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INSTITUTUL DE ISTORIE
„NICOLAE IORGA”



HR Excellence in Research – Action Plan

Case number	2025RO364029
Name Organisation under review	Institutul de Istorie "Nicolae Iorga", Academia Română
Organisation's contact details	Aviatorilor, nr.1, Bucharest, sector 1, 011851, Romania

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	57
Of whom are international (i.e. foreign nationality) *	1
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	23
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	15
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	13
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	29
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching, and research staff) *	43



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RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	964,125
Annual organisational direct government funding (designated for research)	905,092
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	56,033
Annual funding from private, non-government sources, designated for research	3,000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Nicolae Iorga Institute of History, part of the Romanian Academy, is a public research organisation with four departments: „Sources, research tools, and social history”; „Central Europe, the Romanian Principalities, and the Black Sea in the Middle Ages”; „Europe and the Romanians in the 19th and the early 20th centuries”; „Romania and Europe in the 20th century”. NIIH combines archival work, historical analysis, and interdisciplinary approaches. NIIH contributes to national and international scholarship through projects, publications, conferences and partnerships. It promotes a public understanding of history. NIIH fosters a merit-based, ethical, and transparent environment for researchers at all career stages.

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 European Charter for Researchers at your organisation.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answer.

Ethics, integrity, gender, and open science*

Strengths and Weaknesses (max. 800 words)



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Strengths

On the basis of the QUESTIONNAIRE FOR INTERNAL ANALYSIS (QIA) concerning the application of the principles of the European Charter for Researchers, we concluded that there is a strong culture at NIIH regarding research ethics and integrity. In October 2025, the Ethics Commission was updated along with a Code of Ethics and Professional Conduct in Scientific Research. The Commission and the Code along with the Strategy for Gender Equality and the Gender Equality Plan and other Regulations in place (see the website) create a very solid sense of accountability among researchers. According to the QIA, 72% strongly agreed that NIIH researchers comply with the principles and norms of ethics, including honesty, objectivity, and impartiality. 76% strongly agree or agree to a large extent that at NIIH there was an institutional culture for reporting research misconduct.

Research freedom is a core value at NIIH: 71% strongly agree that researchers have the freedom to define questions, choose theories, and question accepted wisdom. This value is especially important since the research carried out at NIIH often involves topics that are politically sensitive, of high public interest, or historically controversial. The findings show that researchers usually regard their intellectual independence and the limits set by legal or budgetary constraints as being fairly clear.

There is a robust commitment to ensuring FAIR access to research results: 70% strongly agree or agree to a large extent that NIIH research findings, such as digitized archival collections and research databases, are available through Open Science. Furthermore, 75% strongly agree or agree to a large extent that NIIH is committed to projects and activities fostering Public History. The fulfilment of these values reflects NIIH status as public research organization tasked with linking national and European history.

NIIH has excelled at achieving gender balance, a consequence of its Strategy for Gender Equality and the Gender Equality Plan. According to QIA, 72% strongly agree that NIIH promotes gender balance in research teams and decision-making bodies.

NIIH has zero-tolerance toward any discrimination in research, employment and review processes: 73% strongly agree that NIIH actively combats discrimination based on race, religion, disability, age, or sexual orientation.

NIIH is also a propitious environment for professional recognition, mobility and non-linear/multi-career advancement. This situation applies regardless of career stage, as NIIH boasts a vibrant Doctoral School. According to QIA, 67% strongly agree that researchers at all levels, including early postgraduate fellows, are recognized as professionals; also, 66% strongly agree that NIIH promotes geographical, inter-sectoral, and virtual mobility for career development; another 63% strongly agree that NIIH offers the administrative instruments for the portability of



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grants and social security. This feedback is crucial, as it shows that NIIH is able to adapt to contemporary international academia, which is highly mobile, fluid and interactive.

Weaknesses

Some gaps remain concerning the dissemination of existing NIIH procedures pertaining to reporting research misconduct: 18% consider only partially implemented the training and procedures on this topic.

NIIH researchers have shown some dissatisfaction with the constant budgetary and legal constraints imposed upon their freedom to do research by governmental austerity and existing legislation (e.g., concerning archival access): 13% considered only partially implemented the communication and recognition of legal or budgetary limitations on research freedom. In the same vein, 26 % argued that Open Science norms were only partially implemented at NIIH. This situation reflects NIIH dependence on fluctuating governmental funding.

NIIH struggles to some extent with promoting geographical, inter-sectoral, and virtual mobility for development, and with communicating the relevant funding mechanisms available for historical research: 13.5% consider only partially implemented the promotion of mobility, while 12% noted that NIIH management only partially informs researchers about the strategic goals and relevant funding of their field.

NIIH has to do a better job in terms of aligning with the European Green Deal, the United Nations' 2030 Agenda, and the Sustainable Development Goals (12.5 % and 4,2% consider this issue implemented only partially or only to a limited extent) and with the principle of sustainable management (22.7% and 4.5% consider this matter implemented only partially or only to a limited extent).

Researchers' assessment, recruitment, and progression*

Strengths and Weaknesses (max. 800 words)

Strengths:

NIIH has convincing procedures, structures and practices for research assessment and recruitment. NIIH boasts fundamental documents that are the foundation for this institutional strength: The Regulations on the Evaluation of the Scientific Performance; the Code of Ethics and Professional Conduct in Scientific Research; and the Regulations Governing the Organization of Competitive Selection Processes for Filling Vacant Positions and for Career Advancement of Research and Development of Existing Staff. According to QIA, 43.5% and 36% strongly agree or agree to a large extent that qualitative judgment is at the core of NIIH



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research assessment; 55% and 32% strongly agree or agree to a large extent that the assessment of researchers is unbiased and provided by peers and pertinent experts; no less than 68% strongly agree and another 13% agree to a large extent that NIIH recruitment procedures are open, transparent, and merit-based

Also, NIIH excels at promoting a diversity of research profiles and outputs: 64% of the researchers strongly agree concerning the NIIH's support for a multitude of activities and a pluralism of career paths. Also 63% strongly agree and 17.5% agree to a large extent that job announcements describe comprehensively the conditions, entitlements, and career prospects at NIIH; 70% strongly agree and another 21.6% agree to a large extent that selection committees maintain gender balance, diversity and have zero-tolerance toward any form of discrimination.

Additionally, NIIH has developed a transparent, predictable and stable system of internal evaluation and review: 50% strongly agree and another 30.5% agree to a large extent that all researchers, including senior ones, are assessed on a regular basis and in a transparent manner by independent committees; 62% strongly agree and another 27.6% agree to a large extent that NIIH offers a "tenure-track-like" framework for progressing to permanent positions. This latter is particularly relevant for doctoral students and early career scholars, who can have a clear path to career advancement at NIIH.

NIIH also stands out because it fosters team-based research and co-authorship: 74% strongly agree that NIIH values co-authorship and team projects in its evaluation of the researchers

Weaknesses:

According to the QIA, NIIH could to a better job communicating to the researchers its regulations pertaining to assessment, recruitment and progression: 12.8% responded Neutral/Partially implemented and another 5% Disagree/To a limited extent at the question about the priority of qualitative judgment in research assessment; 10.8% responded neutral/partially implemented and another 5.4% disagree/To a limited extent to the question about NIIH's recognition of diverse outputs, such as non-academic publications, datasets, digital archives, exhibitions, strategies and policy contributions, peer-review, teaching or mentoring. More importantly, 10.5% responded Neutral/Partially implemented and another 5% Disagree/To a limited extent to the crucial question on whether NIIH's recruitment procedures are open, transparent, and merit-based.

This minority opinion shows that NIIH has yet to fully explain and disseminate the significant regulations concerning recruitment and evaluation already in place. This problem of communication is highlighted also by the fact that 10% responded Neutral/Partially implemented and another 10% Disagree/To a limited extent to the question "Do the job announcements describe comprehensively the conditions, entitlements, and career prospects at NIIH?".



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Furthermore, NIIH has yet to install a clear-cut system for informing job candidates at the end of the selection process: 5.5% responded Neutral/Partially implemented and another 16.6% Disagree/To a limited extent to the question concerning NIIH's notification to candidates of the strengths and weaknesses of their applications.

A similar weakness, lack of communication, somewhat plagues the evaluation process too: 8.3% responded Neutral/Partially implemented and another 8.3% Disagree/To a limited extent to the question about whether NIIH's evaluations were transparent and relying on independent committees. NIIH will better notify its researchers about its evaluation procedures and the membership of review committees.

Working conditions and practices*

Strengths and Weaknesses (max. 800 words)

Because of ongoing austerity politics and questionable legislation concerning research in Romania, NIIH has struggled, despite significant efforts, to create the best working conditions for its researchers. This situation, which is often beyond the control of the management, is reflected in the QIA: only 35.9% strongly agree and another 20.5% Agree /To a large extent that NIIH researchers enjoy fair remuneration and welfare benefits. For similar reasons, only 33% responded strongly agree and another 23% Agree /To a large extent to the question about having access to proper institutional research infrastructure at NIIH.

Strengths:

Nevertheless, NIIH has been able to create stable and predictable working conditions for its researchers, no small feat considering the highly precarious situation of academia both in Romania and most of Europe: 57.5% strongly agree and 22.5% agree to a large extent about the stability and predictability of work at NIIH.

A related strength is that NIIH management has compensated for questionable remuneration by ensuring flexible working arrangements (remote, part-time) to support work-life balance: no less than 84% strongly agreed on this issue.

The quality of working conditions has been enhanced by a powerful accountability framework: 77% strongly agree that NIIH provides the infrastructure (e.g., a Commission of Ethics) for dealing with researchers' complaints/appeals in cases of at-work conflicts.

Furthermore, 68% strongly agree with the fact that researchers are represented in the relevant information, consultation and decision-making bodies of the institution.



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Weaknesses:

As mentioned earlier in this section, a major factor negatively affecting working conditions at NIIH is the limited budget for salaries, research infrastructure, Open Science or academic mobility. Additionally, NIIH should better inform researchers about the relevant documents and regulations governing Intellectual property rights and data protection in English to ensure transparency: 12.5% responded Disagree/To a limited extent and another 12.5% Neutral/Partially implemented to the question concerning the fulfilment of this task.

Research careers and talent development*

Strengths and Weaknesses (max. 800 words)

Strengths:

One of the strengths of NIIH is its support for the mobility of its researchers as well as the mentorship system that it has created. These two characteristics are particularly crucial for NIIH's Doctoral School and for the dialogue among its researchers at different career stages. According to the QIA, 72.5% strongly agree with the notion that NIIH encourages mobility in all forms; 51.3% strongly agree and another 16% agree to a large extent that NIIH provides career guidance and mentorship. Furthermore, 55.8% strongly agree and 29.4% agree to a large extent that NIIH recognizes teaching as a valuable career option, with adequate remuneration and training.

The vibrant system of supervision at NIIH also emerges from this data: 67% strongly agree and 20% agree to a large extent that senior researchers at NIIH supervise, mentor, coordinate projects, and transfer knowledge to support younger researchers, especially PhD candidates; and 61% strongly agree and 22% agree to a large extent that NIIH has created a structured and regular relationship between early career researchers and their senior colleagues.

Weaknesses:

NIIH has yet to fully implement a system for informing researchers, especially early-career ones, about career development, including outside of academia, and about constantly updating skills. For instance, 19% responded Neutral/Partially implemented and 13% Disagree/To a limited extent to the question about NIIH making early-career scholars aware of various opportunities, especially outside of academia; 12% responded Neutral/Partially implemented and 15% Disagree/To a limited extent to the question about NIIH providing career guidance; also, 13.9% responded Neutral/Partially implemented and 13.9% Disagree/To a limited extent to the question concerning the availability at NIIH opportunities to update skills through formal training or workshops.



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More progress is also needed to fully achieve fair and non-discriminatory team management: 16% considered this value Neutral/Partially implemented and 13% responded Strongly Disagree / Not at all

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation's website.

Please provide the web link(s) to the organisation's action plan/strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

<https://www.iini.ro/ro/hrs4r>

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Proposed actions

Action 1

Proposed action	The Ethics Commission will organize regular training sessions with each research department research staff, in order to discuss and clarify the principles presented in the NIIH Code of Ethics and Professional Conduct in Scientific Research, the Regulations of the Ethics Commission as well as the Rules for Internal Conduct. The ethics commission will synthesize the clarifications derived from these discussions and will upload them, together with other relevant information, in a dedicated section of the NIIH website.
GAP Principle(s)	(+/-) 1. ETHICS AND RESEARCH INTEGRITY
Timing (at least by year's quarter/semester)	Q4/2026, Q1-2/2027



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Responsible Unit	Scientific Council; Ethics Commission; IT Department
Indicator(s) / Target(s)	Number of new or updated documents/year. Number of training sessions organized/year. Number of participants to the training sessions/year.

Action 2

Proposed action	The NIIH Directorship will continue to petition the Ministry of Education and Research as well as the leadership of the Romanian Academy to try to alleviate some of the budgetary and legal restrictions upon research freedom at NIIH. These efforts and their results will be communicated to NIIH personnel.
GAP Principle(s)	(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 14. STABILITY OF EMPLOYMENT (+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS
Timing (at least by year's quarter/semester)	Q4/2026, Q1-4/2027
Responsible Unit	Director, Scientific Council
Indicator(s) / Target(s)	Potential changes in the budgetary and legal limitations affecting freedom of research at NIIH. Number of petitions. Number of meetings with or notifications to researchers concerning potential changes to current conditions

Action 3

Proposed action	Supporting researchers to access funds aimed at fulfilling Open Science objectives and community engagement.
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GAP Principle(s)	(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH (-/+) 3. OPEN SCIENCE (+/-) 6. THE RESEARCHER (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT
Timing (at least by year's quarter/semester)	Q1-4/2027; continuous activity
Responsible Unit	Scientific Council; Heads of Research Departments; HR Department
Indicator(s) / Target(s)	Number of research outputs available through Open Science. Number of researchers involved in community engagement.

Action 4

Proposed action	Sessions for each department detailing NIIH's Strategy for Gender Equality and the Gender Equality Plan as well as NIIH's anti-discrimination norms and procedures.
GAP Principle(s)	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 4. GENDER EQUALITY (+/-) 5. EMBRACING DIVERSITY (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES
Timing (at least by year's quarter/semester)	Q4/2026
Responsible Unit	Heads of Research Departments; HR Department
Indicator(s) / Target(s)	Number of sessions organized/year.

Action 5



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Proposed action	NIIH will organize training sessions for each of its departments to better communicate the existing norms and regulations concerning internal and external evaluations of activities. Experienced researchers will also organize seminars on: the possibilities for non-linear and multi-career paths available in Romania and the European Union (especially for early-career researchers) and on the strategic goals of the humanities in Romania/EU.
GAP Principle(s)	(+/-) 6. THE RESEARCHER (+/-) 9. RESEARCHERS' ASSESSMENT (+/-) 12. CAREER PROGRESSION (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (+/-) 20. SUPERVISION AND MENTORING
Timing (at least by year's quarter/semester)	Q1-4/2027
Responsible Unit	Scientific Council. Heads of Research Departments. Doctoral School
Indicator(s) / Target(s)	Number of training sessions organized/year. Number of researchers that participated at these sessions/year

Action 6

Proposed action	Organizing training sessions on various grant schemes, grant applications, and grant budget configuration (for both Romania and the EU).
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GAP Principle(s)	(+/-) 6. THE RESEARCHER (+/-) 12. CAREER PROGRESSION (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (+/-) 20. SUPERVISION AND MENTORING
Timing (at least by year's quarter/semester)	Q1-4/2027; continuous activity
Responsible Unit	Scientific Council; Financial Department; HR Department
Indicator(s) / Target(s)	Number of training sessions organized/year. Number of participants to the training sessions/year. Number of grant applications/year.

Action 7

Proposed action	Continuing the digitization program of NIIH publications (journals, collections of archival documents, collective volumes etc) and their availability to the general public through Open Science
GAP Principle(s)	(-/+) 3. OPEN SCIENCE (-/+) 8. SUSTAINABILITY OF RESEARCH (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS
Timing (at least by year's quarter/semester)	Q3-4/2026; continuous activity
Responsible Unit	Directorship; IT Department
Indicator(s) / Target(s)	Number of visitors/year; number of downloaded articles/year; number of accessible & searchable items/year.



Action 8

Proposed action	The NIIH will develop more transparent procedures for job openings or other opportunities for career advancement such as publishing job announcements on a wider range of online platforms; using the EURAXESS tool for advertising NIIH opportunities; communicating the strengths and weaknesses of applicants' applications during the selection process.
GAP Principle(s)	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 4. GENDER EQUALITY (+/-) 5. EMBRACING DIVERSITY (+/-) 6. THE RESEARCHER (+/-) 10. RECRUITMENT (+/-) 11. SELECTION (+/-) 12. CAREER PROGRESSION
Timing (at least by year's quarter/semester)	Q4/2026; Q1-4/2027
Responsible Unit	Directorship. Scientific Council. IT Department
Indicator(s) / Target(s)	Number of job postings on online platforms (including EURAXESS) per year; Number of evaluation reports per selection process during each year.

Action 9

Proposed action	Periodic consultations with NIIH researchers on their contractual and legal obligations reflective of novel requirements and changes in the national and EU legislation.
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GAP Principle(s)	(+/-) 6. THE RESEARCHER (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 14. STABILITY OF EMPLOYMENT (+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS
Timing (at least by year's quarter/semester)	Q1-4/2027; potentially recurrent activity pending legislative situation
Responsible Unit	Directorship. Financial and HR Departments
Indicator(s) / Target(s)	Number of sessions organized and participating researchers/year

Action 10

Proposed action	Training sessions on data confidentiality and protection of intellectual property rights.
GAP Principle(s)	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH (-/+) 3. OPEN SCIENCE (+/-) 6. THE RESEARCHER (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (+/-) 18. CAREER DEVELOPMENT AND ADVICE
Timing (at least by year's quarter/semester)	Q1-2/2027
Responsible Unit	HR Department
Indicator(s) / Target(s)	Number of sessions organized and participating researchers/year



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Action 11

Proposed action	Seminars centred on mentorship and on updating skills through formal training (e.g., how to publish with national/international journals and publication house; academic writing), with a focus on doctoral students and early-career researchers
GAP Principle(s)	(+/-) 12. CAREER PROGRESSION (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (+/-) 20. SUPERVISION AND MENTORING
Timing (at least by year's quarter/semester)	Q1-4/2027; continuous activity
Responsible Unit	Scientific Council. Heads of Research Departments. Doctoral School.
Indicator(s) / Target(s)	Number of seminars organized and participating researchers/year

Action 12

Proposed action	Further development of international partnerships, for the development of common research projects and collaborative grant applications
GAP Principle(s)	(+/-) 6. THE RESEARCHER (-/+) 7. FREE CIRCULATION OF RESEARCHERS (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT



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Timing (at least by year's quarter/semester)	On a permanent basis. Q4/2026, 2027, 2028, 2029.
Responsible Unit	Scientific Council; HR Department
Indicator(s) / Target(s)	Number of international partnerships/year; number of common grant applications/year.

Action 13

Proposed action	Sessions for explaining in detail the NIIH norms and regulations concerning internal and external evaluations of activities of researchers' performance in accordance with the latest national legislation. These meetings aim at facilitating a better understanding of the possibilities for career progression at NIIH. To support these training sessions, clearer internal guidance will be prepared, explaining research grades, promotion pathways, eligibility conditions, assessment criteria and procedural steps, so as to clarify the connections between performance evaluation, promotion exams and the availability of approved research positions.
GAP Principle(s)	(+/-) 6. THE RESEARCHER (+/-) 9. RESEARCHERS' ASSESSMENT (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 14. STABILITY OF EMPLOYMENT (+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (+/-) 18. CAREER DEVELOPMENT AND ADVICE
Timing (at least by year's quarter/semester)	Q1-4/2027; continuous practice
Responsible Unit	Scientific Council; Head of Research Department; HR Department



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Indicator(s) Target(s)	/	Number of training sessions/year; number of participants/year; number of support documents/year.
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Action 14

Proposed action	In order to improve supervision and mentoring practices, NIIH will better document existing practices by identifying mentors/contact persons for early-career researchers, encouraging periodic mentoring discussions, and preparing short internal guidance on supervision, feedback and fair team management, within existing resources.
GAP Principle(s)	(-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (+/-) 20. SUPERVISION AND MENTORING
Timing (at least by year's quarter/semester)	Q4/2027; Q3-4/2028; Q3-4/2029
Responsible Unit	Heads of Research Departments. Doctoral School. HR Department
Indicator(s) Target(s)	/ Number of mentoring discussions/year; number of support documents/year; number of participants in the training sessions.

Action 15

Proposed action	Development of a quarterly internal newsletter on training, conference and mobility opportunities, encouraging knowledge-sharing after participation in events and supporting access to external grants, partnerships and free digital learning resources.
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GAP Principle(s)	(-/+) 3. OPEN SCIENCE (-/+) 7. FREE CIRCULATION OF RESEARCHERS (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT
Timing (at least by year's quarter/semester)	Q1-2/2028
Responsible Unit	Scientific Council; Heads of Research Departments; IT Department
Indicator(s) / Target(s)	Number of newsletters/year

Action 16

Proposed action	Conduct an assessment of research infrastructure needs by distributing a brief annual questionnaire to researchers, asking them to identify deficiencies in hardware, software, databases, digitization facilities, archival resources, and digital research tools. Needs will be classified as essential, desirable, or long-term.
GAP Principle(s)	(-/+) 3. OPEN SCIENCE (-/+) 8. SUSTAINABILITY OF RESEARCH (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES
Timing (at least by year's quarter/semester)	yearly basis
Responsible Unit	Directorship. Financial Department; HRS4R Working Group



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Indicator(s) Target(s) /	Annual Infrastructure Needs Report
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Action 17

Proposed action	Developing a prioritized research infrastructure improvement plan. Based on the needs assessment, NIIH will prepare a prioritized list of infrastructure investments, identifying which needs can be addressed through the NIIH budget and which require external funding.
GAP Principle(s)	(+/-) 6. THE RESEARCHER (-/+) 8. SUSTAINABILITY OF RESEARCH (-/+) 13. WORKING CONDITIONS, FUNDING AND SALARIES
Timing (at least by year's quarter/semester)	yearly basis
Responsible Unit	Directorship. Financial Department
Indicator(s) Target(s) /	Prioritized investment list approved; progress against priorities reviewed annually.

Action 18

Proposed action	Standardize candidate feedback by introducing a standard post-selection communication template, described in an Operational Procedure on Feedback. Where appropriate and allowed by the rules, candidates should receive information on the outcome and on the strengths and weaknesses of their application after the end of the selection process
GAP Principle(s)	(+/-) 10. RECRUITMENT (+/-) 11. SELECTION
Timing (at least by year's quarter/semester)	Q3-4/2027



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Responsible Unit	Scientific Council. HR Department
Indicator(s) / Target(s)	The Operational Procedure on Feedback during the selection process adopted

Action 19

Proposed action	Introduce Individual Development Plans. A one- or two-page Individual Development Plan template will be developed, covering research objectives, publications, skills to develop, training needs, mobility, networking and career objectives.
GAP Principle(s)	(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH (+/-) 6. THE RESEARCHER (+/-) 12. CAREER PROGRESSION (+/-) 14. STABILITY OF EMPLOYMENT (+/-) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT
Timing (at least by year's quarter/semester)	Q3-4/2027
Responsible Unit	Scientific Council. Heads of Research Departments
Indicator(s) / Target(s)	IDP template approved; $\geq 60\%$ of researchers have an IDP by end-2028; annual review thereafter.

Action 20



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Proposed action	A low-cost Sustainability and Sustainable Research Framework will be developed and implemented to promote the responsible use of paper, electricity, and other office resources. The framework will encourage increased adoption of digital documents and workflows, sustainable management of research materials and archives, and greater awareness of the connections between NIIH's activities and the UN 2030 Agenda and Sustainable Development Goals. Where relevant and feasible, sustainability considerations will be integrated into research planning and institutional decision-making.
GAP Principle(s)	(-/+) 8. SUSTAINABILITY OF RESEARCH
Timing (at least by year's quarter/semester)	Q3-4/2027/Q1-2/2028
Responsible Unit	Administrative Council. HRS4R Working Group
Indicator(s) / Target(s)	Sustainability Framework adopted; practical guidance made available to staff and published on the NIIH website; annual review of measures implemented.

Unselected principles:

*The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).**

The process of recruitment and selection of academic staff at NIIH follows the principles of open, transparent and merit-based recruitment, as established by national and European Union regulations, with certain limitations. The analysis of the existing OTM-R practices and regulations governing the recruitment and evaluation process of the research personnel at NIIH highlighted various aspects that can be improved in accordance with the European Charter for Researchers. The OTM-R checklist underlined that improvements are needed in the area of expanding and digitalizing the entire advertising and recruitment process (including the use of EURAXESS tools and of other announcement platforms, such as H-NET or H-Soz-Kult), in order to reduce the bureaucratic burden for candidates, to encourage external candidates to apply, to attract foreign researchers, to continue to encourage applications from underrepresented groups, and to identify the most suitable researchers. The gap analysis also indicated the need to



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improve the working conditions and environment in spite of continuous budgetary and legislative obstacles to research freedom and feasibility at NIIH and in Romanian academia. In addition, the Action Plan proposed measures to improve various aspects derived from the GAP Analysis pertaining to better working conditions such as: improving existent non-discriminatory practices, assuring flexible working conditions, expanding formal training, mentorships and teamwork, proposing novel training formats, facilitating the mobility of the researchers, and additional career-development support. For all these aspects, please see actions no. 2, 3, 4, 5, 6, 8, 9, 11, 14, 15, 16, 17, 19 in the Action Plan.

NIIH has a very solid regulatory framework and procedural experience for open, transparent, merit-based recruitment and assessment. However, a recurrent weakness identified in the GAP-Analysis and the development of the Action Plan has been the issue of communication with both researchers and potential candidates for NIIH jobs. Therefore, one of the main areas of emphasis in the Action Plan has been to better inform, consult, and train researchers about the regulations, procedures, norms, and opportunities at NIIH, in Romania and the European Union

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL: <https://iini.ro/sites/default/files/Regulament.pdf?utm>

4. Implementation

General overview of the expected overall implementation process of the action plan (max. 1000 words).

NIIH will implement the Action Plan through a phased, participatory, and constantly monitored process covering the 20 actions. These actions address the main weaknesses identified through the Gap Analysis, focusing on better communication of existing regulations and norms (ethics, non-discrimination, recruitment, or evaluation), Open Science and grant application, sustainability of research, career progression and mentoring, working conditions and research infrastructure, transparent and comprehensive recruitment.

The HRS4R Steering Committee (which includes the NIIH director and deputy-director as well as the heads of the Financial Department and Ethics Commission) will coordinate implementation with the Scientific Council, the HRS4R Working Group, and relevant administrative and research units. When actions depend on decisions or resources outside the direct competence of NIIH management, especially those involving the Romanian Academy or broader governmental policies, NIIH will prepare and communicate proposals and follow their implementation through the appropriate institutional channels. The Working Group and NIIH



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management will periodically review implementation against the agreed timetable and indicators. Progress will be assessed annually, and any delays, low participation, or implementation difficulties will be identified and addressed.

Implementation will follow a participatory approach. Researchers and research-related staff will be involved through consultations, training and infrastructure needs assessments, and feedback mechanisms. Their input is important for identifying individual or departmental requirements, for evaluating the impact of new procedures, and for reviewing career-development measures. All these measures aim at drawing the participation of the majority of the personnel, preferably at least 70%, just as it has been in the past with the Questionnaire for Internal Analysis concerning the application of the principles of the European Charter for Researchers.

The Action Plan will be gradually integrated into NIIH's internal policies, procedures, and research-management practices. Particular attention will ensure the HRS4R approach is consistent with national legislation and the Romanian Academy's institutional framework.

The principles of Open, Transparent and Merit-Based Recruitment (OTM-R) will be supported through the continued implementation of the current recruitment and promotion regulations and procedures as well as through the development of more transparent selection practices, and standardized candidate feedback. The Action Plan provides for adopting an operational procedure for feedback during the selection process in Q3-4/2027 since NIIH does not expect new job openings within the current budgetary allocation.

The implementation will be based on well-defined responsibilities, specific timelines, measurable indicators, and continuous monitoring. The 20 actions will be allocated to and carried out by the appropriate NIIH units and carried in phases. The Working Group will monitor progress, record results, and address delays or risks through corrective action to ensure that the overall HRS4R objectives are achieved.

First phase (2026) will focus on improving the communication and feedback concerning existing regulations about ethics, gender equality and non-discrimination, working conditions and contractual obligations. NIIH will expand its practices of digitisation and Open Science (within budgetary and legal possibilities in place), its international partnerships. It will also re-assess existing regulations for recruitment and selection to ensure better transparency.

Second phase (2027) will continue revised practices concerning ethics, equality and non-discrimination, working conditions and contractual obligations, or transparent recruitment. Furthermore, NIIH will create new tools for consulting and assisting researchers: support for accessing Open Science and community engagement funds; training sessions for grant applications; periodical consultations on contractual obligations and review procedures; seminars centred on mentorship through skills update training; the introduction of Individual Development



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Plans and evaluating possibilities for improved mentoring and supervision (especially for the Doctoral School and early career scholars). In this phase, NIIH also plans to design a low-cost sustainable research framework and introduce training on data confidentiality. It will also create standardize feedback procedures for candidates that apply for NIIH job openings. In 2027 we also wish to expand the visibility of NIIH job postings by extensively using the EURAXESS tool as well as additional job posting platforms (e.g., H-NET/Romania and H-Soz-Kult). Last but not least, we will create the yearly individual assessment of research infrastructure needs. On the basis of the feedback (at least 70% of the research personnel), we will draft the yearly infrastructure improvement plan.

Third phase (2028) will consolidate the new practices and regulations created during the first two phases: workshops on skills update training; mentorship and Individual Development Plans; training for grant application; feedback in recruitment; individual infrastructural needs assessments and the Institute's infrastructure improvement plan. Furthermore, we will create a quarterly internal newsletter that will reflect the new HRS4R environment of training, mobility, diversity, knowledge-sharing, transparency, grant accessibility, Open Science, digitisation and more generally cooperation both within NIIH, with its partners and the general public.

The longer-term phase will focus on ensuring the continuous implementation of the tools, practices, and regulations established in the first three stages (especially actions 3, 6, 7, 9, 11, 12, 13, 14, 15, 16, 17, 19).

Progress will be monitored through the indicators and targets defined for each action. These include the number of training sessions and participants, revised or newly adopted procedures and documents, the number of researchers benefiting from specific measures, participation in mobility and training opportunities, the number of international partnerships and grant applications, use of digital resources, and uptake of Individual Development Plans. For example, the latter action is linked to the target that at least 60% of researchers will have a Plan by the end of 2028, followed by annual review. Annual monitoring, researcher feedback, and periodic assessment will identify which actions need continuation, adaptation, or further development.

The implementation process aims to progressively transform identified weaknesses and gaps into sustainable institutional practices while building on NIIH strengths in research ethics, gender equality and anti-discrimination, research freedom, public engagement, stability and predictability of working conditions, scholarly expertise and mentorship, and career advancement especially for doctoral students and early-career academics. The process will combine institutional responsibility, researcher participation, measurable targets, and continuous review to establish and maintain a supportive, transparent, and sustainable environment aligned with the European Charter for Researchers.



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

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and justification (max. 500 words)

The NIIH Steering Committee will oversee the implementation of the Action Plan in cooperation with the Scientific Council and the Working Group. The HRS4R Working Group will coordinate implementation, while the institutional units responsible for individual actions will provide the information and evidence needed for monitoring.

Progress will be reviewed at least annually and more frequently when actions require coordination between units or have specific deadlines. Each unit will report on its actions, completed activities, outputs, indicators achieved, and any difficulties.

Monitoring will cover individual actions and the coherence of the Action Plan as a whole. Particular attention will be given to actions with recurring or long-term components, including the annual infrastructure needs assessment, international partnerships, skill update activities, grant training and application, and Individual Development Plans. The infrastructure action explicitly provides for an annual assessment and review of progress against priorities.

Working Group will maintain an implementation overview using a simple status system: completed, in progress, delayed, or requiring corrective action. If an action is delayed or an indicator is not achieved, NIIH will analyse the reasons and propose corrective measures. When implementation depends on the Romanian Academy or other governmental authorities, NIIH will clearly distinguish between matters within its responsibility and those requiring higher-level action. As already mentioned in the GAP Analysis and Action Plan, NIIH will submit proposals, requests, or documented needs through appropriate channels to entities that fund, supervise, and validate its activity.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and justification (max. 500 words)

NIIH researchers will participate in the implementation of the proposed Action Plan. NIIH will use consultations, surveys, training, feedback, and direct discussions to ensure the plan addresses the academic personnel's real research and career development needs. Researchers will contribute



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to initiatives related to infrastructure expansion, professional development, working conditions, recognition of multi-path careers, and the diversity of outputs beyond scholarship production. This approach ensures researchers are at the centre, as participants, of the Action Plan of developing, implementing, and evaluating HRS4R measures.

Annual needs assessments will allow researchers to identify priorities and evaluate implemented measures. For infrastructure, researchers will be invited to highlight needs related to hardware, software, databases, digitization, archival resources, and Open Science tools, with at least 80% participation targeted. A similar process will apply to professional development. Researchers will also engage through training sessions, mentoring, and feedback on procedures, guidance, and grant-related activities. Individual Development Plans will provide a structured way for researchers and heads of research departments to discuss career objectives, skills, training needs, mobility, and networking.

The NIIH Directorship, the Scientific Council, the HR and Financial Departments, the Heads of Research Departments, the Doctoral School will contribute within their areas of responsibility to the HRS4R implementation. The Romanian Academy and NIIH external partners will be involved when broader cooperation, external funding, or decisions beyond the management's authority are concerned.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy.*

Detailed description and justification (max. 500 words)

NIIH will progressively update and expand its policies, procedures, and research management practices to better reflect HRS4R principles. The Action Plan offers a structured framework for continuing to implement the European Charter for Researchers. It stipulates measure pertaining to the improvement of ethics, Open Science, research sustainability, recruitment, career progression, working conditions, professional development, mobility, supervision, and mentoring.

Continuous alignment HRS4R principles will be achieved through the improved dissemination, review, and update of internal procedures and guidance. The Action Plan currently addresses research practices, assessment and recruitment feedback, individual development, and career progression.

New or revised procedures will be assessed for compliance with relevant HRS4R principles and national legislation. NIIH will also consider the institutional framework of the Romanian Academy. If an issue falls outside the authority of NIIH relevant decision-makers, the latter will



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identify the appropriate governing body and communicate proposals or requirements as necessary.

The HRS4R implementation will be embedded within ongoing activities such as recruitment, research management, training, infrastructure planning, career development, Open Science, and supervision. Monitoring outcomes and collecting researchers' feedback will identify policies and practices requiring improvement. NIIH will systematically incorporate effective measures into its standard practices. This approach will support a coherent, sustainable strategy to improve working conditions, career development, and selection practices.

How will you ensure that the proposed actions are implemented?*

Detailed description and justification (max. 500 words)

Four main mechanisms will support implementation: clear responsibility, set timelines, measurable indicators, and regular monitoring. Each of the 20 actions in the Action Plan has been assigned to responsible institutional units and framed within a clear implementation period. This creates a direct link between each HRS4R commitment and the institutional unit delivering it. The NIIH Directorship, the Scientific Council, HR, Financial and IT Departments, the Heads of Research Departments, representatives of the Doctoral School will contribute according to each action's nature, in collaboration with the Working Group.

Implementation will be phased. The first stage will strengthen procedures and mechanisms and expand their transparency on matters pertaining to ethics, research practices, Open Science, recruitment, anti-discrimination and diversity, infrastructure, training and recruitment. Later stages will consolidate digitalisation, international cooperation, professional development, mentoring, and career advancement.

The responsible units will document implementation through the evidence associated with the indicators defined for each action. These may include communication or adoption of procedures, training records, participation figures, infrastructure reports, digital resources, mentoring assessments, international partnerships and Individual Development Plans.

NIIH will use existing institutional resources whenever possible. If additional resources, external funding, or decisions by the Romanian Academy are necessary, the relevant needs will be documented and submitted through appropriate institutional channels. This approach is especially important for infrastructure, additional research positions, and activities requiring external funding.



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The Working Group will identify implementation risks and delays and will propose corrective measures when necessary. Changes to the timetable may be made when justified by institutional, legal or financial circumstances, while preserving the underlying HRS4R objectives.

How will you monitor progress (timeline)?*

Detailed description and justification (max. 500 words)

NIIH (through the Steering Committee and the Working Group) will monitor progress against the timelines established for each of the 20 actions by way of a structured framework for sequencing activities, identifying difficulties and assessing whether actions are progressing as planned.

The first two phases (2026 and 2027) will constitute the foundation of HRS4R implementation. Priority will be given to improving communication about existing institutional regulations and procedures concerning ethics and research integrity, gender balance and non-discrimination, review of research, Open Science and digitisation, and selection procedures. Monitoring will also assess the progress made on creating new procedures and opportunities at NIIH pertaining to mentoring and supervision, grant applications, research infrastructure needs, training priorities, and recruitment feedback, transparency and national/international visibility.

During the third phase (2028), monitoring will ensure that the new mechanisms and tools created (infrastructure assessment, training and grant opportunities, recruitment practices, individual/career development, mentoring/supervision) will be feasible for periodic and continuous implementation. Basically, at this point, the Steering Committee and the Working Group will first test the long-term viability of the actions designed in response to the main weaknesses identified in the Gap Analysis and the OTM-R Checklist. This regularization of practices and norms will be reflected in the creation of the quarterly internal newsletter. As already mentioned, this tool will reflect the new HRS4R environment of training, mobility, diversity, knowledge-sharing, transparency, grant accessibility, Open Science, digitisation and more generally cooperation both within NIIH, with its partners and the general public. The third, consolidation phase will effectively be one centred on reviewing the effectiveness of measures introduced during 2026–2027 and on addressing any implementation gaps identified through monitoring.

The monitoring of the long-term phase will essentially concentrate on the continuous deployment of the tools, procedures, and regulations created in the process of HRS4R implementation and their calibration in accordance to transformations experienced by NIIH, changes in the Romanian Academy's institutional and regulatory framework, or macrostructural dynamics in Romania and the European Union.



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The Working Group will maintain an overview of the implementation status of the 20 actions and it will review progress annually. Responsible units will provide information and supporting evidence concerning activities undertaken, outputs achieved and indicators reached. For monitoring purposes, each action will be classified according to its implementation status, such as completed, ongoing, delayed or requiring corrective intervention. This approach will allow NIIH to identify difficulties early and determine required additional measures. Annual monitoring will distinguish between delays that NIIH can address through its own management and those caused by external institutional, regulatory, or financial dependencies. Where implementation depends on decisions, resources, or procedures beyond NIIH's competence, such dependencies will be documented and considered when assessing progress of HRS4R implementation.

When adjustments to the initial timeline are justified, the reasons and revised timeframe will be documented and incorporated into subsequent monitoring cycles in order not to affect the achievement of the HRS4R objectives.

How will you measure progress (indicators) in view of the next assessment?*

Detailed description and justification (max. 500 words)

NIIH will demonstrate progress toward the next HRS4R assessment through quantitative indicators, qualitative evidence, and researcher feedback. This approach will enable NIIH to assess not only whether the planned activities have been completed, but also whether they have contributed to clearer procedures, greater accessibility, increased participation, and the gradual institutionalisation of HRS4R principles.

Quantitative indicators will provide objective evidence of implementation. Depending on the action, these may include the number of training and awareness sessions held and participants involved; revised procedures, guidelines, and institutional documents; participation rates in surveys and professional development activities; researchers benefiting from relevant working arrangements; international partnerships and grant applications; digital resources created; mentoring and supervision activities; and the adoption and regular review of Individual Development Plans. The last measure can also be assessed through a measurable implementation target: at least 60% of researchers should have an Individual Development Plan by the end of 2028.

Quantitative results will be supported by documentary and qualitative evidence demonstrating the substance of implementation. This may include approved or revised procedures, reports of information sessions, training materials, records of researcher engagement, infrastructure needs reports, mentoring and supervision records, and evidence of the creation and use of digital research resources.



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Where appropriate, evidence will also show how measures have been integrated into regular institutional practices rather than remaining isolated activities.

For each action, the responsible unit will collect and maintain relevant evidence and provide it to the Working Group for monitoring purposes. The Working Group will consolidate this information, compare results with the objectives and targets in the Action Plan, and identify areas where implementation has met expectations or where further attention is needed.

Progress assessment will not rely solely on the number of activities completed. NIIH will also assess whether measures have improved the clarity and accessibility of institutional procedures, strengthened researcher participation, increased access to professional opportunities, and more consistently embedded HRS4R principles in daily practice. Researcher feedback (either through departmental consultations or institution-wide annual polling) will complement numerical indicators and documentary evidence, offering an additional perspective on the relevance and effectiveness of measures listed in the Action Plan.

If an indicator or targets are not achieved, NIIH will document the reasons and assess their impact on the relevant action. Corrective measures may include adjusting elements of the 20 Actions listed above by adapting the implementation approach, extending the timeframe, clarifying responsibilities, or identifying additional resources. This evidence-based approach will enable NIIH to demonstrate progress and lessons learned, supporting continuous improvement of the HRS4R strategy beyond the next assessment cycle.

Additional remarks/comments about the proposed implementation process (max. 1000 words)

The proposed implementation process reflects the composition and outlook of NIIH personnel as well as the Institute's institutional profile and resources. It both reflects NIIH pre-existent accomplishments in terms of implementing HRS4R principles even before formally starting the process as well as a framework for addressing the weaknesses identified in the Gap Analysis. The Action Plan includes 20 actions covering ethics, working conditions, Open Science, sustainability, non-discrimination and diversity, recruitment and selection, career progression, research infrastructure, professional development, supervision and mentoring, digitalisation, and international cooperation. These mutually reinforcing actions contribute to the consolidation and expansion of a more transparent, supportive, and sustainable research environment.

Upon assessing NIIH's implementation of HRS4R principles, its specific institutional, legal and financial context should be taken into account. The Action Plan comprises measures that can be implemented through existing organisational structures and resources while recognising that some developments depend on additional funding, legislation, or decisions within the Romanian Academy framework or in relation with ongoing austerity policy by the Romanian government.



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This is especially relevant to research infrastructure, salaries, new research positions, and Open Science resources. When implementation depends on factors outside the competence of NIIH management, the Institute will document the needs, communicate proposals through appropriate institutional channels, and distinguish these dependencies from actions that are within the purview of NIIH direct implementation.

The implementation process is gradual. The 2026–2027 period establishes the strategy's procedural and organizational foundations, especially concerning, internal communication, research development, and mentoring. The 2028 phase builds on these foundations with research training, skills update activities, improved recruitment practices and more systematic supervision. Longer-term institutional development presupposes the continued integration and expansion of practices and mechanisms established in the timeframe 2026-2028. This sequencing ensures new measures and policies are introduced at a manageable pace and that later actions benefit from accumulated experience and evidence.

Researcher participation is at the centre of the implementation of HRS4R principles. Annual assessments of infrastructure, information sessions, trainings, consultations, feedback mechanisms, mentoring, and Individual Development Plans constitute a wide range of opportunities for researchers to communicate priorities and for NIIH management to evaluate whether the proposed 20 Actions meet actual needs.

The HRS4R process will accelerate pre-existent achievements at NIIH with a view to regulations concerning ethics, non-discrimination, equal-opportunity research as well as the improvement of working conditions and career advancement. This is a vital process: the Gap Analysis identified that practices and regulations reflective of HRS4R values exist, but they are not sufficiently visible or consistently communicated. NIIH should also expand its commitment to Open Science (within the limits of its budgetary possibilities), and digitalization (already extensive resources are online, such as NIIH journals, publications or library holdings). Sustainability will be approached gradually, aiming at practical improvements compatible with NIIH possibilities and organizational profile.

The HRS4R implementation will be a process continuous improvement. Monitoring results, researcher feedback, and evidence collected during the implementation will identify viable measures, address shortcomings, and adapt actions as institutional and national contexts change. When goals cannot be reached, such outcome will be approached as a learning experience. This will allow NIIH to distinguish between shortcomings that require organisational adjustment and problems caused by external regulatory, institutional, or financial constraints.

The fulfilment of the 20 Actions listed in the Plan seeks to use the findings of the Gap Analysis to achieve viable and sustainable institutional practices. Our overarching goal is to strengthen the NIIH capacity to support researchers throughout their careers, improve transparency and



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participation, enhance access to resources and professional development, and to create a more fluid, equally accessible and highly competitive selection process. The Action Plan will therefore serve as the foundation for organizational progress under circumstances of constantly shifting institutional needs and circumstances as well as a highly tenuous macrostructural context, nationally and internationally.