

INCD ECOIND Strategic development plan for the next 5 years (2025 - 2029)

Chapter IV - Human Resources Strategy

One of the fundamental strategic objectives of INCD ECOIND for the coming years is the continuous development of human resources, with an emphasis on maintaining and increasing the scientific competences of researchers. The Institute aims to consolidate its position as a centre of excellence in environmental research, and human resource development is essential to achieve this objective.

An important step in this direction was the international recognition of INCD ECOIND's efforts in aligning its human resources policies with the highest European standards. On August 30, 2024, the institute received from the European Commission the right to use the "HR Excellence in Research" logo, in recognition of the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This distinction demonstrates INCD ECOIND's commitment to transparency, equity and quality in human resources management. (<https://euraxess.ec.europa.eu/jobs/hrs4r/awarded>).

Currently, INCD ECOIND is in the implementation phase of the Initial Action Plan for HRS4R (Human Resources Strategy for Researchers), and in the medium and long term, the institute aims to collaborate with international experts, especially through the World Bank Program, to improve human resources policy and develop innovative talent management strategies.

The HRS4R Initial Action Plan focuses on several priority directions that will guide the institute's human resources policy in the coming years:

- 1. Transparency and fairness in recruitment:** Continue to implement a transparent and merit-based recruitment process that respects the criteria set out in the European Charter for Researchers. The Institute will periodically review selection processes to ensure compliance with the highest standards.
- 2. Attracting and retaining talents:** One of the essential pillars of the human resources strategy is the attraction of new young researchers and experienced specialists. In order to compete with other research institutions in Europe and the world, INCD ECOIND will develop competitive benefit and salary packages, reflecting excellence in research and innovation. The institute will invest in continuous training programs, mentoring and mobility schemes to facilitate the personal and professional development of researchers.
- 3. Career development and continuous training:** Another priority objective is to support the continuous development of employees' skills and competencies. INCD ECOIND will create an environment that stimulates learning and collaboration, through continuous training programs and access to advanced technologies. Mentoring schemes will be implemented to support the development of young researchers, facilitating the transfer of knowledge from experienced experts.
- 4. Recognizing and motivating performance:** The Institute will maintain a policy based on incentives for scientific production and innovation, recognizing those who make valuable contributions to research. In addition to these incentives, new forms of motivation will be developed, including programs to reward excellence in research and scientific leadership. Periodically, promotion competitions for higher scientific degrees

will be organized, thus ensuring that professional development is recognized and supported.

5. **Supporting early-career researchers:** INCD ECOIND will continue to encourage young researchers - students, master's students, doctoral students and early career researchers - through training programs, mentoring and their inclusion in national and international research projects. Promoting teamwork and interdepartmental collaboration will be essential for developing an organizational culture based on collaboration and innovation.
6. **Improving performance evaluation:** A central element of the human resources strategy is the improvement of the researchers' performance evaluation system. The Institute will continue to improve this process, ensuring that scientific performances are assessed correctly and that there are clear criteria for career advancement. Periodic competitions for promotion to higher scientific ranks, such as R4, R3, R2, will ensure the recognition of merit and stimulate excellence in research.
7. **International collaboration and mobility:** INCD ECOIND aims to develop and implement international mobility schemes, facilitating collaboration with other institutes and universities abroad. These initiatives will allow researchers to gain international experience and contribute to strengthening the institute's position on the European research scene.
8. **Attractive working environment:** The Institute aims to create an inclusive and motivating work environment, in which researchers can develop their potential to the fullest, be supported in achieving their goals, and benefit from a balance between professional and personal life.

To maximize the impact of the HRS4R Initial Action Plan, INCD ECOIND will benefit from the support of experts from **International Advisory Committee (IAC)** and through **World Bank program dedicated to improving human resources policy**. This support will contribute to refining recruitment strategies, developing skills and assessing staff performance, through the transfer of know-how and international good practices.

The main objectives pursued through this collaboration include:

- **Optimization of human resources management processes:** Implementing modern human resources management systems that improve efficiency and ensure better coordination of recruitment, training and evaluation activities.
- **Developing leadership skills:** In collaboration with World Bank experts, special attention will be paid to developing researchers' skills and training them for leadership roles in international research projects.
- **Monitoring and evaluating progress:** During the implementation of the action plan, progress will be monitored periodically and adjusted according to the current needs and realities, in accordance with expert recommendations and international requirements.

Thus, the human resources strategy of INCD ECOIND for the next five years is focused on attracting and developing the best researchers, offering career opportunities, continuous training and recognition of scientific performance. By implementing the measures in the HRS4R Initial Action Plan and collaborating with international experts, the institute is committed to create a stimulating, innovative and high-performing work environment, in which researchers can achieve excellence in their professional activity.