



Spiru Haret University
Bucharest, Romania

Open, Transparent, Merit-based Recruitment Policy

Preamble:

In 2015, EU member states have been asked to achieve a more open labor market for researchers within the European Research Area, therefore adopting an open, transparent and merit-based policy in recruitment become a top priority, especially for our university. Spiru Haret University committed in December 2011 to apply the principles of the European Charter for Researchers and to incorporate the provisions of the Code of Conduct in all of recruitment activities. Significant efforts have been made and a HR Strategy for Researchers and an Action Plan was designed to achieve all desiderates. As of recognition of these efforts and actions implemented, Spiru Haret University received the “*HR Excellence in Research*” award, being the first Romanian university receiving it.

The internal assessment of the progress related to HR Strategy Action Plan implementation, for the period 2013-2015 revealed the need of adjustments of the Action Plan and to do some improvements according to “OTM-R Package” launched in 2015. As a consequence the Spiru Haret University received in January 2016 the approval to keep the “*HR Excellence in Research*” award.

The Spiru Haret University OTM-R policy is the result of an internal assessment regarding the current guidelines and practices existing in HR recruitment and selection at national level, and institutional level. Also, OTM-R policy reflects our strategic vision on human resources included in USH Development Strategy.

The USH Development Strategy 2014-2020 reflects overall the management’s vision on ***the culture of quality*** in all activities, and especially in research.

The Development Strategy 2014-2020 has the following strategic objectives¹:

- promoting university's real autonomy;
- looking to the future: applying modern methods in education and research and ensuring free access to learning/research resources;
- **promoting the culture of quality at all managerial structures of USH** ;
- orientation towards student-centered learning;
- ensuring the financial sustainability of each budget execution center and the entire organization.

In the area of research, the strategy envisage four specific objectives²:

1. Developing the cooperation with business environment and to become an entrepreneurial university
2. **Increasing the HR quality in research** – Measures: ensuring the optimal number of personnel in teaching & research activities; providing appropriate working and training conditions for the research staff; guarantee the research freedom and respect the opinion differences;
3. Attracting research funds from private and public sources.
4. Increasing the nationally and internationally visibility of the research results.

Being aware that the academic staff performances is an important success factor, measures to stimulate the staff for better performances has been included as following³:

- Encouraging staff to attend continuous professional development(CPD) courses;
- Improving the methods/procedures applied in the staff's evaluation process ;
- Supporting a recruitment policy based on merits and attracting young and promising researchers and teachers
- Assuring career progression based on the performances achieved in teaching and research.

Also, **internationalization** is seen as a key strategic goal of the USH in the field of cooperation. The main measures envisaged are⁴:

- extending the relationships with the foreign academic environment

¹ Bondrea A., Bica Gh– Book of Codes, Guides and Strategies- The USH Development Strategy, FRM Publishing House,2016 reedited, pag. 155

² Ibidem, p.156

³ Ibidem, p.157-158

⁴ Ibidem, p.251-252

-identifying and participation in projects funded by an international public/private organizations

- encouraging the academic staff's mobility and the mobility of undergraduate and postgraduate students;

- supporting visiting professorship programs, exchange of publications, developing joint-academic programs in cooperation with foreign universities

To conclude, the university established ambitious strategic goals, and the **human resources are in the core of the USH's strategic vision such as** the culture of quality, better HR quality in research by CPD, internationalization, and mobility

The National Context

In Romania, access to higher education positions is strictly regulated. The teaching staff is mandatory to conduct research, and the career progression depends in a great extent of their research performances.

At the national level, clear rules and regulation exist regarding appointment into academic positions. The most relevant legal provisions are:

The Act of Education no.1/2011

Chapter II The status of the teaching and research staff

- art 285 (1-4) regulates the academic positions and the equivalence between teaching and research positions
- art. 285 (5) visiting professorship
- art.286 all appointments must be made through competition
- art.287 academic workload includes: teaching workload and research workload

Chapter II , section II Appointment regulations (Art. 293 to Art. 301)

- art.295 – a Governmental Act establishes the framework methodology that regulates the competition for appointments as teaching and research staff in HE and research institutions
- art.301 – The evaluation of the academic staff research performances is done one at 5 years maximum, based on an institutional methodology. The monthly salary is established according to the research performances of the academic staff.

The career progression is based on competition; a set of minimal criteria is established annually by the national authority for education, and research or anytime is considered as

been necessary. The current regulations are provided by order of the Minister of Education and Research no.6129/20.12.2016, that listed 35 commissions which elaborated specific evaluation criteria of the potential candidates for all existing research fields.

The internal review of existing OTM-R procedures

In the second phase of HSR4R implementation, after the OTM-R Package was published, the USH HSR4R Steering Committee decided to assess USH recruitment existing practices. Therefore, it was appointed WG to conduct an internal review of the procedures of recruitment, selection, appointment of the academic staff. The OTM-R checklist (Annex 1) was a really useful tool identifying gaps and to develop AP specific actions meant to solve it. Apart from using the OTM-R checklist, all staff involved was consulted to understand better if existing good practices can become OTM-R procedures (Annex 2).

USH OTM-R policy

Having as starting point the USH's strategic vision, it was established the following OTM-R objectives.

OTM-R - Objectives⁵:

- Promoting the culture of quality in all recruitment processes: providing clear and transparent information on recruitment and selection process
- Increasing the quality of the human resources attracted in research: ask for skills and competencies in line with the needs of the positions; evaluate the candidate's potential of creativity and innovation;
- Encouraging staff to enroll in continuous professional development programs
- Ensuring equal opportunities for applicants, mostly the inclusion of underrepresented groups such as women researchers.
- Eliminating language barriers by promoting multiculturalism in building research teams.

Openness and Transparency

- 1. The USH's staff involved in recruitment, selection, and appointment must comply with internal regulations, methodologies, and procedures regarding recruitment. All**

⁵ To achieve the OTM-R' objectives, the current HRS4R Action Plan have been updated.

OTM-R documents shall be integrated into the Quality Assurance Manual (QAM), and information sessions shall be periodically organized.

- 2. A Recruitment Internal Guide (RIG) shall be available for transparency reasons to all USH staff involved in the appointment process.** The RIG shall contain information regarding recruitment, selection, appointment and also, be circulated annually to all departments involved in this process. The RIG includes detailed instructions needed in each step of the process. (Annex 3)
- 3. Potential candidates shall benefit of full assistance - a Guide for Applicants in Romanian/English shall be available in a printed and online format (Annex 4)**
- 4. All Job Advertisements shall be posted in the Official Gazette and EURAXESS. PR Department can organize specific advertising campaigns.**
- 5. Quality control of the recruitment process is organized by the Department of Quality and assessed by the Internal Audit Department.**
- 6. Priority shall be set in assuring good working conditions: staff consultation shall be conducted yearly via online surveys; Board of Trustee will discuss the results to develop the research infrastructure investment plan**
- 7. Equal opportunity is ensured to all prospective applicants**
- 8. The job advertising campaigns shall target external candidates and foreign candidates.**
- 9. The selection process result shall be communicated to all candidates including detailed feedback.**

Merit-based selection

- 1. Training programs for recruitment & selection committee members shall make available every year;** attendance is compulsory and a first condition of being appointed as a member of the selection committee.
- 2. HR Department staff shall be trained in offering high-quality services in recruitment, selection and appointing**
- 3. Every committee member shall know USH and national selection criteria and procedures –** periodic training is provided.
- 4. The selection committees are gender balanced and work using specific rules regulations (Annex 1).**
- 5. The selection committee judges on merit-based using the sets of criteria established by law for each research domain.**
- 6. The unsatisfied candidates can complain - a complaint mechanism is functioning as it is detailed described in the Quality Assurance Manual (vol.2)**

OTM- R Monitoring and Implementation

A monitoring system is needed to assess the progress of OTM-R implementation.

The Senate members validate the competition results and vote the list of successful candidates be appointed.

The Senate Commission for Appointment studies all applications files and validates the compliance with the national and institutional requirements.

The Faculties appoints the Selection Committees members and ensure the gender balance and English language expertise. *Indicator:* percentage (%) of female members appointed in a total number of members of the selection committees.

Advertising the job vacancies are monitored by the HR Department and the Central Research Institute. *Statistics* of the advertisements' web visibility are provided. It is the way in which it can be analyzed the audience and evaluates the appropriate candidates applied. All candidates should indicate the source where they find out about the job vacancy. The results are useful to make the advertising efficient in targeting desirable candidates.

OTM-R Objectives monitoring:

- The culture of quality progress of implementation is assessed annually by the Internal Audit Department;
- The appropriateness of appointees to positions' requirements is assessed; researchers past performances are evaluated by filling in the Criteria Self-Evaluation Form, document part of the application file
- Quality of HR attracted: annually evaluated through SAPIC – performances/achievements assessment system. *Indicator:* the total number of points received by each researcher for publications, citations, innovation, patents, etc . A minimum number of points is required to be achieved by different career stage.
- CPD attendance is monitored. *Indicators:* percentage (%) of attendees divided per career stage of total research staff; percentage (%) of attendees of external specialization programs of total research staff, the percentage of staff that registered a career progression after five consecutive years of CPD attendance.
- Equal opportunities and underrepresented groups monitored yearly. *Indicators:* percentage of women candidates of a total number of candidates; percentage of women members of the Selection Committee of the total number of Selection Committee members; Less than 45% is a critical value for both indicators.
- Multiculturalism developments. The composition of the research teams per departments and per university are monitored, including incoming and outgoing flows of research staff.

Open, Transparent and Merit-based Recruitment of Researchers

OTM-R Checklist for Institutions

Initial evaluation — conducted in dec 2016-Jan 2017 (situația în decembrie 2018)

OTM-R System	Open	Transparent	Merit-based	Answer: Yes completely/Yes substantially/ Yes partially/No	Suggested indicators (or form of measurement)
<p>1. Have we published a version of our OTM-R policy online (in the national language and in English)?</p> <p><i>Am publicat online o versiune a politicii noastre OTM-R (în lb. română și lb. engleză)?</i></p> <p>- No</p> <p>- a OTM-R policy document must be developed and published on the USH website ;</p> <p>- The OTM-R principles are already incorporated in the USH Charta - Section 3 regarding the appointment of the research and teaching staff, and</p> <p>- Already exists implementation methodologies and procedures already in place .</p>				<p>Yes substantially (only indirect i through methodologies and specific procedures)</p> <p>– a separate document named USH OTM_R policy</p> <p>Need to be developed to incorporate the existing regulations and practices</p>	<p>weblink</p> <p>https://spiruharet.ro/data/carta_ush.pdf</p>
<p>2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?</p> <p><i>Avem un ghid intern (regulament/metodologie) care stabilește clar procedurile și practicile OTM-R pentru toate tipurile de posturi?</i></p>				yes completely	<p>[Date of latest update; ensure that it is sent to all staff]</p> <p><i>Data ultimei modificări și când a fost transmisă tuturor – Manualul calității ed. 2016</i></p> <p><i>Last update of the Quality Assurance</i></p>

Quality Assurance Manual include methodologies, procedures and practices addressing the OTM-R issues					Manual was dec.2016 USH's methodology regarding the appointment of teaching and research staff by competition. https://spiruharet.ro/data/concursuri/2018-dec-metodologie.pdf
3. Is everyone involved in the process sufficiently trained in the area of OTM-R? <i>Este adecvat pregatit in domeniul OTM-R tot personalul implicat?</i> <i>Yes, all staff involved in recruitment are trained upon current needs.</i> <i>The HR department personnel is trained periodically. The Academic Departments personnel attended training sessions regularly.</i>				Yes substantially	- Existence of training programmes for OTM-R - Number of staff following training in OTM-R -HR Department = 5 of which 3 female Academic Departments = 44 of which 28 female Research Centers = 18 directors of which 10 female Central Research Institute (ICCS)= 9 of which 4 female Selection Committees = 184 of which 107 female
4. Do we make (sufficient) use of e-recruitment tools? <i>Se utilizeaza suficient sisteme de e-recrutare?</i>				Yes –partially Doesn't exist yet a USH web tool to handle application process	Web-based tool for (all) the stages in the recruitment process <i>Aplicatia web-based care sa permita instrumentarea tuturor stadiilor de recrutare/selectie a candidatilor. Se intentioneaza sa se dezvolte?</i> <i>Not a priority for the moment</i>
5. Do we have a quality control system for OTM-R in place? <i>Exista un sistem de control al calitatii pentru OTM-R?</i>				Yes, completed	
6. Does our current OTM-R policy encourage external candidates to apply? <i>Politica OTM-R actuala incurajeaza candidatii externi sa aplice?</i>				Yes –partially % of external candidates varies	Trend in the share of applicants from outside the institution <i>Tendinta% candidatilor externi in total candidati</i> <i>81 total candidates of which 45 femalei; 26</i>

					<i>candidates are external of which 12 female</i>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad? <i>OTM-R actual este in acord cu politica de a atrage cercetatori din strainatate?</i> <i>YES. Job Vacancies are published on EURAXESS, USH website in English</i>				Yes -partially	Trend in the share of applicants from abroad <i>Tendinta % candidatilor straini in total candidati</i> <i>Not yet candidates from abroad, socio-economic conditions are not attractive.</i>
8. Is our current OTM-R policy in line with policies to attract underrepresented groups? <i>OTM-R actual este in acord cu politica de a asigura o buna reprezentare grupurilor defavorizate (eg. femei)</i>				Yes – completely	Trend in the share of applicants among underrepresented groups (frequently women) <i>Tendinta % candidatilor femei in total aplicanti</i> <i>81 total candidates of which 45 female (55% female)</i>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? <i>OTM-R actual este in acord cu politica de a asigura conditii atractive de lucru pentru cercetatori?</i>				Yes -completely	Trend in the share of applicants from outside the institution <i>81 total candidates of which 26 external candidates of which 12 female</i> <i>32% external candidates in the past 3 years</i>
10. Do we have means to monitor whether the most suitable researchers apply? <i>Exista cai de monitorizare a faptului ca au aplicat cei mai potriviti cercetatori?</i>				Yes -completely	Yes, The Methodology of performance self-evaluation(SAPIC system) is in place and is applied to all

Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions? <i>Exista un formular standard sau instructiuni clare in ceea ce priveste continutul anuntului de publicitare a postului vacant</i>				Yes – completely	The share of job adverts posted on EURAXESS; <i>Tendinta % de job-uri publicate in EURAXESS fata de total joburi vacante (100% job vacancies are published on EURAXESS)</i>

					<p>- Trend in the share of applicants recruited from outside the institution/abroad Tendinta % a aplicantilor recrutati din exteriorul institutiei sau din strainatate <i>81 total candidates of which 26 external candidates of which 12 female</i></p> <p><i>32% din candidatii la concurs din ultimii 3 ani universitari au fost din exterior</i></p>
<p>12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)] <i>Se include in anuntul postului vacant referinte/link-uri la sectiunile relevante ale OTM-R toolkit</i></p>				no	
<p>13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? <i>Folositi integral facilitatile EURAXESS pentru a va asigura ca posturile vacante devin cunoscute de o cat mai larga audienta?</i></p>				Yes - completely	
<p>14. Do we make use of other job advertising tools? <i>Folositi si alte metode de publicitate pentru a face cunoscute posturile vacante?</i></p>				Yes	<p>Ce alte sisteme folosim pentru publicarea posturilor vacante, in afara de Monitorul Oficial? <i>USH uses the following job advertising tools</i> <i>Website USH-pagina Concursuri</i> https://spiruharet.ro/concursuri-programe-de-perfectionare.html <i>Website Ministerul Educatiei Nationale</i> http://jobs.edu.ro/index.php?uid=86 <i>Website Euraxess Jobs</i> https://euraxess.ec.europa.eu/jobs/search</p>

					Website Opinia Nationala http://opinianationala.ro/
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b] <i>Mentineti povara administrativa la minim pt candidati?</i>				Yes	Dosarul candidatului este bine structurat, formulare clare si usor de completat The application is well-structured, forms are simple and easy to fill in.

Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a] <i>Aveti reguli precise care guverneaza numirea comisiilor de selectie(concurs)?</i> <i>DA, stabilite în conformitate cu prevederile legale aplicabile domeniului, în vigoare</i> <i>Yes , established according national legal provisions</i>				Yes – completely	Statistics on the composition of panels <i>Statistici privind componenta comisiilor de concurs</i> <i>Selection Comittess:</i> <i>Total number =358</i> <i>Of which 180 male</i> <i>178 female, of which 184 USH staff (male& female), 174 external member(male& female), 3 members are from foreign universities.</i>
17. Do we have clear rules concerning the composition of selection committees? <i>Aveti reguli clare privind structura comisiilor de selectie/concurs?</i>				Yes -completely	Written guidelines <i>Instructiuni scrise –</i> <i>Yes , Chapter V-Selection Committee and competition process i</i>
18. Are the committees sufficiently gender-balanced? <i>Este asigurat echilibrul de gen?</i>				Yes –completely	<i>Total members= 358 of which 178 female</i> 49.7% female involved in the past

					2 years
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? <i>Sunt instructiuni clare la dispozitia comisiilor de concurs in baza carora sa judece meritele in asa fel incat cel mai bun candidat sa fie selectat?</i>					Written guidelines <i>Instructiuni scrise – USH methodology which reflects national and European legislation</i>

Appointment phase					
20. Do we inform all applicants at the end of the selection process? <i>Sunt informati aplicantii la finalul procesului de selectie?</i>				Yes	Cum? <i>Yes according to the methodological provisions</i>
21. Do we provide adequate feedback to interviewees? <i>Asigurati un feedback adecvat participantilor la interviuri</i>				Yes	Cum? <i>Yes according to the methodological provisions</i>
22. Do we have an appropriate complaints mechanism in place? <i>Exista un mecanism adecvat pentru contestatii?</i>				Yes-completely	USH –QAM Procedure regarding Complaints receiving and solving <i>Yes according to the methodological provisions</i>

Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives? <i>Exista un sistem care sa evalueze daca obiectivele OMT-R sunt atinse?</i>				Yes partially	<i>Need to be developed as a coherent tool easy to use</i>

**The list of existing internal regulations and
their compliance with the OTM-R policy
*What to keep and what to change?***

<i>Existing documents</i>	<i>Complying to OMT-R policy</i>	<i>Actions needed</i>
<p>Quality policy –QAM vol.1, p.64</p> <ul style="list-style-type: none"> - <i>special attention will be paid to research done by academic staff encouraging international cooperation</i> - <i>creating conditions to attract undergraduate and postgraduate students in research</i> 	<ul style="list-style-type: none"> - openness to attract a foreign researcher - attract the most promising young researchers - Current practice = satisfaction surveys on working conditions, students' satisfaction etc. - The USH Quality Policy is acknowledged to the academic community(website, email, 	<p style="text-align: center;">none</p>
<p>HR Management – QAM, vol.1, p.71-75</p> <ul style="list-style-type: none"> -<i>HR are selected and employed based on evaluation using legal criteria</i> -<i>periodic evaluation of staff' performances for quality reasons</i> - <i>assuring good working conditions: resources and work environment-</i> 	<ul style="list-style-type: none"> - the staff involved in HR is trained on quality assurance of the recruitment& selection process and general quality issues - Quality Department is verifying the training process - the periodic evaluation of the research staff performances allows a better career progression - a chart flow establishes each responsible parts in the process 	<ul style="list-style-type: none"> - the existing training program on quality assurance to be integrated into the HRS4R Action Plan 2019-2021
<p>HR Quality Assurance – monitoring and measurements – QAM, vol.1 p.83-87</p> <ul style="list-style-type: none"> - a monitoring system in place to demonstrate the process' conformity to quality requirements - monitoring the academic staff performances - measure the "clients' satisfaction." 	<ul style="list-style-type: none"> - planning and performing the internal quality audit - the flow chart also incorporated HR recruitment process - the role of internal audit to detect nonconformities and to develop corrective measures - KPIs system include indicators referring to the quality of human resources - Satisfaction surveys 	<ul style="list-style-type: none"> - Developing a set of specific indicators to measure the key aspects of OTM-R - Integrate the OTM-R indicators in the current Internal Audit procedures
<p>Procedure on competence, awareness, and improvement (PS-08) – QAM, p.190-195</p> <ul style="list-style-type: none"> -refers to staff competence in performing tasks, awareness of 	<ul style="list-style-type: none"> - this general procedure also applies to HR Department tasks related to recruitment, selection, and appointment - the participation rate for training 	<ul style="list-style-type: none"> - setup training sessions for the staff involved in recruitment, selection and to

quality requirements, and periodic participation to training sessions; - refers to assuring the competent academic staff based on competition	sessions should be over 65% per year in all kind of training - specific selection criteria are nominated as being the only way to assess candidates	measure the participation rate – done in AP 2016-2018; to be measured also in AP 2019-2021
Procedure on the process of developing and updating plans, strategies and policies PS-14, QAM, vol. 1, p.227	- HR strategies, action plans, and implementation process - The responsible persons/ departments for strategies' elaboration and implementation are nominated and monitored	-None, the system in place is working smoothly
Regulations for functioning and organization of the USH Senate Commission for Appointments and Validation of the Selection results, R-07, QAM, vol.2, p43-50	- The Senate Commission for Validation of the selection results is responsible with assuring the correctness of selection processes and become open, transparent and merit-based	None, OTM-R all principles are respected
Regulation for functioning and organizations of the Human Resources Department, QAM, vol.2, R-30, p.198	- Including description of tasks in the recruitment process	none
Regulations for functioning and organization of the Senate Commission of Ethics R-14, QAM, vol.2, p 91-97	- Ethical behavior of the academic staff is monitored - Also, non-academic personnel is subject to ethic scrutiny of their current activities, including recruitment & selection process	None
Regulations for functioning and organization of the Central Research Institute (ICCS) R-15, QAM, vol.2, p.97-101	- ICCS has significant responsibilities in HRS4R implementation and OTM- R - Previous APs were drafted and monitor by the ICCS team - Promoting HRS4R is under ICCS responsibility	none
Regulation regarding the annual teaching and research staff jobs lists (drafting and approval) R-19, QAM, vol. 2, p.125-129	-ensures the optimal ratio between the needs and availability of the existing teaching & research staff	None All vacancies are advertised twice a year
Regulation regarding the functioning and organization of the Internal Auditing Commissions, R-22, QAM, vol.2, p.137-141	- Presents the responsible structure for Internal Audit of the Recruitment, Selection and Appointing Processes	None <i>-process quality monitoring is ensured</i>
Regulation regarding the functioning of the mentoring and tutoring system, R-39, QAM, p.244-	- Mentoring and supervision of the early career researchers is included	None for OTM-R Specific Actions in AP for HRS4R

252		strategy implementation are included
Regulation regarding students and staff mobility _Erasmus Plus Office R-44, QAM, vol.2, p.278-286	- Mobility experiences can attract talented researchers from abroad - Satisfaction survey to identify the intention to apply for a job at USH	none
Methodology for the recruitment and selection of the academic staff M-01, QAM, vol.2,p.335-357	- The process is described in details following national regulations	none
Methodology for the organization and functioning of the Career Counselling and Career Centre (CCOC) M-05, QAM, vol.2, p.373	- Useful services offered to potential candidates or early stage researchers already appointed	none
Methodology for investigating disciplinary misconduct of the academic staff (teaching & research) M-03, QAM, vol.2 p.361-367	- A special commission was created to investigate disciplinary issues - Researchers can report any misconduct cases anytime and ask a feedback	none
Methodology for the recognition of the academic positions obtained in foreign universities M-13, QAM, vol.2, p.435-438	- Creates the opportunity to attract valuable researchers (matching with OTM-R principle)	Advertising to a wider audience
Methodology for the recognition of the doctoral supervisor title obtained in foreign universities M-14, QAM vo.2, p.438-441	Creates the opportunity to attract valuable researchers (matching with the C&C principles and OTM-R principle)	Advertising to a wider audience
Methodology for the recognition of the Ph.D. diploma obtained in foreign universities, M-15, QAM, vol.2, p.442-445	- Creates the opportunity to attract valuable young researchers and to organize postdoctoral research programs	Advertising more often
Methodology for the recognition of the mobility study/research periods abroad	Encourages mobility	Advertising to all students
Procedure: Developing Strategy and Research Plans PO(C)-01, QAM, vol.3, p.147-152	Ensure the framework to develop our OTM-R strategy	
Procedure: Drafting an annual report of the research results evaluation PO(C)-02, QAM, vol.3, p.153-156	Illustrates the research outcomes and staff performances	
Procedure: Quality of the Jobs Lists, PO(R)-01, QAM, vol.3, p.167-173	Reflects the HR needs and allows job vacancies identification	
Procedure: Solving complaints PO(S)-10, QAM, vol.3, p.316-325	Describes the process of solving complaints , step by step	

The Recruitment Internal Guide

TABEL of CONTENT:

1. The legal framework of recruitment for HE positions- teaching & research (laws, Minister Orders, CNATCDU etc)
2. The institutional context: who will decide what positions are needed, and when the recruitment process starts,
3. The recruitment process:
 - Academic Department establishes the need and includes the new positions in the annual list of jobs;
 - job description ;
 - advertisement template;
 - advertising the vacancies Where? How? ;
 - application process: a list of documents, deadline, where to submit the application
4. Verification procedure: a checklist to verify all applications as it is described in the QAM, methodology M-01, M-13, M-14, M-15
5. Appointing the selection commissions-, regulations R-30, methodology M-01, M-05, and procedures: who is eligible to be appointed as a member of the selection commission? What is their level of English language in case of a foreign candidate to be interviewed? Training courses available to the Selection Commission members to use correctly the national evaluation criteria
6. Selection process: How? Where? When?
7. Notification of selection results. Feedback to all candidates

The Recruitment Internal Guide was updated in late 2018 with the following:

- *Monitoring the applications*
- *Romanian Language Training* provided upon request by the University Foreign Language Center

Career Development Counseling – service available to all appointees

Guide for Applicants

TABLE of CONTENT

The guide for applicants, available in RO and EN, includes the following:

1. *Assessing the current situation* – a brief description of the procedure of how the needs of personnel are assessed in comparison with the existing research staff number and performances
2. *Advertising* – academic vacancies are published on EURAXESS and in the Romanian National Gazette, USH's website, and other printed publications. The content of the advertisement is:.....
3. *How to apply* –the application content: list of documents; the deadline: 2 month maximum from the publication date; where to submit the application
4. *Equal opportunity policy*: non-discriminatory practices: gender, ethnicity, citizenship, religion, disabilities, etc.
5. *Evaluation process*: the competition commission components, verifying how each candidate meet the evaluation criteria, the interview, the result and feedback to unsuccessful candidates;