HR Excellence in Research

Process Description

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Case number

2025RO390501

Name Organisation under review

Cantacuzino National Military Medical Institute for Research and Development

Organisation’s contact details

Splaiul Independentei 103, Bucharest, Bucharest, 050096, Romania

Date endorsement charter and code

15/12/2025

Process

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

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

Name	Position	Steering Committee	Working Group	Management line/ Department
Conf. Univ. Dr. Catalin-Gabriel Smarandache	R3	■	☐	Commander / General Director
CSI Dr. Crina Stavaru	R4	■	☐	Scientific Director
CSI Dr. Ani Cotar	R4	■	☐	CNEISPBRN Director
CSII Dr. Diana Giol	R3	■	☐	CCDT Director
CSI Dr. Cristin Coman	R4	■	☐	President of the Scientific Council
Drd. Andrei Dumitrascu	R1	☐	■	Administrator HRS4R
Dr. Fabiola Ionita	R2	☐	■	Scientific Department representative
Dr. Bogdan Coculescu	R3	☐	■	Scientific Department representative
Dr. Alexandru Muntean	R3	☐	■	Scientific Department representative
Ec. Mariana Dragan	Administrative Staff	☐	■	HR Responsible
Adriana Marculescu	Administrative Staff	☐	■	IT Responsible

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

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

Stakeholder group	Consultation format	Contributions
Research staff across institutional career levels	Anonymous paper questionnaires were distributed from 01/02/2026 to 28/02/2026. Invitations were sent via the institutional e-mail system, with periodic reminders. Completed questionnaires were deposited anonymously in a designated collection box.	Ninety-nine people were invited and 62 responded (~63%). The questionnaire combined 5-point Likert items and open questions covering recruitment and selection, working conditions, professional and career development, and ethics, integrity and equality. The quantitative and qualitative results served as direct evidence for the Gap Analysis and the Action Plan.
HRS4R Working Group	Several informal working meetings, documentary review and circulation of successive drafts by institutional e-mail.	Reviewed the 20 principles of the European Charter for Researchers against national legislation, internal regulations, procedures and institutional practice; analysed the questionnaire results; drafted and revised the Gap Analysis, OTM-R assessment and Action Plan.
Steering Committee, scientific management and Scientific Council	Informal meetings, review of draft documents circulated by e-mail, and discussion of content, structure and results.	Provided strategic oversight, reviewed the interpretation of evidence and proposed actions, requested revisions where needed, and discussed and approved the final HRS4R documentation.

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

The Steering Committee comprised the Institute's scientific leadership and key decision-making structures to provide institutional oversight of the HRS4R process. Its members include the Commander / General Director, the Scientific Director, directors of scientific structures and the President of the Scientific Council. The Committee worked through several informal meetings and by reviewing successive drafts circulated via institutional email. The methodology, questionnaire results, Gap Analysis, OTM-R assessment and Action Plan were discussed, revised where necessary and submitted for discussion and approval within the scientific management and the Scientific Council.

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

The Working Group was constituted to carry out the operational self-assessment and prepare the HRS4R documentation. It brings together the HRS4R administrator, representatives of the scientific departments, HR and IT support, thereby combining research, administrative and technical perspectives. The Working Group reviewed the institutional evidence against the 20 principles of the European Charter for Researchers, prepared and analysed the anonymous staff questionnaire, identified strengths and gaps, and drafted the Gap Analysis, OTM-R assessment and Action Plan. Successive drafts were exchanged via institutional e-mail and discussed during informal meetings, with feedback from scientific management and the Scientific Council incorporated before final approval.