

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

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Name Organisation under review

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GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Status

1. ETHICS AND RESEARCH INTEGRITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Although the survey results indicate a high level of compliance with ethical standards and good research practices, some respondents reported isolated situations related to inconsistent application of ethical principles and insufficient awareness regarding reporting mechanisms. Ethical training activities are not yet uniformly standardized across all faculties and career stages.	Strengthening the role of the Ethics Committee; development of periodic ethics and research integrity training sessions; implementation of awareness campaigns regarding research misconduct prevention and reporting procedures; inclusion of ethics-related topics in the induction process for young researchers and PhD students.

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Most respondents perceive a high degree of autonomy in research activities; however, a minority reported administrative constraints, limited flexibility in workload allocation and insufficient protected time for research.	: Measures to improve institutional support for independent research initiatives; increasing flexibility in research planning; promoting interdisciplinary collaborations; encouraging participation in national and international research projects.

Status

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Open science practices are not yet fully institutionalized. Limited awareness regarding open access publishing, research data management and FAIR principles remains an obstacle. There is also insufficient infrastructure and institutional guidance regarding open repositories.	Promotion of open access publishing policies; development of institutional guidelines on research data management; support for participation in open science training sessions and European research networks; plans for improving digital repositories and increasing access to scientific outputs.

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The institutional climate is generally perceived as inclusive and non-discriminatory; however, there is no fully integrated monitoring framework regarding gender equality indicators in research careers, leadership representation and work-life balance.	Consolidation of equal opportunity policies; monitoring gender representation in committees and leadership positions; awareness campaigns promoting diversity and inclusion; support measures for balancing professional and family responsibilities.

Status

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	While most respondents perceive the institution as respecting diversity and non-discrimination principles, differences in access to opportunities between career stages and disciplines were occasionally mentioned.	Periodic assessments of organizational climate; promotion of inclusive institutional practices; support for interdisciplinary and multicultural collaboration; strengthening anti-discrimination procedures and awareness activities.

6. THE RESEARCHER

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Researchers benefit from a generally supportive institutional environment, but there is a need for clearer recognition of diverse research roles, improved career guidance and better integration of young researchers into institutional structures.	Development of mentoring initiatives for early-career researchers; increased visibility of research achievements; support for participation in training and mobility programs; initiatives for strengthening researcher representation in institutional governance.

Status

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	International mobility is recognized and appreciated, but administrative procedures, funding limitations and insufficient promotion of mobility opportunities reduce participation, especially among early-career researchers.	Promotion of Erasmus+, Horizon Europe and bilateral mobility schemes; support for participation in international conferences and exchanges; development of partnerships with international universities and research institutions.

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Long-term sustainability of research activities is affected by limited financial resources, unequal access to infrastructure and dependence on external competitive funding.	Encouraging participation in competitive funding calls; investments in research infrastructure modernization; support for interdisciplinary projects; development of institutional strategies for sustainable research development.

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Status

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Evaluation procedures are generally perceived as objective; however, respondents reported insufficient personalized feedback and variability in assessment practices between departments.	Development of more transparent and standardized evaluation criteria; promotion of formative feedback mechanisms; inclusion of qualitative indicators and broader academic contributions in evaluation processes.

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Recruitment procedures are considered transparent overall, but international visibility of vacancies and consistency of communication remain areas for improvement.	Improvement of online dissemination of recruitment announcements; translation of vacancy notices into English; alignment of recruitment practices with OTM-R principles; diversification of communication channels.

Status

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Although selection procedures are generally perceived as fair, respondents indicated the need for clearer appointment procedures for evaluation committees and better assessment tools for transversal skills.	: Updating selection procedures; improving transparency regarding committee appointment criteria; training administrative and academic staff involved in selection procedures; development of evaluation tools for teamwork and leadership skills.

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Career progression opportunities are available, but respondents identified the absence of clearly defined career development pathways, especially for early-career researchers and postdoctoral staff.	Development of career counselling and mentoring initiatives; promotion of internal mobility and professional development opportunities; support for academic advancement through training and project involvement.

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

Status

13. WORKING CONDITIONS, FUNDING AND SALARIES

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Working conditions are generally considered equitable; however, concerns remain regarding transparency in funding allocation, workload balance and correlation between performance and remuneration.	Increasing transparency of internal funding mechanisms; periodic review of workload distribution; support for competitive research funding; institutional measures aimed at improving working conditions and researcher well being.

14. STABILITY OF EMPLOYMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Respondents reported a relatively stable employment framework, but early-career researchers and project-based staff face uncertainty regarding long-term career stability.	Support for long-term career planning; promotion of stable contractual arrangements where possible; integration of young researchers into institutional projects and teaching activities.

Status

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The survey results indicate a high level of compliance with contractual and legal obligations. Minor gaps relate mainly to communication and accessibility of information regarding specific procedures.	Continuous updating of internal regulations; strengthening administrative communication; ensuring transparency and accessibility of contractual information through institutional platforms.

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Research dissemination is positively evaluated overall, but respondents identified insufficient institutional support for technology transfer, innovation valorization and international visibility of research outputs.	Encouraging publication in high-impact journals; support for participation in scientific conferences; promotion of institutional repositories and dissemination channels; initiatives aimed at strengthening collaboration with external stakeholders and industry.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

Status

17. VALUING DIVERSE RESEARCH CAREERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Institutional recognition still focuses predominantly on traditional academic achievements, while interdisciplinary activities, innovation, mentorship and societal engagement are less formally acknowledged.	Promotion of broader evaluation criteria; encouragement of interdisciplinary and applied research activities; support for participation in community-oriented and innovation projects.

18. CAREER DEVELOPMENT AND ADVICE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Although support services exist, respondents highlighted the need for more structured and personalized career guidance, particularly for doctoral candidates and young researchers.	Development of mentoring and counseling activities; organization of workshops on career planning and research management; increased dissemination of professional development opportunities.

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Continuous training opportunities are available, but respondents indicated the need for diversification of topics, improved accessibility and better adaptation to career stages and disciplinary needs.	Expansion of continuing education programs; support for participation in specialized training courses, workshops and international mobility programs; development of digital learning opportunities.

20. SUPERVISION AND MENTORING

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Mentoring and supervision practices exist but are not yet uniformly institutionalized across all faculties and research structures. Young researchers expressed the need for more structured mentoring support.	Development of formal mentoring frameworks; encouraging senior researchers to support early-career staff and doctoral candidates; integration of mentoring activities into institutional professional development strategies.