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Action Plan

Mancora Ocean S.R.L.

HRS4R Case No. 2025RO338096

Implementation framework for a 36-month cycle

1. Scope and implementation logic

This Action Plan converts the final internal consultation, the final analysis of the 20 principles, the GAP analysis and the Process Description into a proportionate 36-month implementation framework.

The plan is designed for a small private deep-tech company. It aims to remain credible and auditable for HRS4R purposes while avoiding unnecessary administrative fragmentation.

Because the exact external start date of the implementation cycle is not fully secure in the available data, the calendar is expressed through Months 1–36 and corresponding quarters. These can later be converted into exact dates without changing the plan substance.

2. Governance and responsibilities

- Steering Committee: Oana Roxana Negruta – Legal Representative.
- Working Group: Mircea Negruta – WG Lead / operational coordination; Oana Roxana Negruta – WG member / institutional coordination and validation support.
- Validation logic: the Working Group prepares and coordinates deliverables; the Steering Committee validates the final form of the documents, internal adoption and annual HRS4R progress review.

3. Action Plan table

Action 1

Action No.	1
Action Title	Internal guide on research integrity, research freedom, dissemination and confidentiality
Related Charter Principle(s)	1. Ethics and research integrity; 2. Freedom of scientific research; 3. Open science; 16. Dissemination and exploitation of results
Gap Identified	Relevant practice already exists regarding responsible conduct, confidentiality, dissemination decisions and protection of sensitive outputs, but these elements are dispersed across project work, internal practice and contractual obligations. The organisation does not yet have one visible and auditable internal document bringing these elements together.
Concrete Measure	Draft, approve and internally communicate the following package: (1) Internal Guide on Research Integrity, Research Freedom, Dissemination and Confidentiality; (2) Internal Approval Note for the Guide. The Guide should explain research integrity, scientific freedom within legal and contractual limits, distinction between publishable results and confidential/commercially sensitive outputs, basic authorship and acknowledgement rules, route for reporting integrity-related concerns and the role of the administrator as direct contact point. The Guide should be circulated internally, stored in the HRS4R folder and referenced in onboarding/update materials.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 1–4 drafting; Month 5 internal review; Month 6 approval, communication and entry into use
Deliverable / Reporting	Internal Guide on Research Integrity, Research Freedom, Dissemination and Confidentiality adopted; Internal Approval Note signed; internal communication record; guide stored in internal HRS4R folder; reference included in onboarding/update materials; review note at M12, M24 and M36

Action 2

Action No.	2
Action Title	Internal statement on gender equality, non-discrimination, diversity and accessibility
Related Charter Principle(s)	4. Gender equality; 5. Embracing diversity
Gap Identified	Commitments on gender equality, non-discrimination, accessibility and equal treatment already exist in employment-related annexes and current practice, but they are not yet consolidated into one visible HRS4R-compatible internal document.
Concrete Measure	Draft, approve and communicate the following package: (1) Internal Statement on Gender Equality, Non-Discrimination, Diversity and Accessibility; (2) Internal Approval Note for the Statement; (3) Updated onboarding reference paragraph. The Statement should set out the company's commitment to equal treatment, accessibility and non-discrimination in recruitment, collaboration and workplace conduct. The onboarding text should mention these commitments and the contact route for raising concerns.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 1–3 drafting; Month 4 approval; Months 4–5 communication and onboarding update
Deliverable / Reporting	Internal Statement adopted; Internal Approval Note signed; onboarding/update paragraph revised; internal communication record; annual confirmation of application at M12, M24 and M36

Action 3

Action No.	3
Action Title	Internal procedure on research role recognition, recruitment and selection
Related Charter Principle(s)	6. The researcher; 10. Recruitment; 11. Selection

Gap Identified	Recruitment and selection are applied in practice in a positive and merit-oriented way, but the current logic is not yet sufficiently visible or structured in one auditable internal document. OTM-R-related elements such as vacancy publication, candidate communication, feedback and complaints route need clearer formalisation.
Concrete Measure	Draft, approve and use the following package: (1) Internal Procedure on Research Role Recognition, Recruitment and Selection; (2) Standard Vacancy Announcement Template; (3) Candidate Communication Template Pack; (4) Short Note on Candidate Feedback and Complaints / Contact Route; (5) Internal Approval Note for the recruitment package. The Procedure should explain recruitment principles, who manages selection in a small-company setting, vacancy content, publication channels including website / English publication where appropriate / EURAXESS where relevant, merit-related criteria, basic decision traceability, communication of outcomes and direct complaints/contact route to the administrator.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 3–6 drafting; Month 7 review and approval; Month 8 operational use
Deliverable / Reporting	Internal Procedure adopted; Standard Vacancy Announcement Template adopted; Candidate Communication Template Pack adopted; Short Note on Candidate Feedback and Complaints / Contact Route adopted; Internal Approval Note signed; evidence of internal communication and operational use in future recruitment

Action 4

Action No.	4
Action Title	Internal reference guide on working conditions, contractual clarity and legal responsibilities

Related Charter Principle(s)	13. Working conditions and social security; 14. Stability of employment; 15. Contractual and legal obligations
Gap Identified	A substantial documentary basis already exists regarding working conditions, workplace protection, confidentiality, legal obligations and data protection, but the rules are fragmented across several documents and are not yet easy to read as one coherent internal reference.
Concrete Measure	Draft, approve and communicate the following package: (1) Internal Reference Guide on Working Conditions, Contractual Clarity and Legal Responsibilities; (2) Cross-reference Matrix of Existing Employment and Compliance Documents; (3) Internal Approval Note for the Guide and Matrix. The Guide should explain working conditions, allocation of responsibilities, confidentiality, GDPR-related obligations, workplace protection and how staff identify the main applicable documents. The Matrix should list the key existing documents, what they regulate, to whom they apply and where they are stored.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 4–8 drafting; Month 9 review; Month 10 approval and communication
Deliverable / Reporting	Internal Reference Guide adopted; Cross-reference Matrix completed; Internal Approval Note signed; internal communication record; guide and matrix stored and available for consultation

Action 5

Action No.	5
Action Title	Internal guidance on research evaluation and professional progression
Related Charter Principle(s)	9. Researchers' assessment; 12. Career progression; 17. Valuing diverse research careers

Gap Identified	Evaluation already exists mainly through project work, contribution tracking and reporting, but there is no single internal reference explaining how contributions are assessed, how interdisciplinary and hybrid roles are recognised and how professional progression takes place in a small-company environment.
Concrete Measure	Draft, approve and apply the following package: (1) Internal Guidance on Research Evaluation and Professional Progression; (2) Progress Discussion Template / Checklist; (3) Internal Approval Note for the evaluation and progression package. The Guidance should explain project-based contribution assessment, recognition of interdisciplinary roles and examples of progression through responsibility growth, project leadership, technical specialisation, dissemination, regulatory contribution or collaboration development.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 6–12 drafting; Month 13 review and approval; Month 14 operational use
Deliverable / Reporting	Internal Guidance on Research Evaluation and Professional Progression adopted; Progress Discussion Template / Checklist adopted; Internal Approval Note signed; evidence of internal communication and use in review or progression discussions

Action 6

Action No.	6
Action Title	Training and development visibility package
Related Charter Principle(s)	18. Career development and advice; 19. Continuous professional development
Gap Identified	Training, project learning, conferences and workshops already exist in practice, but development opportunities are still managed mainly informally and there is no central internal

	visibility tool, annual priorities note or simple participation record.
Concrete Measure	Draft, approve and use the following package: (1) Training and Development Register; (2) Annual Development Priorities Note; (3) Internal Guidance Note on Development Opportunities; (4) Internal Approval Note for the career development package. The Register should record participation in training, conferences, workshops and other development activities. The annual note should identify skill priorities and development needs. The guidance note should explain how development opportunities are identified and discussed internally.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 6–10 drafting and design; Month 11 review; Month 12 approval and first operational use; annual update afterwards
Deliverable / Reporting	Training and Development Register operational; Annual Development Priorities Note prepared; Internal Guidance Note on Development Opportunities adopted; Internal Approval Note signed; annual update entries and evidence of internal use

Action 7

Action No.	7
Action Title	Mentoring and integration support package
Related Charter Principle(s)	20. Supervision and mentoring
Gap Identified	Support and integration exist in practice but remain largely informal and unevenly perceived. The company needs a light but visible clarification of how initial support is provided, who may offer guidance and how this support is evidenced.
Concrete Measure	Draft, approve and apply the following package: (1) Internal Note on Mentoring and Integration Support; (2) Onboarding / Integration Checklist; (3) Internal Approval Note for the mentoring package.

	The Internal Note should explain when mentoring or integration support is relevant, who may provide it, how it works in practice and how concerns can be raised. The Checklist should cover initial information, applicable documents, key responsibilities, workplace/laboratory orientation, identification of a support person and follow-up where needed.
Responsible Structure	Working Group – drafting and internal coordination; Steering Committee / Legal Representative – approval and validation
Timeline	Months 9–13 drafting; Month 14 review; Month 15 approval and operational use
Deliverable / Reporting	Internal Note on Mentoring and Integration Support adopted; Onboarding / Integration Checklist adopted; Internal Approval Note signed; evidence of internal communication and availability for practical use

Action 8

Action No.	8
Action Title	Annual HRS4R monitoring, document tracking and final 36-month review
Related Charter Principle(s)	All 20 Charter principles; overall HRS4R and OTM-R implementation follow-up
Gap Identified	The company needs a simple but auditable monitoring logic showing what was adopted, what was communicated, what entered into practice and what still requires adjustment. OTM-R-related follow-up also needs to be included in annual monitoring.
Concrete Measure	Draft, maintain and validate the following package: (1) Internal HRS4R Document Status Tracker; (2) Annual HRS4R Progress Note No. 1; (3) Annual HRS4R Progress Note No. 2; (4) Final HRS4R Progress Note / 36-Month Review; (5) Internal Validation Note for each annual review cycle. The Tracker should list all Action Plan documents, status of drafting/adoption, approval date, communication status, review date and observations. The annual notes should summarise

	actions implemented, documents adopted, communication/dissemination undertaken, delays or adjustments and OTM-R-related progress where relevant.
Responsible Structure	Working Group – drafting, tracking and internal coordination; Steering Committee / Legal Representative – annual and final validation
Timeline	Month 1 creation of tracker; Month 12 annual note no. 1; Month 24 annual note no. 2; Month 36 final review and validation
Deliverable / Reporting	Internal HRS4R Document Status Tracker operational; Annual HRS4R Progress Note No. 1 prepared and validated; Annual HRS4R Progress Note No. 2 prepared and validated; Final 36-Month Review prepared and validated; traceable evidence of monitoring across the whole Action Plan

5. Reporting deadlines and validation points

Milestone	Month	What must exist by that date	Responsible structure	Validation
Tracker created	M1	Internal HRS4R Document Status Tracker created and ready for use	Working Group	Internal confirmation
Initial core package checkpoint	M6	Action 1 approved and communicated; Action 2 approved; Action 3 and Action 4 substantially drafted	Working Group	Steering Committee review
Recruitment package in use	M8	Action 3 package approved and ready for operational use in recruitment	Working Group	Steering Committee validation
Working conditions package finalised	M10	Action 4 guide, matrix and approval note completed	Working Group	Steering Committee validation
Annual review 1	M12	Annual HRS4R Progress Note No. 1; Action 6 package approved and first operational use confirmed	Working Group	Steering Committee validation
Evaluation/progression package operational	M14	Action 5 package approved and ready for use	Working Group	Steering Committee validation
Mentoring package operational	M15	Action 7 package approved and ready for use	Working Group	Steering Committee validation
Annual review 2	M24	Annual HRS4R Progress Note No. 2; implementation status of all actions updated	Working Group	Steering Committee validation
Final review	M36	Final HRS4R Progress Note / 36-Month Review completed; final status of all actions documented	Working Group	Steering Committee validation

6. Notes on certainty and audit readiness

- This plan is designed to be auditable: every action has a defined gap, a concrete measure, a responsible structure, a timeline and a minimum deliverable.
- The plan intentionally avoids excessive document multiplication. It relies instead on a limited number of broader framework documents.
- The only element not fixed as an absolute date is the formal start month of the 36-month implementation cycle. For this reason, the timetable uses Months 1–36 and Quarters 1–12. This should be converted into exact dates once the implementation start is confirmed.