

**Guide on research career development
opportunities within INCD ECOIND**

**National Research and Development Institute for
Industrial Ecology – ECOIND**



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Content

Principles.....	3
Institutional objectives.....	3
Specific actions.....	4
Identification of skills, needs and feedback.....	4
Career planning.....	4
Identification of development opportunities	5
Continuous training	5
Mentorship and support.....	5
Mobility and collaboration.....	6
Performance recognition	6
Monitoring and updating.....	6

Principles

Professionalism: Performing duties with responsibility, competence, effectiveness, efficiency and fairness.

Responsibility: Taking responsibility for the methods, techniques and procedures used to achieve specific objectives and tasks, regardless of career level.

Efficiency: Implementing objectives within available resources, identifying new ones.

Continuity: The development of researchers' careers has a permanent, unitary and non-discriminatory character and is based on the transfer of knowledge between generations.

Proactive action: Promoting organizational culture and encouraging modern, proactive and effective behaviour of researchers.

Institutional objectives

- **Transparency and fairness in recruitment:** Ensuring an open recruitment process, based exclusively on merit, according to European standards.
- **Attracting and retaining talents:** Developing competitive salary and benefits packages to attract both young researchers and experienced specialists, complemented by training programs, mentoring and mobility schemes.
- **Career development and continuous training:** Creating an environment that stimulates learning, through access to advanced technologies and, in particular, through mentoring programs that facilitate the transfer of knowledge from experts to young researchers.
- **Recognizing and motivating performance:** Maintaining and diversifying incentives for scientific production and innovation, along with periodically organizing promotion competitions to officially recognize professional development.
- **Supporting early-career researchers:** Active inclusion of undergraduate, master's and doctoral students in national and international research projects, promoting teamwork and collaboration.
- **Improving performance evaluation:** Continuous refinement of the evaluation system to ensure fairness and clear criteria for career advancement.
- **International collaboration and mobility:** Implementing mobility schemes that provide researchers with international experience and strengthen the institute's position on the European level.
- **Attractive working environment:** Creating an inclusive, motivating work climate that supports a healthy work-life balance.

Specific actions

- **Supporting** researchers in defining and achieving professional goals.
- **Permanent training**, by ensuring access to continuing education and mentoring resources.
- **Stimulating** transversal and interdisciplinary collaborations, mobility and international collaborations.
- **Capitalizing**, adapting and consolidating acquired competencies, skills and performances and increasing the competitiveness of researchers.
- **Facilitating** the transition between the different stages of the scientific career.

The guide covers all career levels:

- assistant in scientific research – ACS;
- first stage researcher (R1) – doctoral student, CS;
- recognized researcher (R2) – CS III;
- senior researchers (established researcher (R3) – CS II;
- leading researcher (R4) – CS I.

Identification of skills, needs and feedback

- Analysis of the skills, values, professional interests, specific responsibilities of each researcher his/her strengths and weaknesses, in the context of internal, national and international needs and standards.
- Assessment of the degree of satisfaction of researchers and their availability for self-improvement.
- Analysis of research training needs, starting from the identification of specific values, knowledge and skills for each career level: existing; necessary; defining gaps and discrepancies between the existing and necessary sets of values, knowledge and specific skills.
- Updating human resources policies and assessing human resource needs for all career levels

Career planning

- Building a framework for integrating researchers' needs with career opportunities, through career development plans and career counselling.
- Training sessions on the importance and ways to design an individual career development strategy
- Organizing periodic counselling and self-assessment sessions.
- Identifying opportunities for promotion (or alternative career options, through a change of role or field of activity) within the institute and preparing for a new position.

Identification of development opportunities

- Internal and external training and development (courses, workshops, . webinars, certification programs, networking, mentoring);
- • Career advancement;
- Change of role/department or even change of field of activity.
- Improving access to training and learning, mechanisms to support participation, including by identifying qualified internal staff
- Ensuring continuity/periodicity of training and development opportunities.
- Including in professional training programs diversified, flexible and alternative forms of acquiring knowledge, skills and competences necessary for the institute and appropriate for researchers depending on the career level.
- Building a detailed professional trajectory of research, by disseminating, analysing and debating the regulation for promoting researchers.
- Promoting an institutional culture of continuous learning and designing additional possibilities to encourage the process of continuous development.
- Stimulating the involvement of researchers as evaluators for scientific articles and projects in national and international competitions.

Continuous training

- Ensuring access to training and professional development courses specific to researchers and the field
- Designing internal training programs, adapted to career level.
- Developing internal and external interdisciplinary collaborations.

Mentorship and support

- Assimilation and expansion of state-of-the-art management practices, including those specific to knowledge management, for the development of skills, by creating an organizational culture that stimulates communication; encourages the exchange of ideas; supports advance training and knowledge transfer.
- Implementation of a mentoring program, starting from the general acceptance of the fact that any hierarchically superior position also implies the duty of mentoring/guidance towards subordinates.
- Facilitation of the exchange of good practices between: generations of researchers; research entities from the national research system; research entities from the international research system.
- Adaptation of the general career plan according to the abilities, objectives and individual needs of researchers.

Mobility and collaboration

- Implementation of measures to develop internal staff cohesion, improve the system and communication methods, improve the work climate and increase collegiality/collaboration within the institute.
- Institutional support for accessing national (dedicated UEFISCDI projects) and international mobility programs (Marie Skłodowska Curie Actions, Horizon Europe, COST, EEA Grants, etc.).
- Stimulating participation in international research internships, conferences and scientific networks.
- Participation in events in the field of interest (including with the economic environment), connecting with professionals in the field.

Performance recognition

- Introduction and coherent and consistent application of a generally accepted transparent system of recognition (direct/indirect; material/moral) and internal/external visibility of performance.
- Identification and application of new methods for motivating staff.

Monitoring and updating

- Implementation of an anonymous feedback process.
- Monitoring individual progress.
- Monitoring the effectiveness of actions and the degree of implementation, including establishing and using indicators.
- Periodic updating of the individual career plan with the department/institute and individual researcher development objectives.