-type: none"> • No. of liaison persons appointed • No. of participations in development initiatives • No. of projects supported
Improving the quality of intellectual property				
<p>12. Updating of information regarding the management of intellectual property rights - IPR and technology transfer</p>	<p>1, 3, 4, 5, 6, 7, 8, 11, 31, 32, 33, 38, 39</p>	<p>2020 </p> <p>2021 </p> <p>2022 </p>	<p>Responsible(s): SITT</p> <p>Supervisor: Vice-Rector for Scientific Research</p> <p>Support team: DMACS Legal Office</p>	<p>Document and website: Revised versions of the IPR procedures Development of an internal procedure on Co-authorship</p> <p>Website: Development of the following sections:</p> <ul style="list-style-type: none"> • IPR • UPB Entrepreneurship and Innovation Ecosystem
<p>13. Development of a professional training program in the field of protection and exploitation of intellectual property for UPB academic staff</p>	<p>1, 2, 3, 4, 7, 8, , 11, 30, 31, 32, 33, 38, 39, 40</p>	<p>2020 </p> <p>2021 </p> <p>2022 </p>	<p>Responsible(s): SITT DFCDSSU</p> <p>Supervisor: Vice-Rector for Scientific Research</p> <p>Support team: DMACS SITT Continuing Education Centers</p>	<p>Document: Training Program on IPR, Co-authorship and Technology Transfer</p> <p>Indicators:</p> <ul style="list-style-type: none"> • No. of participants / semester / year
ST3: Teaching and Research Career, Skills and Mobility				
More reliable and transparent career Paths				
<p>14. Review of the Methodology for vacant teaching and research positions in</p>	<p>10, 12, 13, 14, 15, 16, 17, 18, 20, 27</p>	<p>2020 </p>	<p>Responsible(s): Chancellor</p> <p>Supervisor: Vice-Rector for Human</p>	<p>Documents and UPB website: - Updated Methodology for vacant teaching and research positions,</p>

accordance with the OTM-R Strategy and publication on the UPB website of both Romanian and English versions of the document		<table border="1"> <tr><td>2021</td></tr> <tr><td>■ ■ ■ ■</td></tr> </table>	2021	■ ■ ■ ■	<p>Resources</p> <p>Support team: Legal Office Public Relations Office</p>	<p>available on the UPB website in Romanian and English</p> <p>- OTM-R strategy</p>		
2021								
■ ■ ■ ■								
15. Posting job vacancy announcements on Euraxess portal	10, 12, 13, 14, 15, 16, 17, 18, 20, 27	<table border="1"> <tr><td>2021</td></tr> <tr><td>■ ■ ■ ■</td></tr> <tr><td>2022</td></tr> <tr><td>■ ■ ■ ■</td></tr> </table>	2021	■ ■ ■ ■	2022	■ ■ ■ ■	<p>Responsible(s): Public Relations Office, Polijobs</p> <p>Supervisor: Chancellor Vice-Rector for Human Resources</p> <p>Support team: Legal office DIRU Faculties / departments</p>	<p>Actions: Posting job offers on Euraxess portal</p> <p>Appointment of a person responsible for posting vacancies on Euraxess</p> <p>Indicator: % = no. of job vacancies published on EURAXESS / total no. of published vacancies. 2021: 25% 2022: 50%</p>
2021								
■ ■ ■ ■								
2022								
■ ■ ■ ■								
Ensuring the personnel's continuous training and career development								
16. Development of an Academic Career Framework to help plan and support career development and recognize achievements (it will include a Strategic Plan for Continuing Education and Training for each career level)	5, 10, 28, 30, 35, 36, 37, 38, 39, 40	<table border="1"> <tr><td>2020</td></tr> <tr><td>■ ■ ■ ■</td></tr> <tr><td>2021</td></tr> <tr><td>■ ■ ■ ■</td></tr> </table>	2020	■ ■ ■ ■	2021	■ ■ ■ ■	<p>Responsible(s): DFCDSSU</p> <p>Supervisor(s): Rector, Vice-Rector for Human Resources</p> <p>Support team: Legal office Faculties / departments</p>	<p>Documents:</p> <ul style="list-style-type: none"> The Academic Career Framework, in Romanian and English, available on the UPB website; Good Practice Guidelines for Supervision and Mentoring in Academia Online catalogue of lifelong learning courses dedicated to UPB researchers and teachers, interactive, with advanced search functions. <p>Actions: Establishing roles and responsibilities at the level of faculty deans, which will work with the Office for Academic Career Management to ensure the implementation and monitoring of the Academic Career Framework.</p>
2020								
■ ■ ■ ■								
2021								
■ ■ ■ ■								

17. Accessing external funding (the Human Capital Operational Program - POCU) for the participation of researchers in entrepreneurial and career counseling and orientation programs	26, 28, 38, 39	<table border="1"> <tr> <td colspan="4">2020</td> </tr> <tr> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td colspan="4">2021</td> </tr> <tr> <td style="background-color: #00aaff;"></td> <td></td> <td></td> <td></td> </tr> </table>	2020												2021								<p>Responsible(s): DFE Student Entrepreneurship Center (UPBiz) Faculty of Entrepreneurship, Business Engineering and Management (FAIMA) Career Counseling and Guidance Center of UPB (CCOC)</p> <p>Supervisor: Director of the Council for University Doctoral Studies (CSUD) UPB</p>	<p>Indicators:</p> <ul style="list-style-type: none"> No. of researchers benefiting from programs for the development of entrepreneurial skills, No. of and career counseling and guidance sessions. 												
2020																																				
2021																																				
18. Accessing external funding (the POCU program) for the development of UPB doctoral school programs	26, 28, 38, 39	<table border="1"> <tr> <td colspan="4">2021</td> </tr> <tr> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> </table>	2021								<p>Responsible(s): Organizing Institution of Doctoral University Studies (IOSUD) UPB doctoral schools DFE</p>	<p>Document: Draft strategy for the development of doctoral programs in UPB (in order to align educational outcomes with the needs of the economic environment).</p>																								
2021																																				
Supporting and stimulating academic staff international mobility (inter-institutional and inter-sectoral)																																				
19. Revision of the existing Regulation on International Mobility and associated procedures	10, 18, 27, 28, 29, 30	<table border="1"> <tr> <td colspan="4">2020</td> </tr> <tr> <td></td> <td></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td colspan="4">2021</td> </tr> <tr> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> </table>	2020												2021								<p>Responsible(s): DRI SMAC</p> <p>Supervisor(s): Vice-Rector for International Relations</p> <p>Support team: DIRU Legal Office DFC</p>	<p>Document: Revised version of the Regulation on International Mobility.</p> <p>Action / Web: Publication of the Regulation on International Mobility Regulation on the website www.international.upb.ro (in English)</p>												
2020																																				
2021																																				
20. Design and dissemination of a newsletter regarding mobility programs and international activity carried out in collaboration with foreign partners (every two months)	10, 18, 27, 28, 29	<table border="1"> <tr> <td colspan="4">2020</td> </tr> <tr> <td></td> <td></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td colspan="4">2021</td> </tr> <tr> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td colspan="4">2022</td> </tr> <tr> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> <td style="background-color: #00aaff;"></td> </tr> </table>	2020												2021												2022								<p>Responsible(s): DRI SMAC Erasmus Office</p> <p>Supervisor: Vice-Rector for International Relations</p>	<p>Action / Web: Publication of the newsletter on the UPB website: www.international.upb.ro</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of newsletters per year E-mail opening rate Click-through rate
2020																																				
2021																																				
2022																																				
21. Organizing (bi) annual information sessions to promote international	10, 18, 27, 28, 29	<table border="1"> <tr> <td colspan="4">2020</td> </tr> <tr> <td></td> <td style="background-color: #00aaff;"></td> <td></td> <td style="background-color: #00aaff;"></td> </tr> </table>	2020								<p>Responsible(s): DRI SMAC Erasmus Office</p>	<p>Indicator:</p> <ul style="list-style-type: none"> No. of dissemination activities organized. 																								
2020																																				

<p>mobility programs (double diploma, Erasmus, MSCA, CEEPUS, DAAD, Fulbright etc.)</p>		<p>2021</p> 	<p>Office for Academic Career Management</p> <p>Supervisor: Vice-Rector for International Relations</p>	
<p>22. Development of a digital platform (mobile and PC) to facilitate access to international mobility programs such as double degrees and other mobility programs</p>	<p>10, 18, 27, 28, 29</p>	<p>2020</p>  <p>2021</p>  <p>2022</p> 	<p>Responsible(s): DRI Promotion and Brand Office</p> <p>Supervisor: Vice-Rector for International Relations</p> <p>Support team: Research repository</p>	<p>Action: Development of the platform</p> <p>Indicators:</p> <ul style="list-style-type: none"> No. of sessions / month, quarter / year
<p>23. Development and initiation of a short-term mobility program - "Boosting the Academic Career through International Mobilities" (BECOME) that supports professional development activities (such as training, teaching, participation in research activities)</p>	<p>10, 18, 27, 28, 29</p>	<p>2020</p>  <p>2021</p>  <p>2022</p> 	<p>Responsible: DFCDSSU</p> <p>Supervisor: DRI</p> <p>Support team: Office for Academic Career Management</p>	<p>Document: program and selection methodology:</p> <ul style="list-style-type: none"> - Design of the BECOME program and the methodology of participants' selection. - development of a public database with international partners participating in the BECOME program.

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 process of recruitment and selection of the academic staff at UPB respects the principles of open, transparent, merit-based recruitment, established by national regulations that have been transposed into the *Methodology for the recruitment of teaching and research staff* at UPB level. This methodology will be revised in accordance with the requirements specified in the OTM-R checklist. Concerning the auxiliary technical research and teaching staff, the administrative staff as well as the personnel recruited to participate in research projects, the abovementioned methodology and additional recruitment procedures shall be described in a framework document on recruitment and selection in UPB, in line with the principles of the OTM-R, referred to as *internal guidelines*. All relevant information will be made available on the UPB website. In order to adopt such an implementation plan that provides for the achievement of the objectives set out in the OTM-R Checklist, a new position in the administrative structure of UPB will have to be created, with the general responsibility for the development and implementation of the OTM-R procedures, including the proper functioning of the internal guidelines. Due to the length and difficulty of the whole process, preliminary actions will be undertaken in the next few months, such as: improving the dissemination of selection processes (e.g. a UPB EURAXESS account, for the publication of teaching / research vacancies in English). Further measures will be implemented after carrying out an in-depth analysis of the current recruitment procedures (e.g. providing training for the members of selection committees, inception of career development activities).

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: -

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

The analysis of internal regulations and practices designed to investigate whether, and to what extent, the principles stated by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are applied in UPB **highlighted different areas that need to be improved**. Hence, three themes (T) have been defined to summarize the actions that will be taken to fulfill the C&C principles:

T1. Ethical and Professional aspects, Researchers' Working environment

T2. Knowledge transfer, Dissemination, IPR

T3. Teaching and Research Career, Skills and Mobility

At the same time, the proposed actions will represent the main vectors in support of achieving the objectives defined for the strategic area regarding the academic / research human resource in line with the UPB 2020-2024 Strategy and the Rector's Management Plan (2020-2024), with direct **implications for the main strategic directions followed by any university: education, research,**

innovation. This comprehensive approach of the three types of missions, that genuinely intertwines human capital training with high quality fundamental research and with valorisation of research with societal and economic impact, will contribute to strengthening UPB's reputation at national and regional level.

The following themes and objectives have been defined in line with the aforementioned approach:

Themes	Objectives
Ethical and Professional aspects, Researcher's Working Environment	Strengthening the institutional commitment regarding the ethical principles of the research profession Increasing support for researchers in conducting research activities (professional aspects and working environment)
Knowledge Transfer, Dissemination, IPR	Better exploitation of research results Improving the quality of intellectual property
Teaching and Research Career, Skills and Mobility	Ensuring a transparent institutional framework for planning, monitoring and evaluation of progress throughout the academic career Ensuring continuous professional training for the academic staff throughout the career. Support and stimulation of international mobility (inter-institutional and inter-sectoral).

The present action plan transposes the strategic dimension of academic staff management into concrete actions to be implemented in a multi-annual timeframe and identifies monitoring structures and supervisory committees responsible for carrying out each action, and, thus, for the achievement of all the corresponding strategic objectives.

A summary of the abovementioned facts is presented in Figure 1.

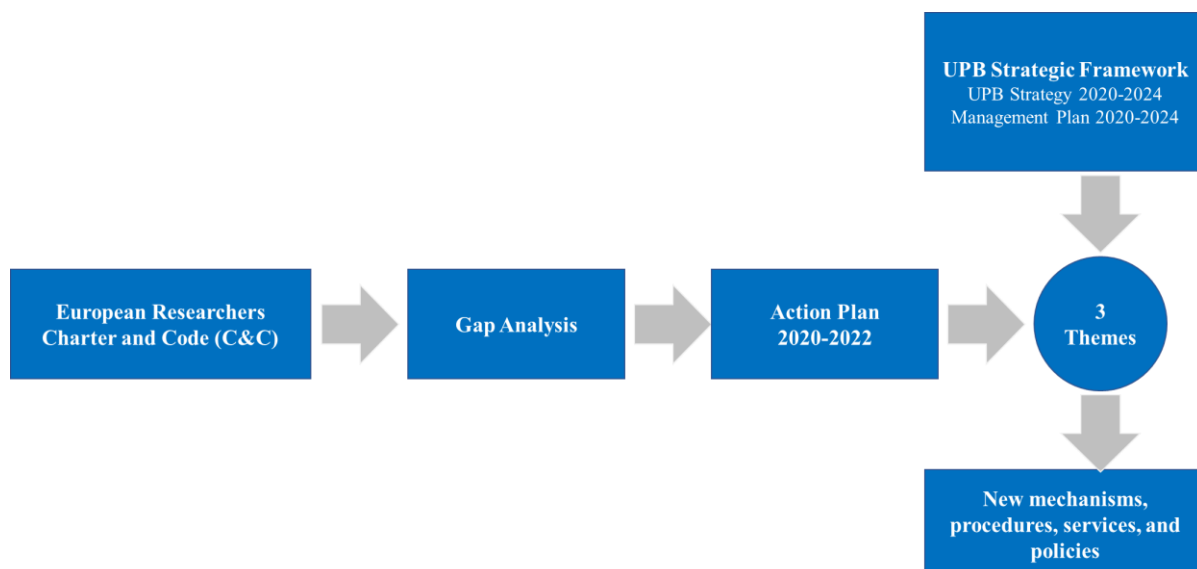


Figure 1. *The connection between the Action Plan and the UPB Strategic Framework*

The action plan will be implemented with the support of a *Steering Committee* consisting of representatives of all stakeholders (University leadership team, decision bodies, academic and

administrative staff). This Committee will coordinate and evaluate the process of implementation of the Action Plan in UPB. The working group responsible for the whole process of obtaining the diploma of excellence will split into separate working groups to undertake the implementation of specific actions in the Action Plan. These permanent working groups will coordinate and participate in all the stages defined by the Action Plan for each action. Each Permanent Working Group will have one representative in the Steering Committee.

The implementation of the Action Plan within UPB will be carried out at two levels (university level and faculties / departments level). Such an approach will allow the optimization of internal processes, depending on the specific needs of the faculties and departments in the university organization chart.

The research community from UPB will be involved in the implementation of the Action Plan in three ways. Firstly, the representatives of the research community will be part of the Steering Committee. The group of scientific experts who worked in the first stage to carry out the activities necessary to obtain the diploma of excellence will continue to fulfill the role of main vectors at the department / faculty level and they will disseminate and provide feedback from the scientific community to the implementing structures of the Action Plan. Secondly, the research community will have a significant influence on the implementation process, through the existing bodies (such as the UPB Senate) in accordance with the Romanian national law and the UPB statute. Thirdly, the evaluation process will include periodic surveys among the research community, bound to facilitate involvement in the implementation process.

A Monitoring Committee will be formed by representatives of the working groups in order to monitor and evaluate the progress of implementation, and to identify problems that may arise, in real-time. The Monitoring Committee will periodically report the progress of each action to the Steering Committee.

In order to achieve the full involvement of the academic and research community, two initiatives are planned: a presentation event for all staff of the HRS4R Strategy with the Action Plan and a synthetic presentation material of the HRS4R Strategy with its corresponding stages. Moreover, the process of the HRS4R Strategy implementation and its outcomes will be disseminated through various dissemination events carried out by UPB.

In addition, a survey assessing the level of satisfaction of the UPB community with the HRS4R Strategy implementation will be conducted annually. The results of the survey will be analyzed by the working groups upon consent of the coordination committee.

An internal review of the HRS4R Strategy will be carried out two years after the launch of the action plan. The working group will review the C&C principles and the OTM-R policy and will consider possible adaptations needed to prevent the likelihood of not meeting the proposed objectives. The extent to which the action plan has been completed will be reviewed, detecting possible inadequacies and indicating the corrective actions proposed.

This report will be discussed and endorsed by the Steering Committee and will be presented to the decision-making bodies of UPB for final validation.

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?	The Steering Committee will periodically analyze the reports on the implementation progress of the Action Plan, which contain the key performance indicators and the problems arising during its implementation, in

	<p>correlation with the associated / emerging risks.</p> <p>The Monitoring Committee will analyze the activity of each Working Group and will be responsible for drawing up the progress report and submitting it to the Steering Committee. The Steering Committee will discuss with the relevant stakeholders (for example, the UPB Senate) the results obtained at each stage to facilitate the successful 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>The Steering Committee and each Working Group will also include relevant representatives of stakeholders (management, decision-makers, researchers and administrative staff from UPB). The Steering Committee supervises and evaluates the implementation of the Action Plan.</p> <p>Each Working Group is responsible for the implementation of each action at all the stages defined in the Action Plan. In addition, the Working Group will oversee the implementation and of reporting to the Steering Committee.</p> <p>The academic community of UPB will be involved in the implementation process of the Action Plan in three ways. Firstly, the representatives of the research community will be part of the Steering Committee. The group of scientific experts who worked in the first stage to carry out the activities necessary to obtain the diploma of excellence will continue to fulfill the role of main vectors at the department / faculty level and they will disseminate and provide feedback from the scientific community to the implementing structures in the Action Plan. Secondly, the research community will have a major influence on the implementation process, through the existing bodies (such as the UPB Senate) in accordance with the Romanian national law and the UPB statute. Thirdly, the evaluation process will include periodic surveys among the research community, bound to facilitate involvement in the implementation process.</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>At the same time, the proposed actions will represent the main vectors in support of achieving the objectives defined for the strategic area regarding the academic / research human resource in line with the UPB 2020-2024 Strategy and the Rector's Management Plan (2020-2024), with direct implications for the main operational planning addressed by the university: education, research, innovation. This comprehensive approach of the three types of missions, that genuinely intertwines human capital training with high quality fundamental research and with valorisation of research with social and economic benefits, will contribute to strengthening UPB's reputation at national and regional level.</p>

<p>How will you ensure that the proposed actions are implemented?</p>	<p>The Gap analysis and Action Plan have been approved by UPB's decision-making bodies. Accordingly, the proposed Action Plan is supported to be implemented by the institution at its highest representative level.</p> <p>The Steering Committee and each Working Group will include relevant members / representatives of the university, faculties and departments, as entities that are mandated to implement the actions.</p> <p>The working group is made up of representative members of the departments, as decision-makers entitled to implement and develop the proposed actions as well as to represent the research staff.</p> <p>The implementation process will involve regular discussions with relevant stakeholders (eg. the UPB Senate, CEIA, researchers, unions etc.).</p> <p>Members of the research community's expert group (who initially supported the gap analysis) will be invited to contribute to the periodic revisions of the <i>Action Plan</i>. They will continue to play an important role in the informal annual monitoring of the activity and in the official internal monitoring at the end of each cycle.</p>
<p>How will you monitor progress (timeline)?</p>	<p>In order to coordinate and monitor the implementation of actions, it is necessary to develop monitoring procedures which include:</p> <ul style="list-style-type: none"> • a common model for the annotation and verification of the progress of each action by the responsible person(s) for each action (the working group); • biannual meetings of the working group with administration representatives on the implementation of the action, which will be scheduled and reported to UPB management bodies and to the Steering Committee; • focus groups organized by the research team with the scientific community, including consulting them twice a year to collect information and to evaluate changes in researchers' perceptions of C&C implementation; • periodic briefings to UPB management bodies. <p>The monitoring committee, which will include representatives from each Working Group, will periodically evaluate the progress of the implementation of all the steps (indicators) according to the planning, in order to identify, as quickly as possible, the problems that have arisen. The monitoring committee will periodically</p>

	(every three months) report the progress made in carrying out each action to the Steering Committee, which will be able to take decisions to mitigate the effects of not fulfilling the tasks assumed and to control the associated risks and to eliminate the problems that will arise during the implementation process respectively.
How will you measure progress (indicators) in view of the next assessment?	The indicators are individually set for all the planned actions. These indicators will be evaluated periodically by the Monitoring Committee, and the Steering Committee will be responsible for the decisions made to achieve the objectives and to implement the work schedule in line with the action plan.

Additional remarks/comments about the proposed implementation process:

T1: Ethical and Professional aspects, Researcher's Working environment

MAIN GAPS

Currently, the English version of all documents is not available on the institutional website. The information on the Code of Ethics and Professional Deontology is not easily reachable on the website and the design of the documents does not encourage the members of the academic community to get familiar with the principles and practices of academic and research ethics. Moreover, the web page dedicated to research activity does not have a friendly interface and does not provide the researchers with appropriate information on the research process and the steps to be taken in managing a research project and good research practices respectively. Internal procedures regarding the management of the research activity must be updated and unified. There is no internal framework for the development of the research infrastructure (roadmap of the research and innovation infrastructure within UPB) stipulating measures and procedures likely to ensure their medium- and long-term sustainability and access mechanisms (internal and external).

IMPLEMENTATION

In order to fully comply with the Charter and the European Code for Researchers, all documents that refer to the Code of Ethics and Professional Deontology, the existing / revised procedures, the aspects of good practices regarding the principles of ethics, the research process and the management of research projects must be brought to the attention of the entire UPB community. The UPB website and the intranet network should facilitate the dissemination of the aforementioned documents.

The principles of good research practices will be described in dedicated sections on the UPB website, together with guidelines for developing a research proposal, for implementing a research project. Additionally, examples of good practices in research will be published, providing relevant information on the implementation and dissemination of such activities. The researchers will also be supported in their research activities through access to the repository of data and research results. Moreover, access to this repository will simplify the reporting process.

Thus, the following documents and actions will be developed:

- website and document on good research practices
- website and guide of good ethical practices
- elaboration of repository for data and research results

- infrastructure access procedure and update of unitary procedures for project/program management

T2: Knowledge transfer, Dissemination, IPR

MAIN GAPS

There is no coherent policy at UPB level regarding the protection and exploitation of intellectual property rights. In addition, there is no mechanism for rewarding inventor researchers financially, but their activity is recognized in the annual activity reports. Moreover, their participation in events dedicated to innovation and inventions, organized in the country or abroad, is supported. UPB does not have a dedicated strategy aimed at valorization and dissemination of research results, focused on the commercialization of innovative technologies, specialized marketing and on increasing the scientific visibility at international level. There is no co-authoring procedure at UPB level, on how to determine the actual contribution of each participant in obtaining a research result and the actual contribution as co-author of a scientific paper.

IMPLEMENTATION

In order to increase UPB's national and international visibility regarding knowledge transfer and the development of innovative technologies, it is necessary to develop and implement an annual plan for valorisation of RDI results, to define key performance indicators for the valorisation of RDI results and to introduce these KPI's in the annual reporting activity at academic and research staff level and at institutional level respectively.

Measures are needed to strengthen UPB's participation in collaborative networks (clusters, science parks, hubs) in the Bucharest-Ilfov area and at national / international level, based on public-private partnerships.

Thus, the following documents will be prepared:

- Plan for valorisation of the RDI results, for the timeframe 2020-2022;
- Evaluation methodology based on a set of key performance indicators, for valorisation of RDI results;
- Model of the annual evaluation report of the RDI activity, with emphasis on their use through knowledge transfer;
- Developed / updated procedures regarding the protection and valorisation of intellectual property;
- Elaboration of a co-authoring procedure.

Additionally, the following actions will be carried out:

- Continuous update of information available to the UPB academic community regarding the management of intellectual property rights and technology transfer;
- Development of a professional training program in the field of intellectual property protection and valorisation for academic and research staff;
- Development of a training program for teaching staff and researchers in using the UPB repository, including research results and data;
- Appointment, at the level of departments / faculties, of persons responsible for mobilizing the academic / research personnel to ensure the quality of the information and data from UPB repository;
- Appointment of representative persons to capitalize on UPB's participation in collaborative

structures / partnerships (clusters, scientific parks, hubs).

T3. Teaching and Research Career, Skills and Mobility

MAIN GAPS

UPB has not yet developed a unitary policy for the career development of its academic staff. Thus, career planning and continuous professional training of academic staff are not carried out in a systematic and constant way, being mainly the responsibility of each researcher or member of the teaching staff. Although UPB offers a range of professional development options for academics, regardless of their level of experience or training, the offer of continuous professional training is not made available through an on catalog of courses or through the intranet network. The supervision and mentoring of young researchers are supported by internal regulations and procedures only in the case of R1 (doctoral) researchers. At the R2 career level, good practices can be identified, but these activities are not formally regulated. Career monitoring and planning of development and training stages are not the explicit responsibility of a department or of a person / group of people, the practices varying at the level of the faculties and departments. International mobilities of researchers and teachers are considered to be an essential tool in the development of the academic career. UPB's academic staff is not fully aware of all the mobility opportunities that UPB offers, and additional information activities are required to raise awareness.

Hence, the need to create an institutional framework that actively supports and regulates career planning, continuous training, and monitoring of performance and professional development.

IMPLEMENTATION

In order to ensure full compliance with the C&C principles and the OTM-R policy, it is necessary to develop a policy for the academic career development at UPB, which coherently outlines the institutional framework, activities, mechanisms and resources, and, respectively, the structures responsible for planning, monitoring and evaluating career performance, integrating supervision and mentoring practices.

Thus, the following documents will be elaborated:

- The policy for the development of the teaching and research career at UPB, in Romanian and English, available on the UPB website;
- Good practice guidelines on the supervision and mentoring of the academic staff;
- Online catalogue of lifelong learning courses dedicated to UPB researchers and teaching staff.
- In addition, the following actions will be conducted:
 - development of a section on the UPB website dedicated to recruitment, selection and management of the research career;
 - establishment of the academic career management office, which will ensure the implementation of the career development policy;
 - setting up committees responsible for monitoring the career of UPB researchers and teaching staff;
 - appointment of vice-deans responsible developing the catalogue of courses and training activities for the academic staff.

The existing regulation on international mobility and related procedures will be revised in order to boost outgoing and incoming mobility. A digital platform dedicated to international mobility will be created in order to increase dissemination of mobility opportunities provided by UPB. In addition, a

newsletter will be issued in order to disseminate information on different types of mobility. Informative seminars and workshops for Erasmus, DAAD, MSCA, CEEPUS, etc. mobilities will be organized biannually. In addition, UPB will design and implement a mobility program aiming at developing professional skills of faculty members through short-term international mobility.