ACTION PLAN

Case number: 2024RO190832

Name Organisation under review:

[Universitatea Politehnica Timisoara](#)

Organisation's contact details: Piața Victoriei, nr 2, Timisoara, Timis, 300006, Romania

---

SUBMISSION DATE: 31/01/2024

 Abbreviation list:

UPT - Politehnica University Timisoara

CITT - The Innovation and Technological Transfer Centre

DCD - Research & Development Department

DRI - Department of International Relations

CNATDCU - National Council for Accreditation of University Degrees, Diplomas and Certificates

CNFIS - National Council for Higher Education Funding

CSUD - Council for Doctoral Studies

E³UDRES² - Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions, a European University Alliance - network of higher education institutions located in Europe

CCOC - Career Counselling and Guidance Centre

FDI - Institutional Development Fund

SIRAMM - Structural Integrity and Reliability of Advanced Materials obtained through additive Manufacturing

CEIA - The Ethics and Academic Integrity Commission

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*824
Of whom are international (i.e. foreign nationality)	* 15

Of whom are externally funded (i.e. for whom the organisation is host organisation)	*0
Of whom are women	*230
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	* R4 (prof.) =140 R3 (conf.) = 15 CSI = 4 CSII = 1
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	* R2 (Ș.l.) = 2
Of whom are stage R1 = in most organisations corresponding with doctoral level	*660
Total number of students (if relevant)	R1 (drd) =660
Total number of staff (including management, administrative, teaching and research staff)	*1424
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	52.901.700
Annual organisational direct government funding (designated for research)	446
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2.733.469
Annual funding from private, non-government sources, designated for research	321.452
ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*	

Established in 1920, Politehnica University Timisoara (UPT) was the answer to one of the requirements of the Romanian society of that time. The present academic offer of UPT covers all technical fields, as well as architecture and communication science.

The 10 faculties of the university provide education programs to 12,500 students. Within the 25 departments of the university work about 600 teaching staff, whereas auxiliary and administrative personnel amounts 800.

The UPT research strategy in implemented through one Research Institute and 26 research centers, in which academic staff and researchers put into practice their innovative ideas.

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 Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	**Strengths:** S1. Very good research performance of academic staff/ researchers in UPT, stated by international rankings in terms of research (indexed

	publications and citations)
	S2. Academic staff and researchers in UPT can perform research in several fields of science, most of them conducting multidisciplinary research.
	S3. Researchers are familiar with ethical principles and guidelines established within our institution and considers their research relevant to society.
	S5. There is an equilibrium between theoretical (fundamental) research and applied research in UPT.
	S6. An appreciable number of PhD supervisors, coordinating about 660 PhD students, revealing a high potential for research.
	S7. According to the internal survey, the large majority of the respondents completely agree with most dimensions of ethical and professional aspects applied by UPT.
	S8. Researchers consider the UPT evaluation/appraisal system as being transparent, covering the overall research creativity and research results.
	Weaknesses:
	W1. The research results of the academic community of UPT are very heterogenous across researcher and across research entities.
	W2. Limited capacity to win and lead international research projects.
	W3. The management of research activities and the specific research practices are not prescribed within a unitary framework nor widely disseminated.
	W4. Only a part of researchers is familiar with the strategic goals governing their research.
Recruitment and selection	**Strengths:**
	S1. The recruitment and selection criteria are transparent and clear.
	S2. According to the UPT internal survey, the respondents consider that the overall potential of candidates as researchers is properly analysed by the selection committees.
	S3. The UPT institutional process recognises qualifications and achievements of the person rather than the reputation of the institution where they were gained.
	S4. Researchers (academic staff and pure researchers) with a permanent position in UPT represents more than 90% of the total

	number of researchers. S5. High involvement in research projects. **Weaknesses:** W1. Most of PhD students are employed outside UPT and their activities are not focused on research only. W2. Career breaks or variations in the chronological order of CVs are not regarded as a potentially valuable contribution to the professional development of researchers. W3. The recruitment process is focused on internal candidates.
Working conditions	**Strengths:** S1. Most of UPT researchers feel like they are recognized as professionals and that they are treated accordingly. S2. UPT ensures stability of employment conditions. S3. UPT allows researchers to be legitimately represented in bodies. S4. UPT survey reveals that the institution adequately promotes the creation of a stimulating research environment. S5. Internal programs financed from the UPT own revenues, to support research activities (prizes for publication in Web of Science master journals, including open access publications) - https://international.upt.ro/en/isi-grant-programme/ **Weaknesses:** W1. Multiple roles of researchers, most of them being involved in teaching activities, administrative tasks, and different projects, which negatively affect their focus on the research career. W2. The perception of UPT researchers regarding the level of remuneration of teaching and research activities is mixed. W3. UPT offers limited career advice and job placement assistance to researchers.
Training and development	**Strengths:** S1. Increased involvement in international mobility projects. S2. Good participation in formal training and consultancy work. S3. UPT academic staff seek to continually improve their self by

regularly updating and expanding their skills and competencies.

S4. UPT continuous training and further education are freely accessible and offered in sufficient scope.

S5. More than half of the researchers are placed in the experienced researchers' category.

Weaknesses:

W1. Less than 50% of the UPT researchers have an international experience.

W2. During their training phase not all young researchers have established a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of this relationship.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: http://www.research.upt.ro/page26.html#team1-8th

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Free text -100 words max	*Retrieved from the GAP Analysis*			
Action 1- *Development and approval of the Human Resources Strategy for researchers aligned with HRS4R Code and Charter.*	5.Contractual and legal obligations 8.Dissemination, exploitation of results 9.Public engagement 11.Evaluation/ appraisal systems 12.Recruitment		*Governing Board (GB), UPT Senate (S), Steering Committee (SC)*	*Approved strategy HRS4R*

	14. Selection (Code)	M1-M12		
	16. Judging merit (Code)			
	20. Seniority (Code)			
	21.Postdoctoral appointments (Code)			
	23.Research environment			
	24. Working conditions			
	26. Funding and salaries			
	28. Career development			
	29. Value of mobility			
	30. Access to career advice			
	33. Teaching			
	34. Complains/ appeals			
	35.Participation in decision-making bodies			
	40. Supervision			
Action 2 - Designing the new integrated digital platform for research management: - managing research projects; - evaluating institutional, teaching, and research activities - platform for technology transfer - an online platform for managing institutional funds for research support.	3.Professional responsibility	M1-M14	*Vice-rector for Scientific Research (VSR), R&D Management Department*	*Integrated digital platform.*
	6.Accountability			
	7.Good practice in research			
	8.Dissemination, exploitation of results			
	9.Public engagement			
	11.Evaluation/ appraisal systems			
	16. Judging merit (Code)			
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	23. Research environment			
	24. Working conditions			
	26. Funding and salaries			
	31. Intellectual Property Rights			
Action 3- Evaluation of the current dissemination and improvement strategies for the assessments.	8.Dissemination, exploitation of results	M1-M14	*Governing Board (GB), Steering Committee (SC)*	*One report and governing board decision for dissemination support.*
	11.Evaluation/ appraisal systems			
	23.Research environment			
	24. Working conditions			
	32. Co-authorship			
Action 4 -Analysis of the current standards for excellence in research and support funding. The proposal and acceptance of strengthened actions.	11.Evaluation/ appraisal systems	M1-M16	*Governing Board (GB), Steering Committee (SC)*	*One report and governing board decision for excellency in research and support grants.*
	23. Research environment			
	26. Funding and salaries			
	28. Career development			

	32. Co-authorship			
	38.Continuing Professional Development			
Action 5 - Analysis of existing procedures and methodology for researchers' recruitment and selection. *Proposal of updated recruitment framework to align with HRS4R Code and Charter*	12.Recruitment	***M1-M18***	*Governing Board (GB),* *UPT Senate (S),* *Steering Committee (SC)*	*Approved strategy HRS4R*
	13.Recruitment (Code)			
	14. Selection (Code)			
	15. Transparency (Code)			
	16. Judging merit (Code)			
Action 6 - Determination and endorsement of the process for creating and integrating research groups.	11.Evaluation/ appraisal systems	***M12-M24***	*Governing Board (GB),* *UPT Senate (S),* *Steering Committee (SC)* *Vice-rector for Scientific Research (VSR), R&D Management Department*	*Methodology for research structures*
	23. Research environment			
	24. Working conditions			
	25. Stability and permanence of employment			
	37. Supervision and managerial duties			
	38. Continuing Professional Development			
	39. Access to research training and continuous development			
	40. Supervision			
Action 7 - Development of a Centre for guidance and career Counselling for researchers.	1.Research freedom	***M10-M24***	*Governing Board (GB),* *UPT Senate (S),* *Steering Committee (SC)* *Vice-rector for Scientific Research (VSR), R&D Management Department*	*Functional Centre for Career Counselling and Guidance.*
	2.Ethical principles			
	3.Professional responsibility			
	4.Professional attitude			
	5.Contractual and legal obligations			
	7.Good practice in research			
	8.Dissemination, exploitation of results			
	10.Non discrimination			
	12.Recruitment			
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	24. Working conditions			
	25. Stability and permanence of employment			
	28. Career development			
	36. Relation with supervisors			

	38. Continuing Professional Development			
	39. Access to research training and continuous development			
Action 8- Definition and approval of Code of Ethics and Professional Deontology for researchers	2.Ethical principles	*M12-M24*	*Governing Board (GB), UPT Senate (S), Steering Committee (SC)* *Vice-rector for Scientific Research (VSR), R&D Management Department*	*Code of Ethics and Professional Deontology for researchers.*
	3.Professional responsibility			
	4.Professional attitude			
	7.Good practice in research			
	10.Non discrimination			
	15. Transparency (Code)			
	27. Gender balance			
	31. Intellectual Property Rights			
	34. Complains/ appeals			
	19. Recognition of qualifications (Code)			
	22. Recognition of the profession			
Action 9 - Analysis, defining and approval of UPT Public engagement measures	9.Public engagement	*M6-M24*	*Governing Board (GB), Steering Committee (SC)*	*Two events/year to promote research results to public.*
Action 10 - Development of a workshop series for: - national and European research funding opportunities, - coming up with proposals successfully, - sharing the research support framework internally	1.Research freedom	*M1-M24*	*Vice-rector for Scientific Research, R&D Management Department*	*Workshop series plan, minimum 6 workshops/year*
	7.Good practice in research			
	8.Dissemination, exploitation of results			
	9.Public engagement			
	10.Non discrimination			
	11.Evaluation/ appraisal systems			
	12.Recruitment			
	23. Research environment			
	24. Working conditions			
	25. Stability and permanence of employment			
	26. Funding and salaries			
	27. Gender balance			
	28. Career development			
	38. Continuing Professional Development			
	39. Access to research training and continuous development			

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-

Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The hiring procedure for teaching, administrative, and research staff is open, transparent, and merit-based, adhering to national regulations. It also provides equal opportunity for all candidates and is generally efficient.

The hiring process is comparable to that of the European Union, following a similar model of openness, accessibility, and justice, beginning with the job posting and concluding with the competitive selection phases. From the outset, the prospective student is fully informed, knows exactly what to anticipate, and should they have any questions, the institution offers human resources that are there to assist and counsel them.

https://www.upt.ro/img/files/hs/2024/HS%20nr.28-21.03.2024.pdf

Having access to all the information required to engage in the recruitment process, equal possibilities throughout, and a lack of prejudice and competition are all made possible by the principle of transparency.

The candidate receives notification of the selection results right away, and they are promptly posted on the university website.

To follow an Open Recruitment Policy that is a key element in the HRS4R strategy the next steps are implemented in UPT:

(i) Selection criteria established at national level, according to the fields, also adopted in UPT.

(ii) Job description requirements are described on dedicated platforms,

(iii) Details of competition results in the UPT: http://www.upt.ro/img/files/2019-2020/concurs/cd_sem2_2019-2020/Candidati_declarati_reusiti_concurs_sem2_2019-2020_cd.pd

After thoroughly examining the current hiring process, we will go forward with implementing additional HRS4R plan steps.

Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

1. https://www.upt.ro/img/files/hs/2024/HS%20nr.28-21.03.2024.pdf

2. https://www.upt.ro/Informatii_anunturi-privind-organizarea-concursului-pentru_487_ro.html

3. http://www.upt.ro/Informatii_examene-de-promovare_523_ro.html

4. IMPLEMENTATION

General overview of the expected implementation process:

> The Action Plan reflects UPT's commitment to moral values, open hiring, and selection procedures, better working conditions, and easing the development and training of personnel engaged in research projects.
>
> The Strategic Plan 2024–2029, which outlines UPT's organizational policies for human resources, is in line with the use of OTM-R principles.
>
> The Steering Committee is responsible for overseeing, coordinating, and evaluating the implementation process.
>
> Throughout the pre-implementation and implementation phases, the academic community will be kept continuously informed about the OTM-R principles and the Charter & Code. The Working Group's and the Steering Committee's goal is to educate every researcher on the evolution of the implementation process using all available channels (trainings, information sessions, and educational materials). Each researcher will be involved in the plan's implementation process in two ways: first, to validate that the suggested steps to close the gaps are being implemented, and second, to alert the team to any potential challenges or roadblocks that may arise.
>
> Ethical, recruitment and selection aspects, working conditions and career development prospects are appreciated by UPT researchers (according to the survey conducted within the EUDRES - Entrepreneurs project). However, the implementation of this strategy would lead to the refinement of the working conditions and the monitoring of researchers' careers and to a higher openness towards the outside by recruiting external UPT staff for certain academic and research positions. At the same time, the implementation of the strategy would highlight good research practices and contribute to avoid discrimination of any kind.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Working Group will meet twice a semester on a regular basis. The departments responsible for carrying out the action plan will report on the status of carrying out the tasks assigned to them at each quarterly meeting. To update the Steering Committee on the status of HRS4R implementation, the Working Group Coordinator will compile this information. The Working Group will assess and analyse the proposed and actual status of measures being implemented at quarterly meetings to identify any deviations and

	take corrective action to ensure that the timeline's agreed-upon timelines are fulfilled. The Steering Committee will suggest supplementary steps to restart the process if it finds significant deviations in the execution of the suggested actions.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The implementation process will engage the academic community in addition to all other institutional actors. Faculty representatives and research structures' directors will be involved in updating the rules governing the conduct and organization of scientific research, and UPT administrative departments will be involved in providing the data required to develop the primary HRS4R process documents and in the Action Plan's implementation phase.

Surveys, focus groups, and stakeholder engagement tools already employed in the development of the gap analysis and action plan will all be included in the consultation procedures. |
| How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. | Since the HRS4R project is an institution-wide initiative and has grown to be a crucial part of the University's strategic plan for the upcoming strategic horizon, it entails bringing all University policies, rules, and procedures into compliance with the HRS4R principles where possible gaps are identified.

Due to current national legislation and internal rules, HR practices are already significantly aligned with the Charter and the Code, even though the academic community at UPT is not as aware of HRS4R as it could be. There's an assumption that awareness will rise among companies and academics when the Action Plan is implemented. |
| How will you ensure that the proposed actions are implemented? | The working group is made up of representative members of the departments, as decision-makers entitled to implement and develop the proposed actions as well as to represent the research staff.

UPT's decision-making bodies have given their approval to the Gap analysis and Action Plan. As a result, the institution's highest representative level supports the implementation of the proposed |

	Action Plan.
	The expert group of the research community (who first validated the gap analysis) will be invited to participate in the Action Plan's recurring adjustments.
	They remain crucial to the official internal monitoring at the conclusion of each cycle as well as the informal annual monitoring of the activity.
How will you monitor progress (timeline)?	A timeline will be created to track the HRS4R project's advancement. The working group will assess the implementation of the activities on a quarterly basis, making any required corrections after comparing the actual and planned implementation statuses. Every three months organizational reporting will cover the following: proposed measures to eliminate existing deviations, existing deviations in implementing actions, percentage progress in implementing actions and meeting specific indicators, proposed timelines for starting and finishing actions, potential risks associated with implementing actions, and proposed timelines for meeting actions.
	The implementation team will prepare half-yearly reviews for the Governing Board and quarterly reports to the institution's highest representative level. Meetings will take place at least two months.
How will you measure progress (indicators) in view of the next assessment?	The indicators will be evaluated periodically by the Monitoring Committee, and the Steering Committee will be responsible for the decisions made to achieve the objectives and to implement the work schedule in line with the action plan.
	An activity report's topic for each six-month period will be the extent to which each action's particular indicators have been met. The departments in charge of their accomplishment will receive the indicators listed in the action plan, in accordance with their respective duties. The working group coordinator will compile an annual status report on the indicators in the action plan at the end of

	each year and submit it to the steering committee. This report will be presented for approval by the Governing Board by the Steering Committee. If the scheduled dates for achieving the indicators are not met, the Steering Committee may suggest further actions to the Governing Board for review and approval.

Additional remarks/comments about the proposed implementation process:

The key departments and decision-making bodies of UPT will be involved in the Action Plan's implementation. The heads of these departments will be solely responsible for carrying out this plan, and they will report to the Governing Board and the Vice-rectors on the status and completion of the measures outlined in this action plan. The action plan is integrated into the UPT annual operating plan, and its execution involves the entire community.

At UPT, the entire academic and research community will be held accountable for implementing the Charter and the Code into practice, in addition to the Steering Committee and the Working Group. By providing specialized information workshops to academic staff, the Working Group and the Steering Committee will be able to obtain important feedback that is necessary to confirm the execution of measures and close or remove gaps that have been identified. As part of the preparation for the external evaluation of the implementation process, internal monitoring of the actions done to implement the Charter and the Code is conducted. Getting ready for the outside assessment of the Action Plan's execution in the context of the Charter.