IMPLEMENTATION OF THE EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT FOR RECRUITMENT OF RESEARCHERS IN THE SELECTION PROCESS OF HUMAN RESOURCES FOR ROMANIAN ENTITIES

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Abstract

During the last decades, the Human Resources Management became a very important area of activity, which brought relevant changes to the human resources approach in terms of place and role within the Romanian R&D entities. Also, HR proved its importance through the solutions offered for personnel allocation in order to achieve the entities' objectives and, meanwhile, it supported the employees' aspirations. At present, although promoted a series of regulations on the status of the researcher, both, national and European level, as the main human resource in the establishment of RDI, to the research staff are imposed in most cases the general rules of human resources management. Starting with the strengthening of the concept of European Research Area - ERA, the European Commission adopted the "European Charter for Researchers" and the Code of Conduct for the Recruitment of Researchers. These documents are addressed to researchers and to public and private sector employers. Also, are considered key elements of EU policy researchers, to make careers more attractive, being considered vital for economic growth strategy and increase the number of employees of RDI. Human resource development requires good knowledge and understanding of their particular role to the organization. Researchers, regardless of hierarchy or job name, are the key resource of RDI entities (universities, institutes, NGOs, SMEs) that ensure their survival, development and competitive success. The evolution of knowledge-based companies needs to improve relations between knowledge and development. Knowledge is a necessary tool to meet economic needs and an important component of sustainable development at European level. European Research Area concept was launched at the Lisbon European Council meeting in March 2000, but true recognition began in 2007 with the launch of the European Commission's Green Paper on ERA. In 2008 the Council set in motion the Ljubljana process to improve political governance of ERA and adopted a common vision - ERA 2020. Tangible progress has been made but a series of partnership initiatives proposed by the Commission since November 2008.Economy and social prosperity of Europe depends to a large extent of scientific, technological development, transfer of knowledge and successful new products, innovative services, creating a healthier environment and continuous improvement of living conditions. The only correct and safest alternative to successfully meet these new challenges is the development of intensive research and innovation, based on high quality research - development and innovation and motivated human potential.

Key words: research, human resources management, European rules, research entities

INTRODUCTION

Given that there are differences in HR between regions and between countries, policy makers at European level in the CDI promotes administrative and financial measures for these differences are decreasing. As global research becomes important, the contribution made by China and India cannot be promoted and developed a human resource management (HRM) uniformly attractive to researchers and able to meet the needs of all mainframe systems research. There are cases where a different region, economically strong, distinct HRM promotes methods. The focus was on large-scale benchmarking practices and trends of organizations to promote "best practice"[1]. They have contributed to the similar forms of organization in different countries, and similar programs in education, research and innovation. There is a convergent approach to regional models,

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[1]Brewster Chris, European perspectives on human resource management, Human Resource Management Review, vol. 14, iss. 4, december 2004, p. 365-382

when discussing the institutional point of view, differences in country.

Another aspect is that, due to increased economic and political integration of EU countries, there is a convergence towards the European distinct practice[2].

A third possibility theory shows that European research entities, the desire to protect, retain and attract human resources, develop their own models of human resources.

Proponents of the divergence theory stresses that since human resources systems reflect national institutional and cultural contexts, and they do not immediately respond to technological and market requirements, each country will continue to have a distinctive HRM model. Managers RDI entities, including universities, in each European country operates in a national institutional context and follows a set of cultural values. No institutions or culture does not change quickly. Therefore, in many cases, including cases where the European Commission, international managers is promoted method, a country so they could very quickly promoted to European practices. But even when change occurs, it can be understood only in relation to specific social context in which it occurs. Studies show that in Europe, while some aspects of human resources converge in the general direction of evolution, in others there is no convergence or divergence exists.

ERA is a real opportunity, in particular[3]:

•Researchers -increased opportunities to develop careers, reduce legal and practical obstacles that limit their ability to move between institutions, sectors and countries.

•Enterprise-is often difficult to cooperate and enter into partnerships with research institutions in Europe, especially cooperation between research institutions in the new Member States in Eastern Europe.

•Agencies and national and regional research funding-there is no line between the topic and research priorities. This leads to a dispersion of resources, excessive duplication of research topics and results of competition, generally a poor use of resources we devote collective research and innovation activities in Europe.

•Reforms of research undertaken at national level-they often lack a European perspective and transnational coherence.

Worldwide there is no international coordination of research strategies, development and innovation (RDI) and the activities of EU Member States and the rest of European states. Also, this coordination is not well established and at European level, and therefore Europe fails to take the lead in science and technology and economically that it could have, in particular to address global challenges major.

MATERIAL AND METHOD

The paper is based on information provided by the EU Research and Innovation Commission and the main ideas have been selected in order to point out the prospect requirements for Romanian researchers.

RESULTS AND DISCUSSIONS

The approach encountered in human resources including European Research Area

As a system, human resource management is composed of elements[4]:

a)*The desired results* - to highlight the desired results must start from the system objectives and user needs (organization as a whole and each of its components).

b) *The activities involved* - if there are two dimensions of human resource management, namely, operational size and emerging.

Operational dimension consists of specific activities such as determining objectives and policies to ensure efficient and fair treatment

[2]Brewster Chris, Mayrhofer Wolfgang, Morley Michael, Human Resource Management in Europe: Evidence of Convergence?, Butterworth Heinemann, London, 2004, p. 42-47
[3]http://ec.europa.eu/research/era/areas/researchers/researchers_en.htm

[4]Lefter Viorel, Deaconu Alexandrina (Coordonatori), Managementul resurselor umane. Teorie si practica, editia a II-a, Editura Economica Bucuresti, 2008, p. 28-34

of resources, creating a structural support to allow sharing of responsibilities and authority between managers and professionals responsible with human resources, workforce planning human resources, providing human resources, human resources and keeping development.

Emerging dimension involves activities related to: review and adopt a management philosophy that is compatible with the new values of society and the expectations of individuals and work groups, change management system so that subordinates feel more involved in achieving the organization and training, when necessary to establish a form of work organization, etc...

c) the resources available - the category we can identify available resources: the resources currently devoted to the organization and its objectives, resources that are external labor market and can be employed by, specialists in human resources management, financial or budgetary resources for human resources operation, the information from the environment or generated by the system and the many tools used to treat information.

d) the involved Feedback - Feedback involves reaction to an event based system analysis results. Once located this information, it is reintroduced into the system and allows the allocation of resources. In order to appreciate the results, it is necessary that they be defined as precisely.

Human resource management effectiveness can be assessed on the one hand with indicators that the degree of achievement of economic objectives, and secondly with the degree indicators and targets of human nature.
Scientists have contributed to a strategic perspective on human resource development. HR departments have considered multiple levels of analysis and combined practices that may have an impact on organizational performance and provide a competitive advantage. Individual practices showed that it could have a greater impact than other practices definite potential to develop human resources.[5]

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[5]Garavan Thomas, A Strategic Perspective on Human Resource Development, Advances in Developing

European Charter for Researchers and Code of Conduct for, principles for researchers vs. Employers

To identify potential researchers and research particularly in areas considered "key area" able to support innovative capacity building Europe through Lisbon and Barcelona objectives, the EU has aimed to improve the management of the CDI, and career research to become more attractive and not least to increase the number of women in research.

Human resources in a sufficiently large and well trained in the CDI is development of scientific knowledge bases, technological progress, improved quality of life, the welfare of European citizens and contribute significantly to Europe's global competitiveness. In this respect, it is necessary to introduce new tools for career development of researchers. The political and social of this book and the Code of Conduct is to help develop a European working environment more attractive and open to researchers in a framework for recruiting and keeping talented and well trained researchers RDI entities leading to performance, efficiency and productivity.

Member States are required to provide permanent researchers, regardless of stage of development, systems management career in research, both for employees and for employees engaged in temporary or seasonal, giving them equal treatment professionals in other fields and considering them part of the institutions in which they work temporarily.
Since the creation of the European Research Area, Member States have made considerable efforts, which they then imposed new EU members to overcome and eliminate where possible the administrative barriers, legal and geographical barriers to mobility scientific purposes.[6]
Developing a research career, the mobility of a coherent

Human Resources 2007 9: 11, DOI: 10.1177/1523422306294492
[6]JO C 282, p. 1-2, of 25.11.2003.Council Resolution of 10 November 2003 (2003/C 282/01 on the profession and the career of researchers within the European Research Area).

researchers in the European Union, to which should be taken into account the situation in developing countries and regions outside Europe, so that research capacity in the EU not occur to the detriment of less economically developed countries.

Sponsors of research projects and research employers in their role as recruiters should be responsible for the provision of transparent recruitment and selection take place at international level so as to avoid discrimination.

Civil society should consider more responsibility and professionalism of researchers in carrying out their work in different stages of their careers and recognize the many roles that they may have: knowledge workers, leaders, project coordinators, managers, supervisors, mentors, career advisors or science communicators. EU member states should strive to transpose those general principles of the Charter and the Code, the development of standards and institutional sector, so that they take into account the diversity of the organization and working conditions for a career in research and development (R & D).

Benchmark for career management, building and maintaining administrative support for the research in which researchers act as professionals and employers / funders recognize them as professionals and scientists.[7]

General principles and applicable recruiting researchers and defined in the European Charter for Researchers and Code of Conduct for targeting in particular: the freedom to research, ethics, professional responsibility, professional responsibility, legal and contractual obligations, legal and contractual obligations; good practices in research, dissemination and exploitation, public commitment, relationship with superiors, professional development.

General principles and requirements applicable to employers and funders[8], but

focuses on: recognition of the profession, without discrimination, research environment, working conditions, employment stability and permanent employment, financing and remuneration, gender balance, development, mobility value.

From European theory to Romanian practice

Since the publication of the European Charter for Researchers and Code of Conduct for in 2005 and to date, the application of these documents for reference in research career remains the recommendation stage.

In this respect, the study conducted in National Research Institutes and Universities in Romania reveals how they are applied or not the Charter and the Code and in particular the selection criteria limited research staff. Thus we present the analysis of each principle and how it is found in CDI personnel selection practice in Romania.

(a)*From the perspective of the researcher*

Analysis principles in the Charter and Code will be comparable to the applicability of these interpretations[9]:

- *Freedom to explore* the interpretation of European researchers should focus on research for the good of society, to extend the frontiers of scientific knowledge, enjoying the freedom of thought and expression, freedom to identify methods to solve problems facing society , but ethical principles. But what we find in the employment demands of RDI entities in Romania is more top-down approach, meaning that there must first research theme, possibly financed a research project for which a researcher.

- *Ethical* - must adhere to recognized ethical practices and fundamental suitable for their discipline and ethical standards set out in the various national, sectorial or institutional, such as codes of ethics. For example, in Romania at present the principles of ethics are regulated by law 206/2004 on good conduct scientific research that includes most of the

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[7]http://europa.eu.int/comm/research/researchersineurope

[8]European Commission, EUR 21620 — The European Charter for Researchers. The Code of Conduct for the

Recruitment, Luxembourg: Office for Official Publications of the European Communities, 2005, ISBN 92-894-9311-9, 32 p

[9]http://ec.europa.eu/research/era/areas/researchers/researchers_en.htm

European regulations. National Ethics Council recently established as one of the main tasks with aligning national ethical principles in European ones.

- *Professional responsibility* - their research is relevant to society and not duplicate or field research done previously elsewhere. You must avoid plagiarism of any kind and to respect the principle of intellectual property rights where research is conducted in collaboration with other researchers or guardian, if doctoral principle most often found when surveyed in RDI entities Romania, especially after the appearance of National Education Act, 2011.

- *Professional responsibility* - Researchers should be familiar with the strategic goals governing their research, with funding mechanisms and approvals and agreements that need before the start of research. In most cases, both proposed projects and research topics have as a starting point National Strategy for Research, Development and Innovation 2007 - 2013 and any Horizon 2020. The research developed by nationally funded projects are in most cases a continuation of themes already funded and completed parts of the researches conducted in European consortia or thesis. This problem is common and at European level, even if put up for competition areas are far more stringent and restrictive, such research can be directed to your subject by the lender.

- *Legal and contractual obligations* - Scientists, at any stage of career they are, must be familiar with institutional regulations, sectorial or national governing the training and working conditions. This includes intellectual property rights and donor requirements and conditions, irrespective of the contract they have. Researchers have an obligation as employees to acquire these regulations and achieve the results required (thesis, publications, patents, reports, new product development, etc.), as provided in grants, contracts or equivalent documents signed by a legal person. Researchers funded by public funds are responsible for the efficient use of taxpayers' money. This should be addressed efficient and transparent financial management within the meaning of cooperation with any approved auditor, employers and funders or ethics committees.

- *Good practice in research* - Researchers should at all times to adopt working practices, safe, in accordance with national legislation, including taking all necessary precautions for health and safety and recovery of information technology in disaster back-up strategies. Also, the researcher must become familiar with the legal requirements regarding data protection and privacy. Best practices in Romania is one of the most used models of employment of staff, often being applied to the Labor Code or models used by a university partner in a project or research institute. Regarding the private sector in Romania, the Charter and Code are not known in any entity that participated in the study.

- *Dissemination and exploitation of results* - The results of research to be disseminated and exploited, for the purposes of communication, knowledge transfer and commercialization. Since 2011, both by national education law and the packets of information dissemination at national competitions was one of the key elements in assessing and evaluating each researcher, sometimes accounting for more than half of the evaluation of research subjects. New hierarchy of publications and magazines, the rise of impact factor of publications and conferences are the priorities pursued by researchers in the current activity, but the starting point for looking for a new job (national or international) or labor contract negotiations in progress.

- *Public Commitment* - The research and research itself should be promoted and made known to society in a manner that is understandable for everyone, regardless of their background or social environment. This activity motivates researchers and increase public interest in science and technology.

- *Relationship with superiors* - Researchers are training phase should establish a relationship of subordination with the mentor, coordinator and representatives of the department or entity where they work. This includes recording and preserving all the work progress, research findings, obtaining

feedback through reports and seminars, in accordance with schedules, and the final stages of research.

- *Continuing professional development* - Researchers should improve continuously and regularly update their skills and competencies through a variety of means, including formal training, workshops, conferences and e-learning.

(b)Perspective employers and funders

Regarding the application of the two documents relevant to the Union European by employers in Romania, the study carried out in most public universities and national institutes in Romania but shows that they are in 90%, unknown coordinators responsible departments of human resources. Moreover, in most cases, the decision makers regarding the hiring of research is not known principles.

If for researchers, we have two categories: researchers who know or have information about the Charter and Code (the young with aspirations for a job abroad and those who have conducted research internships abroad in the last 2 to 3 years) and those not know the existence of such principles, for employers, we can speak of a general category where there are few exceptions.

Conclusion of the study is the fact that the principles should be disseminated to a wider awareness of employers and is required on their existing[10]:

- *Recognition of the profession* - Scientists with a research career should be recognized as professionals and be treated accordingly. This should be recognized early in their careers, perhaps in the graduate studies and must include all levels, regardless of their classification level: graduate students, doctoral candidates, postdoctoral researcher, committed public servant;

- *No discrimination* - Employers and funders will not discriminate against researchers in any way, regardless of gender, age, ethnicity, nationality or social origin, religion or belief, sexual orientation, language, disability, political, social or economic condition;

- *Researchenvironment* - Employers and funders should provide an environment to stimulate research and training, appropriate equipment, facilities and opportunities, including for remote collaboration over research networks at national or sectorial level, to meet health and safety regulations research and ensure that adequate resources are provided in the work program agreed with the investigator;

- *Working conditions* - Employers and funders should ensure that there is adequate working conditions for researchers, including researchers with disabilities, that provides flexibility deemed essential for research performance in accordance with national employers and funders, working conditions offered both women and men as far as researchers to combine family and work, children and career[11]. Special attention should be given to flexible working arrangements, part-time, sabbatical, and financial and administrative provisions governing such arrangements;

- *Stability and employment permanent jobs* - Employers and funders should ensure that the performance of researchers is not undermined by instability of employment contracts and to ensure stability of working conditions through the implementation and the principles and conditions laid down in Directive EU fixed-term contracts.[12]

- *Funding and salaries* - Employers and funders should ensure researchers fair and attractive financing with adequate salaries and social security (including health insurance, parental leave, pension rights and unemployment), in accordance with national legislation in force;

- *Gender balance* - Employers and funders should seek a gender balance at all levels of staff, including supervisory and managerial level, based on a policy of equal opportunities in recruitment and subsequent career stages,

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[10]http://ec.europa.eu/research/era/areas/researchers/researchers_en.htm

[11]SEC (2005) 260, Women and Science: Excellence and Innovation – Gender Equality in Science.

[12]Council Directive 1999/70/EC concerning the "Framework Agreement on fixed-term work" concluded by ETUC, UNICE and CEEP, adopted on 28 June 1999.

but with priority skills and criteria of competence;[13]

- *Career Development* - Employers and funders should develop a framework within human resource management, a specific career development strategy for researchers at all career stages, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing necessary support for personal and professional guidance to researchers.

- *Mobility* - Employers and funders must recognize the value of geographical, intersectional, inter-and trans-disciplinary and virtual (electronic networking) of mobility and mobility between public and private sector as an important means to enhance scientific knowledge and development professional career at any stage of a researcher.

CONCLUSIONS

This paper aimed to present the study and research conducted on methods and best practices in human resources management in the European Research Area. Research results during these period (2010 - February 2012) shows that the European political and administrative efforts are destined to develop a uniform system of human resource management at national based on principles of ethics, dissemination and gender balance.

Purpose and objectives and research conducted followed:

- An assessment of human resources in research entities of development and innovation, in terms of career development, economic and social;

- Study in parallel with the European Commission reference documents on human resources research.

Development, attracting and maintaining human resources in European research is a serious problem.

The European Research Area requires a European higher education to return to the

central role of universities that are leading providers of human resources for research, development and innovation. At the same time, universities need close links with cutting-edge research to provide high quality education. Close interaction between research and training in universities, which gives them their unique and essential role in the knowledge society, an important factor that Europe can have modern universities of excellence. In most countries it is necessary to improve the management and organization of universities, but also ensure a high degree of autonomy and responsibility. This will allow universities to develop their own strategies to occupy a high position in European and international level and to better connect their activities with the needs of society and industry. Mobility of students, graduates and researchers make a positive evolution.

European Research Area (ERA) is a real opportunity, in particular: Researchers, Enterprises, National authorities and regional agencies and research funding, Reforms undertaken at national research.

In addition to universities, European companies are ones that need to cooperate with other companies, including their European competitors, find the best knowledge / Info and the best partners. We must therefore look beyond national borders. ERA development initiatives aimed primarily exchanges across borders.

A central objective of the ERA is the freedom of movement of knowledge. Some initiatives are aimed at developing a common understanding between the different actors of Research and Innovation (large companies, SMEs, universities, public research centers, etc.) to help them to cooperate at EU level. For example, the initiative on knowledge transfer and intellectual property, or the European Technology Platforms, which bring together actors from across Europe in specific technology areas.

Transnational research is supported by funding programs, notably the EU framework. They support a large number of transnational research projects, but also large-scale initiatives that pool their resources across

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[13]SEC (2005) 260, Women and Science: Excellence and Innovation – Gender Equality in Science.

Europe around common objectives. JTIs combine private and public funding to bring together a critical mass of researchers from companies and universities to address complex technology challenges.

In order to develop ERA requires a very good human resources management in place in each holder of interests, which focus on career development of each person.

Human resource provides procurement, development and retention in order to help organization to achieve its objectives.

Employees are the assets of the institution destined to provide opportunities for training and developing of the organization. Therefore, HR should help the institution to obtain and retain workforce needs, properly qualified, fair and well-reasoned.

Human resource management aims to introduce management practices focused on deep commitment assumed to recognize that employees are an important group of people interested in the proper functioning of the organization and aim to help build a climate of cooperation and mutual trust.

It is necessary for HR to have a fair system of measuring work performance. Therefore, to highlight the desired results must start from the system objectives and user needs (organization as a whole and each of its components). HR function is in essence a function of absolute optimization needs (which is often impossible), but looking for a good balance point, varies from time to time so that some expected and others (individual - employer, manager) to be satisfied as far as possible.

Human resources in a sufficiently large and well trained in research, development and innovation (RDI) is the basis for development of scientific knowledge, technological progress, improved quality of life, the welfare of European citizens and contribute significantly to Europe's global competitiveness. In this respect, it is necessary to introduce new tools for career development of researchers. The purpose of the Chart is to develop a European working environment more attractive and open to researchers in a framework for recruiting and keeping talented and well trained researchers RDI entities

leading to performance, efficiency and productivity.

For Romania it is useful to develop specialists in various research and cooperation fields, not only to achieve predefined business units tasks. In Romania and in Europe, research is the only way to real progress, but with the correct capitalization of human resources.

Since the creation of the European Research Area, Member States have made considerable efforts, which they then imposed new EU members to overcome and eliminate where possible the administrative barriers, legal and geographical barriers to mobility scientific purposes.

Developing a research career, a coherent policy of mobility for researchers in Romania must be made taking into account the specific situation of our country is a developing country.

Therefore, the entire European Union, research projects funder's and research employers in their role as recruiters should be responsible for the provision of transparent recruitment and selection take place at international level so as to avoid discrimination.

As long as employers will offer researchers a fair work environment, career prospects, professional recognition and adequate funding, they will be motivated to pursue and engage in a career in research, thereby contributing to a real labor market European researchers. Romania must learn to invest in research and then to know to create jobs at its specialist.

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