

## HR Excellence in Research

# Action Plan

## Action Plan

**Case number**

2025RO342503

**Name Organisation under review**

Universitatea de Medicina si Farmacie "Victor Babes" Timisoara

**Organisation's contact details**

P-ta Eftimie Murgu, nr. 2A, Timisoara, Timis, 300041, Romania

### 1. Organisational Information

Please provide a limited number of key figures for your organisation. Fields marked with \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research *	989
Of whom are international (i.e. foreign nationality) *	1
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	620
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	327
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	220
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	442
Total number of students (if relevant) *	8511
Total number of staff (including management, administrative, teaching, and research staff) *	1244
<b>RESEARCH FUNDING (figures for the most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	79448884
Annual organisational direct government funding (designated for research)	200000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6207766
Annual funding from private, non-government sources, designated for research	

## **ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

The “Victor Babes” University of Medicine and Pharmacy Timisoara (UMFVBT) is a higher education and research institution committed to excellence in education, scientific research, innovation and healthcare development. Research activities are carried out across all faculties, departments and research centres, supported through national and international grants, research contracts and institutional funding. UMFVBT promotes interdisciplinary and translational research, supports early-career researchers and doctoral candidates, and develops partnerships with national and international academic institutions. Through its Research and Grants Management structures, the university ensures scientific, administrative and financial support for research projects, contributing to the advancement of knowledge, innovation and societal impact.

## **2. Strengths and weaknesses of the current practice**

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the European Charter for Researchers at your organisation.

**Note:** Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answer.

Ethics, integrity, gender, and open science\*



## Strengths and Weaknesses (max. 800 words)

UMFVBT demonstrates a strong institutional commitment to ethics, academic integrity and responsible research conduct. The results of the institutional survey and the GAP analysis indicate that the majority of researchers perceive the university as a professional and ethically responsible environment aligned with the principles of the European Charter for Researchers.

More than 90% of respondents consider that ethical principles are consistently respected and integrated into academic and research activities. Researchers report a high level of professional responsibility, respect for academic integrity and trust in institutional ethics structures. Most respondents also perceive a significant degree of scientific autonomy regarding the choice of research topics, collaboration partners and dissemination methods.

The university benefits from an established institutional framework that supports ethical conduct, including ethics committees, internal regulations, codes of conduct and procedures addressing integrity, anti-discrimination, equal opportunities and prevention of harassment. Existing institutional policies also support gender equality, diversity and inclusion.

At the same time, the GAP analysis identified several areas requiring further improvement. Although the overall ethical climate is perceived positively, isolated cases of inconsistent application of ethical principles and insufficient awareness regarding reporting procedures were identified. Ethical training activities are not yet fully standardized across faculties and career stages. Additionally, some researchers indicated administrative constraints affecting the flexibility of research activities and the availability of protected research time.

In the area of open science, institutional implementation remains partial. Awareness regarding open access publishing, research data management and FAIR principles is uneven across the institution, while institutional support tools and infrastructure for open science practices require further development. The university also identified the need to strengthen institutional repositories, develop clearer research data management guidelines and increase participation in European open science initiatives.

Although the institutional environment is generally perceived as inclusive and non-discriminatory, the GAP analysis highlighted the absence of a fully integrated monitoring framework regarding gender equality indicators, representation in leadership positions and work-life balance. Differences in access to opportunities between career stages and disciplines were also occasionally mentioned.

To address these challenges, UMFVBT intends to strengthen ethics and integrity training, improve awareness regarding reporting and prevention mechanisms, consolidate equal opportunity monitoring systems, support open science practices and enhance institutional policies related to diversity, inclusion and gender equality.



**Strengths and Weaknesses (max. 800 words)**

UMFVBT has established a transparent institutional framework governing recruitment, selection, evaluation and career progression processes, aligned with national legislation, institutional regulations and the principles of Open, Transparent and Merit-Based Recruitment (OTM-R).

The OTM-R checklist confirms that the university has clear recruitment procedures, internal methodologies and institutional regulations governing recruitment and promotion processes for academic and research positions. Vacancies are publicly advertised through institutional and national platforms, as well as through EURAXESS for research positions. Recruitment and selection committees operate according to transparent rules regarding appointment, composition and evaluation procedures.

The institutional climate regarding professionalism, integrity and mutual respect is perceived positively by most respondents. Evaluation procedures are generally considered objective and fair, while contractual and legal obligations are perceived as clearly regulated and consistently respected.

However, the GAP analysis identified several areas for further improvement. Although recruitment procedures are considered transparent overall, international visibility and consistency of communication remain areas requiring further development. The institution also identified the need for broader dissemination of vacancies in English and stronger alignment with international recruitment standards.

In relation to researchers' assessment and selection procedures, respondents highlighted the need for more standardized evaluation criteria, increased use of qualitative indicators and improved assessment of transversal skills such as teamwork, leadership and interdisciplinary collaboration. Researchers also expressed the need for more personalized feedback following evaluations.

Career progression represents another important area requiring further development. Although opportunities for academic advancement exist, the institution lacks sufficiently structured career development pathways, particularly for early-career researchers and postdoctoral staff. Mentoring, career counselling and internal mobility mechanisms require further consolidation.

The university therefore aims to strengthen the implementation of OTM-R principles, improve transparency and international visibility of recruitment procedures, standardize assessment practices, expand career guidance services and promote merit-based career development pathways.



**Strengths and Weaknesses (max. 800 words)**

The survey results and GAP analysis demonstrate that UMFVBT provides a generally supportive, equitable and professionally stimulating working environment for researchers and academic staff.

Most respondents consider that the university offers fair working conditions, contractual stability and appropriate administrative support. Researchers benefit from access to research infrastructure, institutional support services and opportunities for participation in scientific projects, conferences and professional activities.

The university demonstrates substantial compliance with the principles of the European Charter for Researchers regarding working conditions, contractual obligations and researchers' rights. Internal regulations governing employment relationships, legal obligations and institutional responsibilities are considered coherent and generally well implemented.

Nevertheless, several areas requiring improvement were identified. Researchers expressed concerns regarding transparency in internal funding allocation, workload distribution and the relationship between performance and remuneration. Early-career researchers and project-based staff also reported concerns regarding long-term career stability.

The GAP analysis additionally identified the need to improve administrative communication, simplify procedures and increase participation of researchers in institutional decision-making processes. Some respondents also highlighted the need for greater flexibility in balancing teaching, clinical and research activities, especially for researchers actively involved in competitive projects.

Although dissemination activities are generally positively evaluated, the university identified insufficient institutional support for technology transfer, innovation valorization and international visibility of research outputs.

To address these challenges, UMFVBT intends to increase transparency in funding and evaluation procedures, improve communication and digitalization of administrative processes, strengthen researcher participation mechanisms, support work-life balance and develop measures supporting sustainable research careers and improved dissemination of scientific results.



**Strengths and Weaknesses (max. 800 words)**

UMFVBT recognizes continuous professional development and career support as essential components of a modern research environment aligned with the European Charter for Researchers.

The institutional survey highlights a generally positive perception regarding professional development opportunities, evaluation procedures and access to training activities. Researchers appreciate the availability of continuing education programs, scientific mobility opportunities and institutional support for participation in research projects and conferences.

The university benefits from active doctoral schools, research centres and collaborations supporting scientific development and interdisciplinary research activities. Respondents generally consider that the balance between teaching and research activities is acceptable, while clinical activities contribute positively to research development.

At the same time, the GAP analysis identified several important areas for further improvement. Researchers expressed the need for more structured and personalized career guidance services, especially for doctoral candidates, postdoctoral researchers and early-career staff. Existing mentoring and supervision practices are not yet uniformly institutionalized across all faculties and research structures.

The institutional recognition system continues to focus predominantly on traditional academic achievements, while interdisciplinary activities, innovation, mentorship, societal engagement and transferable skills remain less formally acknowledged.

Respondents also identified the need for diversification of professional training topics, better adaptation of training activities to career stages and improved accessibility of continuous professional development opportunities.

In response, UMFVBT plans to strengthen mentoring frameworks, develop structured career counselling services, expand continuing professional development programs, promote broader evaluation criteria recognizing diverse research careers and support interdisciplinary and innovation-oriented activities.

### 3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation's website.

**Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.**

<https://www.umft.ro/ro/cercetare/hrs4r/> (<https://www.umft.ro/ro/cercetare/hrs4r/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

**Note:** Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

**Proposed actions**

**Action 1**

Develop and implement a comprehensive institutional Ethics and Research Integrity Training Programme for researchers, doctoral candidates and administrative staff, including mandatory induction sessions and periodic refresher workshops.

**GAP Principle(s)**

(+/-) 1. ETHICS AND RESEARCH INTEGRITY

(++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

**Timing (at least by year's quarter/ semester)**

2026 Q3 - 2027 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Ethics Committee;  
HR Department;  
Doctoral Schools

At least 2 annual training sessions; minimum 70% participation rate; ethics module integrated into induction process; participant feedback reports.

**Proposed actions**

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**Action 2**

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Develop and adopt institutional Open Science and Research Data Management Guidelines aligned with FAIR principles and European Open Science policies.

**Timing (at least by year's quarter/ semester)**

**GAP Principle(s)**

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(-/+ ) 3. OPEN SCIENCE

2026 Q3 -  
2027 Q2

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Research  
Department;  
IT  
Department;  
Library  
Services

Institutional guidelines approved; repository usage increased by 30%; minimum one open science workshop/year

## Proposed actions

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### Action 3

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Strengthen institutional policies and monitoring mechanisms regarding gender equality, diversity and inclusion, including annual monitoring indicators and reporting mechanisms.

<b>GAP Principle(s)</b>		<b>Timing (at least by year's quarter/ semester)</b>
(+/-) 4. GENDER EQUALITY		2026 Q4 -
(+/-) 5. EMBRACING DIVERSITY		2027 Q4
<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	
HR Department; Ethics Committee	Annual gender equality report published; balanced representation in committees monitored; awareness campaigns implemented annually	

**Proposed actions**

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**Action 4**

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Improve institutional support for research careers through the development of a structured mentoring and career counseling framework for early-career researchers and doctoral candidates.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/ semester)</b>
(-/+) 12. CAREER PROGRESSION	
(-/+) 18. CAREER DEVELOPMENT AND ADVICE	2027 Q1 - 2027 Q4
(-/+) 20. SUPERVISION AND MENTORING	

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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HR  
Department;  
Doctoral  
Schools;  
Research  
Department

Mentoring framework approved; at least 30 mentees enrolled; annual career workshops organized

## Proposed actions

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### Action 5

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Increase international visibility and transparency of recruitment procedures by expanding publication of vacancies in English and strengthening EURAXESS integration.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/ semester)</b>
(+/-) 10. RECRUITMENT	2026 Q3 -
(+/-) 11. SELECTION	2027 Q4

### Responsible

<b>Unit</b>	<b>Indicator(s) / Target(s)</b>
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HR

Department; International Relations Office	100% of research vacancies published in English; EURAXESS publication rate maintained at 100%; increase in international applications
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**Proposed actions**

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**Action 6**

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Standardize researchers' assessment procedures by introducing clearer evaluation criteria, qualitative indicators and structured feedback mechanisms

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/ semester)</b>
(+/-) 6. THE RESEARCHER	2027 Q1 -
(+/-) 9. RESEARCHERS' ASSESSMENT	2027 Q3

**Responsible**

<b>Unit</b>	<b>Indicator(s) / Target(s)</b>
HR Department; Research Department;	Revised evaluation methodology approved; structured feedback forms implemented; satisfaction survey results improved

**Proposed actions**

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**Action 7**

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Develop measures supporting mobility and international collaboration through increased dissemination of mobility opportunities and participation in European research programmes.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/ semester)</b>
(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH	2026 Q4 -
(-/+ ) 7. FREE CIRCULATION OF RESEARCHERS	2027 Q4

**Responsible**

<b>Unit</b>	<b>Indicator(s) / Target(s)</b>
International Relations Office; Research Department	At least 2 annual mobility information sessions; increased participation in Erasmus+ and Horizon Europe activities

**Proposed actions**

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**Action 8**

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Improve transparency and sustainability of research funding allocation and support researchers in accessing competitive funding opportunities.

GAP Principle(s)	Timing (at least by year's quarter/ semester)
(-/+) 8. SUSTAINABILITY OF RESEARCH	2027 Q1 -
(+/) 13. WORKING CONDITIONS, FUNDING AND SALARIES	2027 Q4

**Responsible**

Unit	Indicator(s) / Target(s)
Research Department; Financial Department	Internal funding procedures revised; annual funding calls disseminated; increase in submitted competitive proposals

## Proposed actions

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### Action 9

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Strengthen dissemination, valorization and international visibility of research outputs through institutional repositories, dissemination support and collaboration with external stakeholders.

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#### GAP Principle(s)

(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

Timing (at least by year's quarter/ semester)

2026 Q3 - 2027 Q4

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#### Responsible Unit

#### Indicator(s) / Target(s)

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Research Department;  
Communication Department

Increased repository submissions; annual dissemination events organized; increase in international collaborations

**Proposed actions**

**Action 10**

Expand continuous professional development opportunities through diversified training programmes tailored to career stages and interdisciplinary skills.

**GAP Principle(s)**

(+/-) 14. STABILITY OF EMPLOYMENT

(-/+ ) 17. VALUING DIVERSE RESEARCH CAREERS

(+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

**Timing (at least by year's quarter/ semester)**

2027 Q1 - 2027 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR Department; Doctoral Schools; Research Department

Minimum 2 professional development workshops/ year; participant satisfaction reports; increased training participation

**Unselected principles:**

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some

overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).\*

UMFVBT is committed to the implementation of Open, Transparent and Merit-Based Recruitment (OTM-R) principles in accordance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The institution already benefits from an established regulatory framework governing recruitment, promotion and selection procedures for academic and research staff. Recruitment procedures are based on national legislation, the University Charter and institutional methodologies regulating recruitment, promotion and evaluation processes.

Research vacancies are advertised through institutional and national platforms, including EURAXESS, ensuring broad visibility and equal access to opportunities. Existing procedures define the appointment and composition of selection committees, evaluation methodologies and complaints mechanisms.

The OTM-R checklist identified a substantial level of implementation regarding publication of recruitment policies, use of EURAXESS, committee composition, feedback procedures and complaints mechanisms. At the same time, several areas for further improvement were identified.

UMFVBT intends to strengthen the international visibility of vacancies by ensuring systematic publication of research positions in English and by expanding dissemination channels targeting international candidates. The university also aims to further reduce administrative burden for candidates through digitalization and simplification of application procedures.

Additional measures will focus on strengthening transparency and consistency in communication, improving the assessment of transversal skills, increasing structured feedback for candidates and consolidating quality assurance mechanisms related to recruitment procedures.

The institution will continue to use the EURAXESS toolkit and OTM-R recommendations as reference instruments for monitoring and improving recruitment practices. The implementation of OTM-R principles will be integrated into the overall HRS4R Action Plan through measures addressing recruitment transparency, career development, gender equality, diversity, researcher mobility and institutional quality assurance.

The implementation process will be coordinated through institutional structures responsible for human resources, research management, ethics and quality assurance, ensuring regular monitoring, stakeholder involvement and continuous improvement.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

**URL:** <https://www.umft.ro/ro/cercetare/hrs4r/> (<https://www.umft.ro/ro/cercetare/hrs4r/>)

## 4. Implementation

### General overview of the expected overall implementation process of the action plan (max. 1000 words).

UMFVBT will implement the HRS4R Action Plan via a dedicated Steering Committee overseeing quarterly progress, integrating European standards into institutional policies, and ensuring broad researcher involvement through consultation and feedback. The two-year implementation focuses on strict accountability, measuring success through quantitative and qualitative indicators, such as updated procedures, training participation, and open science adherence, aligned with OTM-R principles.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail.

**Note:** Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?\*



#### Detailed description and justification (max. 500 words)

The implementation of the HRS4R Action Plan will be coordinated by an institutional HRS4R Steering Committee appointed by the university leadership and composed of representatives from the university management, Human Resources Department, Research Department, Quality Assurance structures, Ethics Committee, doctoral schools and representatives of researchers from different career stages.

The Steering Committee will oversee the implementation of the Action Plan through regular monitoring meetings organized at least quarterly. Each action included in the Action Plan will have designated responsible structures and implementation coordinators responsible for reporting progress, risks and implementation challenges.

The committee will review implementation indicators, timelines and deliverables on a regular basis and will propose corrective measures whenever delays or implementation difficulties are identified. Annual internal progress reports will be prepared and presented to university leadership and relevant institutional structures.

The Steering Committee will also ensure alignment between HRS4R implementation, institutional development strategies, quality assurance procedures and OTM-R principles.

How do you intend to involve the research community, your main stakeholders, in the implementation process?\*



**Detailed description and justification (max. 500 words)**

UMFVBT intends to ensure broad participation of the research community and institutional stakeholders throughout the implementation process.

Researchers from different career stages, doctoral candidates, academic staff and administrative personnel will be involved through consultations, surveys, workshops, focus groups and participation in institutional working groups.

Regular dissemination activities will be organized in order to increase awareness regarding HRS4R principles, institutional policies and implementation progress. Feedback mechanisms will be implemented to allow researchers and stakeholders to communicate recommendations, concerns and proposals for improvement.

Institutional stakeholders involved in the implementation process will include university leadership, faculties, doctoral schools, research centres, administrative departments, ethics structures, quality assurance bodies and student representatives.

The university also intends to strengthen collaboration with external stakeholders, including partner universities, research institutions, healthcare organizations and international networks.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process?\*

Make sure it is recognised in the organisation's research strategy as the overarching HR policy.



**Detailed description and justification (max. 500 words)**

UMFVBT considers the HRS4R process and the principles of the European Charter for Researchers as strategic reference elements for the continuous modernization of institutional human resources and research policies.

The implementation of the HRS4R Action Plan will be integrated into the university's institutional development strategy, research strategy, quality assurance framework and human resources policies.

Institutional regulations and procedures concerning recruitment, career development, ethics, gender equality, open science, professional development and researcher support will be periodically reviewed and updated in accordance with HRS4R principles and OTM-R recommendations.

The alignment process will involve cooperation between university management, Human Resources structures, Research Department, Ethics Committee and Quality Assurance bodies in order to ensure coherence between institutional policies and European standards.

The university also intends to integrate HRS4R principles into strategic planning, institutional reporting and internal evaluation mechanisms.

How will you ensure that the proposed actions are implemented?\*



**Detailed description and justification (max. 500 words)**

The implementation of the proposed actions will be ensured through clear allocation of responsibilities, realistic timelines and measurable performance indicators.

Each action included in the Action Plan will be assigned to specific institutional structures responsible for implementation, monitoring and reporting. Progress will be reviewed periodically by the HRS4R Steering Committee.

Implementation activities will be supported through institutional resources, administrative support, internal communication mechanisms and collaboration between departments.

Where necessary, dedicated working groups will be established for the development of policies, procedures, training programmes and monitoring tools.

The university leadership will support the implementation process through strategic coordination and integration of HRS4R objectives into institutional priorities.

How will you monitor progress (timeline)?\*



**Detailed description and justification (max. 500 words)**

The implementation timeline covers a two-year period and is structured according to quarterly milestones.

Monitoring activities will include:

- quarterly implementation reviews by the Steering Committee;
- annual institutional progress reports;
- periodic assessment of implementation indicators;
- stakeholder consultations and feedback collection;
- monitoring of participation in training, mentoring and mobility activities;
- monitoring of recruitment transparency and OTM-R implementation.

A mid-term internal evaluation will be conducted to identify implementation gaps, risks and corrective measures.

Implementation progress will be documented through internal reports, meeting minutes, participation records, updated institutional procedures and statistical indicators.

How will you measure progress (indicators) in view of the next assessment?\*



**Detailed description and justification (max. 500 words)**

Progress will be measured through quantitative and qualitative indicators associated with each proposed action.

The indicators will include:

- number of training sessions organized and participation rates;
- number of institutional procedures and guidelines updated;
- publication and dissemination indicators for vacancies and research outputs;
- participation in mobility and professional development activities;
- implementation of mentoring and career support mechanisms;
- gender equality and diversity monitoring indicators;
- feedback collected from researchers and stakeholders through surveys and consultations;
- monitoring of international applications and recruitment transparency;
- repository usage and open science participation indicators.

The university will also use internal surveys and institutional evaluations to measure researcher satisfaction regarding working conditions, career development, ethics, recruitment procedures and institutional support.

**Additional remarks/comments about the proposed implementation process (max. 1000 words)**

UMFVBT considers the HRS4R process an important strategic opportunity for institutional development, internationalization and consolidation of a research culture aligned with European standards.

The implementation of the Action Plan will support continuous improvement of institutional policies concerning ethics, recruitment, career development, working conditions, diversity, gender equality and open science.

The university is committed to ensuring transparency, stakeholder involvement and sustainability throughout the implementation process. The Action Plan is designed to promote both short-term operational improvements and long-term institutional changes contributing to the development of an inclusive, transparent and research-oriented academic environment.

The implementation process will remain flexible and adaptive, allowing periodic revision of priorities and actions according to

institutional needs, researcher feedback and developments at European level concerning the European Research Area and HRS4R framework.