

HR Excellence in Research

| Process Description

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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

Date endorsement charter and code

20/05/2025

Process

The HR Excellence in Research strategy should be developed in consultation with stakeholders and involve a diverse group of researchers (from R1 to R4). It should also include the appointment of a committee to oversee the process and a working group to carry out the implementation.

Please provide the name, the position, and the management line / department of the persons who are directly or indirectly engaged in the HR Excellence in Research process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Cristian Oancea	Vice-Rector for Scientific Research, PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	University management team
Iulia Pinzaru	PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Pharmacy
Dorel Săndesc	Vice-Rector for Academic Development, PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	University management team
Dan Lighezan	Vice-Rector for Academic Affairs, PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	University management team
Cristina Dehelean	Director of the Doctoral School, PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	University management team
Claudia Borza	Vice-Rector for International Relations, PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	University management team
Virgil Paunescu	Director of Department III - Functional Sciences, PhD, Professor, R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Medicine
Adrian Marcu	PhD, Senior lecturer, R3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Medicine
Saşa Mitrovici	Director of HR Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	HR Department
Mihaela Maria Stepan	Head of financial and accounting Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Financial and accounting Department
Endre Mate	PhD student, Medical Doctor, R1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Medicine

Name	Position	Steering Committee	Working Group	Management line/ Department
Diana Hajali	PhD student, Pharmacist, R1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Pharmacy
Bogdan Timar	Dean, PhD, Professor, R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Medicine
Catalin Marian	Vice-Dean, PhD, Professor, R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Medicine
Meda Negrutiu	Dean, PhD, Professor, R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Dental Medicine
Codruta Soica	Dean, PhD, Professor, R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Pharmacy
Stela Iurciuc	Dean, PhD, Professor, R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Nursing
Sorin Ursoniu	PhD, Professor, R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Medicine
Claudia Watz	PhD, Assistant professor, R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Pharmacy
Ana-Adriana Trusculescu	PhD, Assistant professor, R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Medicine
Stefania Dumitrel	PhD student, Medical Doctor, R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Medicine
Delia-Bianca Luca	PhD student, Dentist, R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Dental Medicine
Iasmina Predescu	PhD student, Pharmacist, R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Pharmacy

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a committee overseeing the process and a working group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researcher groups were involved in the gap analysis.

Stakeholder group	Consultation format	Contributions
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Stakeholder group	Consultation format	Contributions
Researchers (R1, R2, R3, R4)	Survey (questionnaire)	The survey was conducted as part of UMFVBT's institutional efforts to align with the European standards promoted through the Human Resources Strategy for Researchers (HRS4R). Addressed to academic and administrative staff, researchers, PhD students and postdoctoral fellows, the consultation process aimed to evaluate the extent to which institutional policies and practices reflect the principles of the European Charter for Researchers. The questionnaire explored key areas such as ethical and professional aspects, recruitment and selection procedures, working and research conditions, as well as professional training, career development and institutional support, providing a basis for the future Action Plan on research human resources development within UMFVBT.
Administrative staff	Survey (questionnaire)	The survey was conducted as part of UMFVBT's institutional efforts to align with the European standards promoted through the Human Resources Strategy for Researchers (HRS4R). Addressed to academic and administrative staff, researchers, PhD students and postdoctoral fellows, the consultation process aimed to evaluate the extent to which institutional policies and practices reflect the principles of the European Charter for Researchers. The questionnaire explored key areas such as ethical and professional aspects, recruitment and selection procedures, working and research conditions, as well as professional training, career development and institutional support, providing a basis for the future Action Plan on research human resources development within UMFVBT.
Quality Assurance Department	Analysis and consultations	Qualitative appraisal conducted by the Quality Control Department on the existing ethical procedures, working and research conditions and career development aimed at identifying gaps, ensuring compliance with institutional standards and highlighting areas for continuous improvement.
Human Resources Department	Analysis and consultations	Qualitative evaluation of the current human resources policies, focused on identifying gaps, inconsistencies and opportunities for improvement.
Ethics Commission	Analysis and consultations	Qualitative assesment of existing ethics code and internal procedures; identifying gaps and areas for improvement

Stakeholder group	Consultation format	Contributions
Heads of departments	Analysis and consultations	Qualitative assessment of the extent to which the institution's internal procedures align with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (HRS4R), with the aim of identifying existing gaps and areas requiring further improvement.
Steering Committee	Meetings, analysis, discussions	Review and structuring the survey questions, review of the HRS4R supporting material and reference documents.

Please describe how the committee overseeing the process was appointed and how it worked (meetings, decisions, etc.).

- On 26.11.2024 the UMFVBT rector approved the steering committee and working group for the preparation of the application for the HR Excellence in Research Award.
- On 25.04.2025 the UMFVBT rector approved the adherence to the established principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C), by signing the endorsement letter.
- The Steering Committee is composed of the following representatives: Vice-Rector for Scientific Research, Vice-Rector for Academic Affairs (educational/teaching), Vice-Rector for International Relations, Vice-Rector for Academic Development, Director of Doctoral School, Director of HR Department, Head of financial and accounting department, other R4, R3 and R1 researchers.
- The preparatory phase of the process began with the development of a comprehensive survey aimed at assessing perceptions regarding teaching, medical and research careers within UMFVBT, in alignment with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The survey questions were designed through a series of working group meetings and collaborative consultations, ensuring that its structure reflected the key dimensions addressed by the HRS4R framework. Particular attention was given to evaluating the extent to which the 40 principles of the Charter and Code are integrated into the institution's policies, professional practices and organizational culture, while also identifying areas that may require further improvement and institutional support.
- Between November 2024 and May 2025, there were numerous meetings of the working group with the academic and administrative structures of UMFVBT to evaluate the existing situation (working procedures, regulations).
- Between May 2025 and July 2025 was conducted internal analysis by consulting the UMFCV community regarding the adoption of HRS4R principles through the self-applied questionnaire.
- Between August 2025 and October 2025 the results of the applied questionnaires were analysed in order to develop a gap

analysis and to complete the OTM-R checklist.

- Between November 2025 and February 2026, based on the gap analysis, a draft action plan was created and submitted to UMFVBT's academic and administrative structures for review, with feedback subsequently incorporated into the final, approved version.
- Between January 2026 and April 2026, to ensure a more inclusive and thorough assessment, the Steering Committee and the Working Group met numerous times to review and expand the various types of documents, produced in both Romanian and English. This collaborative effort, focused on the analysis of the data received, allowed the identification of key trends and the subsequent integration of refined measures into the updated GAP Analysis and Action Plan.
- May 2026: The final plan was approved by the Steering Committee, which played a crucial role in drafting, reviewing, and refining the HRS4R documents throughout the process.

Please describe how the working group doing the gap analysis was appointed.

- The University officially established the Working Group (WG) for the Human Resources Strategy for Researchers (HRS4R) to drive institutional change by involving top-level management and ensuring high representation across the institution. The committee is specifically designed to facilitate the swift implementation of HRS4R strategies, acting as a bridge between management, administrative staff, and the research community. The group consists of eleven members, meticulously selected from various departments to ensure a comprehensive overview of institutional practices. To guarantee broad, high-degree representativeness, the working group includes representatives from all four major faculties within the university: Medicine, Dental Medicine, Pharmacy, and Nursing.
- The composition includes researchers covering all stages of academic and scientific development (R1 to R4, from First Stage to Leading Researchers), ensuring that the needs of both early-stage and senior staff are addressed.
- The primary focus of the working group has been the initiation of preparatory activities, aimed at aligning UMFVBT's internal policies with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This initial phase centered on establishing a robust framework for self-evaluation.
- The group designed an extensive survey focused on the perspective of teaching, medical, and research careers at UMFVBT, aiming to capture the honest feedback of staff.
- Following numerous, structured meetings, between November 2024 and May 2025 the Working Group developed a dedicated questionnaire designed to verify how the 40 key principles of the Charter and Code are currently applied across the entire institution. This structured approach ensures that the HRS4R implementation is not merely formal but deeply integrated into the university's culture, reflecting a genuine commitment to enhancing working conditions and attracting top talent.
- The consultation process of the academic community of UMFVBT was carried out between May and July 2025, through a quantitative survey, using a self-administered questionnaire. The consultation tools were managed by the Scientific Vice-Rectorate in collaboration with the Quality Assurance Department, with the objective of operationalizing the principles of the

European Charter for Researchers, so that they can be evaluated in the specific context of UMFVBT. The questionnaire included five sections, four of which were thematic (corresponding to the four pillars of the Charter), and one section was intended for the socio-demographic characteristics of the respondents. The items were formulated on a five-point Likert scale using statements to which the respondents expressed their degree of agreement on a scale from "disagreement" to "strong agreement", a method that allows for the quantification of perceptions and statistical analysis of opinion trends. The questionnaire was completed electronically, anonymously, through the Google Forms platform.

- Between August 2025 and October 2025, the results of the applied questionnaires were analyzed in order to develop a gap analysis. The collected data underwent statistical processing via Stata 19; results were expressed in percentages, means, and standard deviations to ensure cross-dimensional comparability.
- The Gap analysis was based on classical structured framework 5-step approach: define the key stakeholders, assess the current state by gathering and analyzing the data, benchmarking and goals setting, Gaps identifying and prioritization, and finally, developing the Action Plan.
- The findings from the preparatory actions serve as the foundation for the upcoming Gap Analysis and Action Plan, crucial for achieving the "HR Excellence in Research" designation. In order to develop the final version of Gap Analysis, the Working Group used iterative process, treating the analysis as a recurring task not one-time assignment.
- Between November 2025 and February 2026, based on the gap analysis, a draft action plan was created and submitted to UMFVBT's academic and administrative structures for review, with feedback subsequently incorporated into the final, approved version.
- Between January 2026 and April 2026, to ensure a more inclusive and thorough assessment, the Steering Committee and the Working Group met numerous times to review and expand the various types of documents, produced in both Romanian and English. This collaborative effort, focused on the analysis of the data received, allowed the identification of key trends and the subsequent integration of refined measures into the updated GAP Analysis and Action Plan.
- Tasked with designing the entire HRS4R framework, the Working Group conducted gap analyses, consulted with academic and administrative staff, and prepared required documentation. Furthermore, the group negotiated Action Plan measures with the Steering Committee to align with institutional objectives.
- The Working Group also held responsibility for drafting the necessary reports throughout the process.