

## HR Excellence in Research

# GAP Analysis (Charter and Code Checklist)

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**Case number**

2024RO204268

**Name Organisation under review**

Institutul National de cercetare dezvoltare pentru metale neferoase si rare

**Organisation's contact details**

B-dul Biruintei, Pantelimon, Romania

**Date endorsement charter and code**

15/03/2024

## GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

## European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
  - ++ fully implemented
  - +/- almost but not fully implemented
  - -/+ partially implemented
  - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

### Status

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### Ethical and Professional Aspects

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**Status****1. Research freedom**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Most of the respondents to the survey performed consider that have full autonomy within professional activity. Young researchers' guidance could be improved to accommodate them in the early stage of research career.	Actual practice: The research personnel have the freedom to perform research activities, to create and submit research project proposals in the competitions they wish to participate to. The body with responsibilities in research activities management is the Scientific Council. Improvement proposals: Creating a section on the institute's website dedicated to information on research freedom, limitations and opportunities; Supporting researchers to perform research activities in other domains other than those specific to their departments.

**Status****2. Ethical principles**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	IMNR personnel respects ethics principles in their activity in accordance with the Ethical conduct code of IMNR. IMNR disseminates all the documents regarding ethics principles, yet there is still place for improvement regarding awareness and understanding of ethics principles. 6% of respondents are not aware of IMNR policies and practices regarding good practice in research.	Actual practice: IMNR organises periodic training courses in the field of research ethics addressed to the institute's research personnel. Legislation: - Law no. 183/2024 regarding on the status of research, development and innovation staff: art. 48-63. Internal Regulations: - Ethical conduct code of IMNR Improvement proposals: - Updating the section dedicated to information on ethical principles application and on the institute's website section Ethics documents - <a href="https://imnr.ro/wp/wp-content/uploads/COD-ETIC-al-angajator-INCMMNR-IMNR-2017.pdf">https://imnr.ro/wp/wp-content/uploads/COD-ETIC-al-angajator-INCMMNR-IMNR-2017.pdf</a>

**3. Professional responsibility**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Plagiarism is forbidden in IMNR and the researchers are sanctioned if they bend this rule.	Actual practice: IMNR monitors publications at institute's level, which contributes to a quantitative and qualitative analysis of scientific production. Improvement proposals: acquiring an anti-plagiarism program

**Status****4. Professional attitude**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
+/- almost but not fully i...	IMNR researchers are familiarized with strategic goals governing their research environment and funding mechanism and obtain the necessary approvals before starting their research or accessing the projects.	Improvement proposals: The variety of projects guides require training courses and support for researchers, in order to submit project proposals within national and international competitions

**5. Contractual and legal obligations**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	In conformity with national Labor code – Law no. 53/2003, employees respect the contractual and legal obligations. IMNR transposes the Romanian law rights and obligations of the employee and employer in the individual labor contracts and job description sheets. IMNR personnel is aware of contractual obligations, declaring that they try to keep up-to-date with the changes of legislation regarding project financing, patents, technology transfer, data protection and confidentiality.	Actual practice: Researchers have individual labor contracts and job description sheets; confidentiality agreement; protection of personal data consent; IPR rights provisions; ethical regulations; Legislation: - Law no. 53/2003 - Labor code; Government Ordinance no. 57/2002 regarding scientific research and technological development; Law no. 183/2024 regarding on the status of research, development and innovation staff; Information packages of the calls for projects / competitions. Improvement proposals: permanent update regarding the changes in Romanian and international legislation, relevant for our activity field

**Status****6. Accountability**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>IMNR respects transparency and budgetary oversight rules for public funds. Within the yearly activity reports, available on institute's website, information on budget and financial management are included (most recent report <a href="https://imnr.ro/public/files/reports/IMNR%20-%20Raport%20anual%202023.pdf">https://imnr.ro/public/files/reports/IMNR%20-%20Raport%20anual%202023.pdf</a>.) The majority of respondents declare that are aware of the responsibility towards society in relation to their research works, the interviews revealed the need to improve researchers' awareness regarding social responsibility.</p>	<p>Actual practice: Internal and external audit of the research projects; periodically report to the financing authorities; ethical behavior within the daily activities; According to national legislation, procurements are realized using a transparent and open process via national dedicated platform: <a href="https://sicap.ai/achizitii/autoritate/5171#google_vignette">https://sicap.ai/achizitii/autoritate/5171#google_vignette</a> Improvement proposals: Organising training sessions on social responsibility;</p>

**Status****7. Good practice in research**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: Delays in implementing the good practices in the field – national and international level Impediments: lack of research funding	Actual practice: Innovative idea registry; Upgrading the ventilation system of the Analysis Laboratory (chemical analysis) niches in order to assure safe working conditions and obeying the environmental regulations/fire protection; Continuous staff formation; Aligning to the last version of certification standards, IPR, DPO; Continuous up-grade of R&D infrastructure; Continuous monitoring of the risks Improvements: Involvement in R&D activities connected to AI and machine learning; Projects in the field of circular economy, safe by design, participation in establishing the national strategy adopted in the field.

**Status****8. Dissemination, exploitation of results**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Research projects include dissemination activities of project results by publication of scientific papers, participation to scientific events, submission of patent requests. The Technology Transfer Centre promotes the research results to the general public and offers support for exploitation of research results. There is always room for potential improvement especially for exploitation of research results through introduction to market of new technologies / products / services resulted from research activity.</p>	<p>Actual practice: IMNR disseminate research results through the institute's website <a href="http://www.imnr.ro">www.imnr.ro</a> , Facebook: National R&amp;D Institute for Non-Ferrous and Rare Metals - IMNR   Pantelimon   Facebook, LinkedIn: <a href="https://www.linkedin.com/in/imnr-undefined-0a6b2128b/">https://www.linkedin.com/in/imnr-undefined-0a6b2128b/</a>, Youtube channel: <a href="https://www.youtube.com/@INCDMNR/featured">https://www.youtube.com/@INCDMNR/featured</a> Organizes the yearly international conferences EMERGEMAT: <a href="https://imnr.ro/wp/anunturi/conferinta-internationala-tehnologii-emergente-in-ingineria-materialelor-emergemat-editia-a-7-a/">https://imnr.ro/wp/anunturi/conferinta-internationala-tehnologii-emergente-in-ingineria-materialelor-emergemat-editia-a-7-a/</a> , Institute newsletter: <a href="https://imnr.ro/wp/newsletters/">https://imnr.ro/wp/newsletters/</a> Services <a href="https://imnr.ro/wp/servicii/">https://imnr.ro/wp/servicii/</a> Patents <a href="https://imnr.ro/wp/brevete/">https://imnr.ro/wp/brevete/</a> Other events <a href="https://imnr.ro/wp/evenimente/">https://imnr.ro/wp/evenimente/</a> , brokerage, workshops Articles <a href="https://imnr.ro/wp/articole-open-access/">https://imnr.ro/wp/articole-open-access/</a> Projects <a href="https://imnr.ro/wp/proiecte/">https://imnr.ro/wp/proiecte/</a> Associations and Clusters affiliations Technology Transfer Centre supports researchers for exploitation of their results. IMNR implements projects that promote researchers' participation to scientific events and open access article publishing. Legislation: - Law no. 183/2024 Improvements: - Participation to scientific events, fairs; - Institutional International Conferences EMERGEMAT ed 8;</p>

**Status****9. Public engagement**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	IMNR is oriented to large scale dissemination of research results to the public. Researchers' skills to communicate science to the general public might be improved.	Actual practice: IMNR has an internal and external communication strategy, transposed into a communication plan. Technology Transfer Centre supports dissemination of research activities and results through participation at various public events. Improvement proposals: organization of thematic events dedicated to the general public to popularize IMNR's research activities: updating events/achievements on IMNM website and on social media accounts to increase its visibility to the general public and possible private industry partners.

**10. Non discrimination**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	IMNR is a safe place for everyone and all activities and processes that take place respect the principles of equality, diversity, inclusiveness and non-discrimination	Actual practice: We seek excellency overall. A gender equality policy: <a href="https://imnr.ro/wp/wp-content/uploads/Politica-de-egalitate-de-gen-2024.pdf">https://imnr.ro/wp/wp-content/uploads/Politica-de-egalitate-de-gen-2024.pdf</a> and plan are implemented available to all staff on the website: <a href="https://imnr.ro/wp/wp-content/uploads/Planul-de-implementare-a-egalitatii-de-gen-2024.pdf">https://imnr.ro/wp/wp-content/uploads/Planul-de-implementare-a-egalitatii-de-gen-2024.pdf</a> , Improvements: keeping up-to date the legal changes and implementing them into our documents, procedures and practices.

**Status****11. Evaluation/ appraisal systems**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Evaluation of IMNR research personnel is regulated by the internal evaluation methodology, made at the Laboratory level and approved at institute's top management level.	Actual practice: Yearly activity reports are including information on research personnel performance based on self-assessment/assessment forms documented through specific procedures. Legislation: - Law no. 183/2024 regarding on the status of research, development and innovation staff: art. 10, 13-15, 25-31; - Government Ordinance no. 57/2002 regarding scientific research and technological development: Chapter 3 Evaluation of scientific research and technological development activities. Internal Regulations: IMNR Internal Regulation for periodic professional evaluation: Self-assessment forms; Evaluation Reports. Improvement proposals: - drafting new and broader criteria for researchers' periodic evaluation and drafting Internal Methodology for recruitment and research personnel hiring, according to the new Law no. 183/2024, and posting them on IMNR website in Romanian and English.

**Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.**

**Status****12. Recruitment**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The vacant research positions are occupied through public competition, according to internal regulations  <a href="https://www.imnr.ro/public/documents/regulament-concurs-angajare-personal-cd.pdf">https://www.imnr.ro/public/documents/regulament-concurs-angajare-personal-cd.pdf</a> and national legislation, with respect to transparency, non-discrimination, equal opportunities principles and quality standards specific to the job position. HR compartment is responsible for administrative activities related to recruitment and promotion of research personnel.</p>	<p>Internal Regulations: The Methodology for research personnel recruitment            Improvement proposals: Permanent upgrade of Methodology for research personnel recruitment</p>

**Status****13. Recruitment (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Recruitment procedures are open, transparent, efficient, supportive and internationally comparable, as well as tailored to the type of position advertised. The announcements contain the job requirement, working conditions, and the minimum requirement qualification, opportunities, salary package, the type of working contract offered and the deadline for application.	The recruitment announces are accessible to interested public at national and international level. Nationally, these are published within a national level newspaper, posted on the website <a href="http://www.imnr.ro">www.imnr.ro</a> , social media, recruitment platforms, job fairs, universities platforms of internship/practice. Internationally, the portal <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a> is used for advertising vacant positions available. Improvement proposals: Permanent upgrade of Methodology for research personnel recruitment

**14. Selection (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Selection committees bring together diverse expertise and competences, have gender balance and include members from different sectors, from different countries, selected by competence criteria. The selection process can be approached face-to-face and online, adapted to the type of selection and provenience of the candidates.	Improvement proposals: including external preselection of the candidates provided by the recruitment platforms, when applied.

**Status****15. Transparency (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Candidates are informed prior to the selection about the recruitment process and the selection criteria, the number of available positions and the career development prospects. The results of the selection are communicated to the candidates through the website, posted at the institute headquarter and via e-mail.	Improvement proposals: permanent monitoring of the process and upgrading the Methodology for research personnel recruitment should there any legislative provisions appear.

**16. Judging merit (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	A wide range of criteria is applied when judging the professional member of a researcher, all relevant for their carrier development, achievements and background experience, interhuman skills, capability of approaching other fields and explorer/pioneer qualities.	Improvement proposals: permanent reposition of applying professional and personal evaluation criteria, aligning to the national and international level of competitiveness, effectiveness and efficiency, as well as interpersonal skills.

**Status****17. Variations in the chronological order of CVs (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Subject to the legislative's provisions, all candidates are accepted to participate to the selection process, as long as they meet the minimum criteria for the job.	Actual practice: Multi filed qualification is encourage, since it provides openness to other approachable activity areas. Improvement proposals: an open mind when recruiting is a must; interhuman skills should always balance professional capability.

**18. Recognition of mobility experience (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	The qualifications and the knowledge achieved from the mobility experience provide a wider approach of the carrier path and the possible milestone set and accomplished.	Improvement proposals: permanent participation in mobility projects, such as ERASMUS+, Marie Currie, technology transfer projects, summer school, internship/practice series.

**Status****19. Recognition of qualifications (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	All certificated qualifications are recognized by the employer IMNR. All employees are encouraged to use their knowledge and experience gained throughout their scholar and professional life.	Improvement proposals: permanent contribution to and support of the life learning experience of the employees

**20. Seniority (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	IMNR is keen on achieving excellence in research field. In accordance with this policy, we search for the best human resources opportunities in our extended professional field.	Improvement proposals: lobbying the legislative for a more opened approach of the carrier evolution conditions

**Status****21. Postdoctoral appointments (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	IMNR has specific rules when applying for or receiving post-doctoral fellows. Scholarships can be provided through research projects, within the specific guidelines.	Actual practice: IMNR offers a limited number of post-doctoral scholarships, depending on the financial resources provided through the project's budgets. Also, IMNR can receive fellows for post-doctoral programs if they are financed from other external sources. Improvement proposals: intensifying the collaboration with the universities and companies in order to extend the present capability of offering post-doctoral scholarships.

**Working Conditions and Social Security****22. Recognition of the profession**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	IMNR accepts the experience gained within the practice stages, internships, faculty years and all forms of continues training. IMNR includes students in the research area, contributing practically to their formation in the field. This improves the result of the theoretical training of a researcher with the benefits resulting from the practical approach.	Improvement proposals: Training on recognition of the profession - User guide, Directive 2005/36/EC as amended by Directive 2013/55/EU. Information on recognition of the profession through CNERD (National Center for Recognition and Equivalence of Diploma)

**Status****23. Research environment**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	IMNR tries to provide the most stimulating research and research training environment, appropriate equipment, facilities and opportunities, including remote collaboration and assuring the optimal condition of health and safety in research. YET, due to the lack of financing, some of the equipment get old and is impossible to be replaced. Within the budget, there are allocated sums for upgrading work conditions, equipment, softs.	Improvement proposals: Upgrade of building and facilities; acquisition of new equipment, finding new financing sources.

**24. Working conditions**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	IMNR tries to offer good working conditions. Full and partial work program is available, non-discriminatory criteria are applied when hiring, disability friendly environment, remote working conditions. Holidays are above the national average, 10 days paid study leaves/year, unpaid leaves for studies or personal reasons are accorded up to 30 days, maternity and paternity leaves up to 24 months – legislative correlated, medical insurance.	Improvement proposals: Upgrade of building and facilities; paid transportation to and from headquarters, meal tickets, vacation tickets, medical extended insurance, gym membership/sport equipment discounts, vouchers for protection glasses, teambuilding, bookster – read and roll for companies, cafeteria and relax room, coffee and snacks machines, cash machine

**Status****25. Stability and permanence of employment**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Work contracts are long term predominantly and financed from research projects and external sources activities. Short term contracts are subject to project availability and correlated to the researcher's evolution in the field might be followed by a long-term contractual offer.	Improvement proposals: Permanent up grade of the employee personal carrier plan; according to their qualification, employees can be assigned other tasks better fit for them.

**26. Funding and salaries**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Remuneration conditions are set by Romanian labor legislation and applied in individual labor contracts	Improvement proposals: stimulating the project winning so as to obtain better hourly rates and monthly incomes.

**Status****27. Gender balance**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	IMNR promote an equal opportunity policy. Both at top and middle management there is a balance between male and female numbers. Female researchers are more present on management positions. Recruitment and assessment commissions are also gender balanced. Access to management positions is also non- discriminatory.	Improvement proposals: permanent assuring the gender balance in all activity fields and levels.

**28. Career development**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Young researchers receive support and guidance in their career development. All PhD practical studies are sustained by IMNR and researchers are supported to permanent training in their field of activity. There are coordinators at all levels, mentoring the younger researchers.	Improvement proposals: organizing internal and paying for external trainings; participating in exchange programs, Individual career development plans permanent upgrade.

**Status****29. Value of mobility**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
+/- almost but not fully i...	IMNR collaborates with universities and companies within the research projects.	Improvement proposals: IMNR might publish a list with career opening on the website and extend the internship/practice programs

**30. Access to career advice**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	All researchers receive support and guidance in their career development.	Improvement proposals: post on the IMNR website a guide that teaches young researchers how to pursue their chosen career

**Status****31. Intellectual Property Rights**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>IMNR financially supports submission of national patent requests, as well as those of maintaining the patent and there is an incentive mechanism in place in order to stimulate innovation. Information related to participation to invention fairs, awarded patents, submitted patent requests are included within annual activity reports and posted on the website data base of IPR. International patent applications taxes, as well as those of maintaining the patent are also supported by the institute. The Technology Transfer Center is in charge of advising the researchers in their submission of the patent and all other forms of Intellectual Property Protection.</p>	<p>Improvement proposals: Training of early-stage researchers on intellectual property rights and exploitation of research results.</p>

**Status****32. Co-authorship**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	At IMNR level, researchers are recognized as authors or co-authors in accordance with international practice. There is room for improvement, since the formula for calculating the score on scientific activity leads to papers with only a small number of co-authors. This might discourage collaboration and might not fully ensure the recognition of the merit of each author.	Legislation: - Law no. 183/2024 regarding the status of research, development and innovation staff: art. 32-33, 49-50; - Law no. 8/1996 on copyright and related rights; - Law no. 64/1991 on patents; - Law no. 83/2014 on work inventions. Improvement proposals: Debating upon a more flexible calculating formula for individual activity score.

**33. Teaching**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	IMNR, at request, allows its employee to teach within education institutions/ educational associations. Within the institute there are practice stages and internship and mentors allocated to the students and early-stage researchers. Also, the PhD studies are guided within the Institute.	In order to offer a broader experience for the students and minimize the time invested by the usual trainers, IMNR prepares other researchers to mentor and supervise the practice/internship stages. Improvement proposals: continuous programs of training the trainers; Elaborating a new teaching methodology, specific to high schools practice programs/dual teaching in order to extend our recruiting options.

**Status****34. Complains/ appeals**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Within IMNR there are procedures for analyzing and resolving labor conflicts and disputes, in accordance with the legislation, in order to promote fair and equitable treatment within the institution.	Actual practice: Solving of complains related to research ethics issues are in the responsibility of Commission of Research Ethics. Other complaints related to labor obligations infringements are solved through Disciplinary Labor Commission. Legislation: - Law no. 183/2024 regarding on the status of research, development and innovation staff; - Labor code – Law no. 53/2003: art. 247-252. Improvement proposals: permanent upgrade to the policy on intellectual property rights and exploitation of research results.

**35. Participation in decision-making bodies**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The Scientific Council of IMNR is the decision-making body, with members that are representatives of each Laboratory/Department.	Actual practice: Researchers are represented within the decision-making body - Scientific Council and elected employees' representatives are participating to the Scientific Council meetings. Internal Regulations: - IMNR Scientific Council Regulation on organisation and operation. Improvement proposals: keep on organizing periodic information sessions on results of information, consultation and decision-making body – Scientific Council activities.

**Status****Training and Development****36. Relation with supervisors**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
+/- almost but not fully i...	At the laboratories/departments level, examples of good practice can be identified. Yet, there is the need to improve the communication with supervisors, to develop and implement an individualized professional development plan.	Improvement proposals: identified good practices should be extended and adapted to the specific of each structure.

**37. Supervision and managerial duties**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Within the institute there are 6 months mentorship stages allocated to early-stage researchers, when hired. Also, the PhD studies are guided within the Institute.	Actual practice: Each early-stage researcher has a 6 months mentorship stage when hired and also a 3 month mentorship stage when changing grade, until reaches R3 level. The head of each structure is responsible for the evolution of the lead employee and also for evaluating them periodically so as to observe and guide their professional evolution. Improvement proposals: Keep on organizing training courses on research methodologies, planning of research projects, ethical aspects of research projects.

**Status****38. Continuing Professional Development**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
+/- almost but not fully i...	IMNR is focused on research personnel skills development and its researchers are participating to professional trainings. The majority of personnel consider that the institute is operating with clear and transparent procedures related to scientific career promotion. Yet, there is still place for improvement, since there are insufficient funds to cover all necessary trainings.	Actual practice: IMNR is implementing professional development activities for its own personnel. Researchers are supported to participate to scientific events, trainings, workshops, mainly financed from projects. Improvement proposals: Keep on organizing training courses on research methodologies, planning of research projects, ethical aspects of research projects; upgrading individual career development plans

**39. Access to research training and continuous development**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	Within IMNR level, at the beginning of each year, each structure defines a professional training plan. During the year, there is a periodical monitoring of the training plan/opportunities of training vs. available financing.	Actual practice: IMNR is implementing activities related to participation to scientific events, trainings, workshops. Long term mobilities are encouraged but limited by financial constraints. Training needs and training courses are regularly assessed. Improvement proposals: permanent upgrade of training plan; permanent identification of free training courses/sessions/workshops/conferences, brokerage events;

**Status****40. Supervision**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Head of laboratories have the responsibility of mentoring and supervising early-stage career researchers. Research activities results and impact are periodically assessed and resulted information is included in annual reports. Specific duties related to professional training and continuous development in research are mentioned in the job description sheets of research coordinators/supervisors and mentors.</p>	<p>Actual practice: Senior researchers are responsible for supervision and guidance of junior and early-stage researchers. Young researchers have the opportunity to participate to professional development trainings. Research activity performance is periodically assessed and feedback is provided in order to improve research results. Improvement proposals: An improved annual plan for professional training and continuous development, based on a better communication between each employee and the direct coordinator/supervisor or mentor.</p>