

## GAP Analysis (Charter and Code Checklist)

Case number:

Name Organisation under review:

Organisation's contact details:

Date endorsement charter and code:

## GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles 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 the 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				
	Ethical and Professional Aspects	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
1	Research freedom	++	<p>Research freedom is well protected through provisions in the Romanian Constitution (Art. 6 on university autonomy), in the Law on higher education 199/2023 (Art. 11, Art. 132), in the UB Charter, and in the University's current practices.</p> <p>Art. 6 of the <a href="#">Charter</a> covers academic freedom and provides for the right of all members of the academic community to pursue any topic of investigation, communicate any findings through any means, without restrictions based on complaints from authorities, political parties, religious groups, or other organisations. The Charter commits explicitly to the principles of the <i>Lima Declaration</i> and the <i>Magna Charta of European Universities</i>, of which the UB is a signatory (Art. 3(2)).</p> <p>The UB <a href="#">Code of Ethics and Deontology</a>, further safeguards academic freedom, including academics' independence from "political, economic or religious meddling" and the free expression of their private opinions in public. The UB Ethics Commission, which is tasked with implementing the Code (as per <a href="#">Regulations</a>), has been publishing yearly reports online since 2013.</p> <p>Teaching-and-research staff with UB faculties are free to pursue any topic of interest, including through competitive and private grants of their choice.</p> <p>Data on individual research plans and projects is typically collected annually by departments, but</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 25</p>

			<p>without the imposition of any research subjects. Likewise, the yearly assessments of academic staff, which also rely on publications and similar outputs, do not privilege any particular direction of research.</p> <p>During our consultations with young researchers, some have expressed concerns about the discomfort felt in approaching socially delicate themes (e.g., the interwar fascist movement). However, the obstacle identified here appears to stem from the rigidity of expert communities and/or the public in general . Relatedly, a participant noted that the absence of adequate regulations or guidelines covering the relationships of UB academics with private, non-institutional funders might raise under specific conditions research freedom concerns.</p>	
2	Ethical principles	+/-	<p>Under <a href="#">Law 199/2023</a> on higher education (Art. 18), all Romanian universities must have (a) a code of ethics approved by the Academic Senate; (b) an ethics commission with extensive powers; and (c) an institutional review board (Art. 162). Law 206/2004 on good conduct in research defines forms of research misconduct and is incorporated into researchers' employment contracts with the UB.</p> <p>The UB has several bodies and mechanisms for defining and enforcing ethical principles in academic activities. These comprise a 11-member (one student) <a href="#">University Ethics Commission</a> enforcing the Code of Ethics and assessing complaints. The latter may be lodged by anyone, a UB member or an outsider. The relevant documents – <a href="#">The Organization and Operation</a></p>	<p><b>Initiatives:</b></p> <p>Another ethics-related body operating at the UB is The Center for Action, Resources, and Training for Academic Integrity (<a href="#">CARFIA</a>), established under a decision of the Academic Senate. CARFIA's activities include, besides monitoring the state of academic ethics at the UB and beyond, "academic integrity" summer schools and public position-taking.</p> <p>Members of the Center for Research in Applied Ethics at the UB Faculty of Philosophy have recently published <a href="#">a textbook and a book of source materials</a> on <i>Academic Ethics and Integrity</i>, specifically aimed at the University's students and academics.</p>

			<p><a href="#">Regulations</a>, <a href="#">The Rules of Internal Procedure</a> and the <a href="#">Code of Ethics and Deontology</a> – are available online, together with the Commission’s periodic reports.</p> <p>The Research Ethics Commission is an institutional review board (IRB) which evaluates and monitors research activities/ studies developed in the university, and offers related counselling. The Commission maintains a <a href="#">website</a> with information on rules and procedures, the requisite forms, membership, and a guide to principles of ethical research.</p> <p>The IRB has been in operation for around a decade. Where applicable, the Request for Ethics Opinion (REO) is compulsory. The documentation is exchanged electronically, but the submission and internal processes are not fully digitised.</p> <p>Most ethics-related issues at the UB are tackled, in the first instance, by ethics bodies / vice-deans’ offices in each faculty. All doctoral schools at the UB have specific regulations providing for ethical standards and the resolution of internal ethical issues and conflicts.</p> <p>All BA, MA and Doctoral students take a mandatory academic ethics and integrity course.</p>	<p><a href="#">The Yearly Report</a> of the Rector includes a section on internal issues in academic and research ethics, summarising the work of the two commissions above.</p> <p>The structure of the University Ethics Commission is currently under revision so as to be made compliant with the provisions of the new Law on higher education (199/2023).</p> <p><b>Proposals:</b></p> <p>Action Plan measure 12 Action Plan measure 15 Action Plan measure 18 Action Plan measure 25</p>
3	Professional responsibility	+/-	<p>Besides the framework Law on higher education (<a href="#">199/2023</a>), the University Charter and several UB codes regulate academic ethics, plagiarism, data re-use, duplication etc.</p> <p>The University’s Ethics Commissions and ethics bodies in the faculties – see Principle 2 above – are available as complaint-resolution mechanisms</p>	<p><b>Initiatives:</b></p> <p>The UB has substantially tightened plagiarism regulations, especially since plagiarism scandals involving politicians were exposed publicly (and eventually resolved internally).</p>

			<p>to all university members and concerned outsiders.</p> <p>The Research Ethics Commission, an IRB, monitors relevant research projects and their outputs on a number of relevant dimensions.</p> <p>However, our consultations for the HRS4R process suggest that, in some schools, decisions can be made relatively ad hoc; while in others, they follow a more systematic approach (e.g., made through discussions around the table). Generally, PhD students and young researchers in the natural-and-experimental science focus group claimed they were satisfied with the process.</p> <p>In what concerns the social impact of research, researchers at the UB have complete freedom to choose their research topics (see Principle 1). If they coordinate or participate in research projects awarded in national and international research competitions, they will have been assessed by teams of independent (often foreign) experts in their field. This should generally ensure the relevance of their research.</p> <p>Similarly, grantees and fellows of the University of Bucharest Research Institute (<a href="#">ICUB</a>) are assessed by peers, often from outside the university or from abroad.</p> <p>The UB Office for Technology Transfer currently has a single permanent employee. Counselling on IPR is offered by a legal expert with specialisation in this field.</p>	<p>Access to plagiarism-detection software is provided institutionally to all researchers and professors at the UB. (For additional details on ethics management, see Principle 2.)</p> <p>All undergraduate and graduate students take mandatory courses in academic ethics and good practices in research.</p> <p>A <a href="#">set of guidelines</a> available on the UB website discusses intellectual property rights, related concepts and their application.</p> <p>The annual sessions of <a href="#">Peer Learning Workshops for 2023</a> include several WSs dealing with authorship issues, among others.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 12  Action Plan measure 15  Action Plan measure 17  Action Plan measure 18  Action Plan measure 25</p>
4	Professional attitude	+/-	<p>All of the University's strategic documents are available online and on the UB intranet. They include <a href="#">The Strategy for Research 2022-2023</a>, <a href="#">The</a></p>	<p><b>Initiatives:</b></p>

		<p><a href="#">UB Strategy for Development 2020-2023</a>, <a href="#">The Strategy for Digital Transformation 2022-2027</a>, as well as summaries of the <a href="#">strategic objectives for internationalisation</a> and <a href="#">periodic reports on the attainment of sustainable development objectives</a>.</p> <p>The UB Rector publishes an <a href="#">Annual Report</a> which, among others, takes stock of the progress made towards and of the obstacles before a variety of strategic objectives.</p> <p>With respect to procedures and obligations in the implementation of projects, researchers are advised by the Directorate for the Management of Research Projects (<a href="#">DMPC</a>). All procedures and forms can be accessed <a href="#">online</a> and on the intranet.</p> <p>For other duties related to professional and research ethics, see Principles 2 (on the approval and monitoring of research projects by the IRB) and 6.</p> <p>As per Principle 3, the UB Office for Technology Transfer and the legal expert on IPR offer assistance on writing patent applications and on contractual provisions in services agreements with third parties.</p> <p>During the consultations for the HRS4R process, several young as well as experienced researchers expressed frustration with the complexity of bureaucratic procedures in the development and implementation of projects; and with the limited support provided by an overstretched administration. The understaffed Office for Technology Transfer was also mentioned in this</p>	<p>All new grantees and fellows of the Research Institute of the University of Bucharest (ICUB) go through an onboarding wherein the administrative staff and section directors present their contractual rights and obligations and other relevant documentation. This information is <a href="#">available online</a> for all types of grants and fellowships (Fellowship for Young Researchers, Young Researchers Grants, Fellowships for Visiting Professors, Senior Grants).</p> <p><b>Proposals:</b></p> <ul style="list-style-type: none"> <li>Action Plan measure 12</li> <li>Action Plan measure 15</li> <li>Action Plan measure 17</li> <li>Action Plan measure 18</li> <li>Action Plan measure 19</li> </ul>
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5	Contractual and legal obligations	+/-	<p>All UB researchers are in a formal contractual relationship with the University: as teaching staff with research duties (typically tenured, but with a few of the lowest-ranking positions on fixed-term contracts); as tenured academics with additional research contract(s); as researchers hired on externally funded projects (without teaching duties and on fixed-term contracts); as fellows and grantees; or as doctoral students.</p> <p>General employment contracts comply with the standards set by the framework Law on higher education (199/2023). Contracts for externally funded research projects detail the most important legal obligations of the researchers - such as the management of data, the protection of private life, using means of electronic communication etc.</p> <p>Depending on the nature of research funding (i.e., internal or external), researchers commit contractually to complying with the conditions set by the funders.</p> <p>The Department for the Management of Research Projects (<a href="#">DMPC</a>) facilitates the implementation of projects for the different categories of researchers mentioned above. Each project has a dedicated management officer.</p> <p>The DMPC uses standard contracts that explicitly detail researchers' obligations. For example, all contracts include provisions on the use of classified information, intellectual property (Art. 17), dual-use research (Art. 6.1), research partnerships, and so on.</p>	<p><b>Initiatives:</b></p> <p>New grantees and fellows of the ICUB are provided with an orientation which details their contractual obligations. They can additionally consult the contractual terms directly <a href="#">online, on the ICUB</a> portal.</p> <p>All draft contracts, forms etc. are available on the UB intranet, in the section dedicated to the Department for Human Resources.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 6 Action Plan measure 8</p>

			<p>The UB has a contact officer with the Romanian Data Protection Agency. The Legal Department advises academics seeking external funding.</p> <p>Obligations related to academic and research ethics are detailed under Principle 6.</p> <p>During consultations, researchers have noted difficulties in complying with the occasionally elaborate paperwork needed for participation in complex projects (such as H2020). They reported not having easy access to appropriate training sessions for such specific cases, including bad experiences with the Legal Department.</p>	
6	Accountability	++	<p>Besides the matters dealt with under Principle 5 above, researcher compliance with financial responsibilities is facilitated by specialised units at the UB - especially the <a href="#">Finance and Accounting Directorate</a>, the <a href="#">Public Procurement Service</a> and the <a href="#">Human Resources Directorate</a>.</p> <p>The administration compiles annual financial data on (among others) research projects at the UB. The data are reported to the relevant public agencies and are also part of the Rector's yearly report.</p> <p>The DMPC provides, for each research project, a dedicated officer who assists with financial management.</p> <p>The IPR office currently has a single employee but also provides access to an additional legal adviser specialised in the field.</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 6  Action Plan measure 16  Action Plan measure 17  Action Plan measure 20  Action Plan measure 21</p>



			<p>For research involving animal and human subjects / participants, accountability in data collection and analysis is ensured through the UB's IRB (the Research Ethics Commission, see also Principles 2 and 4). The latter not only reviews project proposals, but also monitors projects as they are carried out. Researchers who request reviews automatically commit to reporting to the Commission <a href="#">changes</a> in project structure, <a href="#">adverse events</a> etc. The Commission may request relevant information on the project during implementation and conduct ethics audits.</p> <p>The UB and its individual faculties have in place a number of quality assurance mechanisms, overseen by a university-level <a href="#">Quality Management Department</a> and a <a href="#">Commission for Quality Assurance and Evaluation</a>. These units collect data on research at the UB, including good practices, research outputs, and research budgets. A report is published annually and is available <a href="#">online</a>.</p>	
7	Good practice in research	+/-	<p>In compliance with the current laws, the UB has developed procedures to ensure adequate working conditions through the <a href="#">Office for Occupational Security and Health</a>. The office is supported by an officer in each faculty. On a yearly basis, each member of the staff must undergo an occupational health check with a professional. When needed, staff may book appointments with a psychologist, an occupational health physician, or request specific medical tests.</p> <p>The procedures for instructing employees and collaborators with respect to their occupational</p>	<p><b>Initiatives:</b></p> <p>Members of the UB community have Microsoft institutional accounts, which provide access to an online cloud and personal backup space (besides a variety of productivity tools).</p> <p><b>Proposals:</b></p> <p>Action Plan measure 8  Action Plan measure 10  Action Plan measure 11  Action Plan measure 13  Action Plan measure 14  Action Plan measure 15</p>

			<p>health rights and obligations can be <a href="#">consulted online</a>.</p> <p>The University has a <a href="#">policy concerning data security</a> which aims to ensure data integrity, confidentiality, and availability. Among others, it entails the appointment of a Data Protection Officer. The broader <a href="#">IT&amp;C Policy</a> covers some of the same issues.</p> <p>To comply with the GDPR, the University developed a policy on confidentiality covering all forms of personal data. It assigns specific, explicit responsibilities at all levels of management and appoints the UB's Data Management Officer (DMO). The policy document is <a href="#">available online</a>, together with the contact data for the DMO.</p> <p>During the focus groups, some participants have complained about the antiquated nature of the office equipment, including computers and laptops. One participant has explicitly expressed his concern with potential data loss.</p>	<p>Action Plan measure 17 Action Plan measure 18 Action Plan measure 25</p>
8	Dissemination, exploitation of results	+/-	<p>UB researchers are free to disseminate the results of their research in any way they consider advantageous to their careers and to other goals. Indeed, research output is the key criterion in career advancement and one of the most important criteria in the annual academic staff evaluations. Data on research results are collected by the university regularly for a variety of purposes; among others, they are reported biennially to the higher education funding agency.</p>	<p><b>Initiatives:</b></p> <p>In terms of institutional support for dissemination and exploitation of results, all tenured academics can access an annual lump sum of 1200 Euro for conference fees, workshops and other similar expenses. The University also reimburses the cost of open access or other publication fees up to 1400 Euro per individual author (for details, see Principle 23).</p> <p>To support the dissemination and exploitation of results, the annual <a href="#">Peer-learning workshops</a> series provides free courses for all interested UB members (e.g., "Quality in scientific publications - a critical approach", "How to</p>

			<p>For the dissemination of scientific results and events aimed at a wider public, see Principle 9 below.</p> <p>The <a href="#">University of Bucharest Press</a> publishes a wide variety of books of original research across the disciplines and scientific collections – alongside a range of scientific journals.</p>	<p>publish high-quality scientific papers”, “Introduction to publishing in the social sciences”).</p> <p>To incentivize publication, specific types of research outputs receive a financial award each year (see Principle 23).</p> <p>The ICUB provides a number of competitive <a href="#">grants and fellowships</a> (Fellowship for Young Researchers, Young Researchers Grants, Fellowships for Visiting Professors, Senior Grants); as well as support for setting up <a href="#">academic events</a>. Some of the grants and fellowships, including those for UB academics, are specifically designed to support research dissemination through events and other activities.</p> <p>The strategy and management of the UB <a href="#">publishing house</a> were recently overhauled.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 11 Action Plan measure 19 Action Plan measure 22</p>
9	Public engagement	+/-	<p>The UB Charter explicitly lists, as key parts of its mission, public engagement, science communication, the dissemination of knowledge and the arts, and social improvement.</p> <p>Public communication also occurs through several of the <a href="#">UB research stations and parks</a>, among which:</p> <ul style="list-style-type: none"> <li>• The <a href="#">Bucharest Botanical Gardens</a>, whose mission includes, besides science and</li> </ul>	<p><b>Initiatives:</b></p> <p>Recent initiatives aimed at facilitating researchers’ dissemination of their results, to their peers as well as the general public, include the strategic <a href="#">Science Communication Program</a>. The latter popularises the results of research, promotes researcher involvement in public issues, and fosters interdisciplinary cooperation among scientists. The program comprises, inter alia:</p> <ul style="list-style-type: none"> <li>• The <a href="#">UB ‘Science for All’ popularisation conferences</a>;</li> </ul>

			<p>conservation, tourism, education and recreation;</p> <ul style="list-style-type: none"> <li>• The <a href="#">Hațeg Dinosaur Geopark</a>, which is actively involved in educational and cultural projects;</li> <li>• The <a href="#">Sinaia Zoological Station</a>, which includes a conference room and a building with accommodation for students.</li> <li>• The <a href="#">Braila Ecological Research Station</a> includes accommodation facilities, laboratories, a dock, and two research ships.</li> </ul> <p>These and other facilities are used to engage the public in, e.g., workshops, tours, and outdoor events, invitations to citizen science – not to mention research activities.</p> <p>The UB <a href="#">publishing house</a> publishes, besides research, books for a broader audience: translations, non-academic textbooks, and other collections for a general readership.</p>	<ul style="list-style-type: none"> <li>• Video content such as the <a href="#">UB Science Dose</a> and <a href="#">microSCOP (A UB Researcher has the Mic)</a>;</li> <li>• <a href="#">Coverage of research results</a> on several portals on the unibuc.ro website, e.g., <i>Major projects; Impactful publications; Research in progress; Focus on UB Research; UB’s Voice of Experts; UB Women in Science</i>).</li> </ul> <p>Many of the <a href="#">events</a> organised by the ICUB are open to the public; participation is free. Information about these events is updated constantly and made available on the Institute’s website.</p> <p>The UB has recently created a unit - <a href="#">Unibuc Consult</a> - through which academics may provide specialised services to third parties, public or private.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 11 Action Plan measure 12</p>
10	Non discrimination	++	<p>There is a broad range of national laws promoting non-discrimination, applicable generally and to higher education and research organisations specifically. Government Ordinance 137/2000 (approved by Law 189/2013) covers all forms of discrimination in all relevant contexts, including employment and access to services.</p> <p>The <a href="#">Romanian Labor Code</a> regulates issues such as non-discrimination in employment based on, among others, sex and disability. The recent <a href="#">Law on higher education</a> (199/2023) provides for special terms applicable to teaching and research staff - see Principle 24 for additional details.</p>	<p><b>Initiatives:</b></p> <p>The institution of the Academic <a href="#">Ombudsman</a> has been in place for a while at the UB. Its mission includes promoting equal rights and opportunities and combating discrimination.</p> <p>In 2020, the UB embarked on an <a href="#">initiative</a> to extend facilities for members with disabilities. It also established the <a href="#">CONNECT</a> network to facilitate their integration.</p> <p>Most recently, the University adopted the <a href="#">Gender Equality Plan</a> (2022), the outcome of its involvement in</p>

			<p>National laws on gender equality include <a href="#">Law 202/2002</a> on equality of opportunity and treatment for women and men (as amended by <a href="#">Law 178/2018</a>). The Law defines gender violence and regulates the occupation of a gender equality expert/ technician. (See additional details under Principle 27.)</p> <p>The UB Charter and other strategic documents explicitly set out the University’s commitment to non-discrimination.</p> <p>Members of the university community as well as outsiders who consider that they have been discriminated against or have witnessed acts of discrimination can complain and seek redress with internal bodies, both at faculty-level and through the <a href="#">University Ethics Commission</a> (see Principle 2).</p> <p>The University sets aside special places (65 each year, across specialisations), supported through the public budget, for members of the Roma minority.</p> <p>The UB <a href="#">Office for Inclusion, Equity and Equality of Opportunity</a> (part of the Directorate for Strategy, Evaluation and Monitoring of Public Policy) is tasked with identifying vulnerable students, supporting their integration, and with promoting diversity.</p>	<p>the Athena program. See Principle 27 for further details.</p> <p>Surveys of all employees and, respectively, students, covering many subjects including discrimination and the working environment, are conducted annually by the UB Office of Statistics. The successive UB Opinion Barometers are publicly accessible on the University website.</p> <p>The UB currently offers some facilities for people with disabilities, such as special access, teleworking on request, Braille identifiers, step-hear guidance, and others.</p> <p>The University was a partner in the <a href="#">BLINDhub project</a> (2020-2023). See also Principle 24.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 15 Action Plan measure 25</p>
11	Evaluation/ appraisal systems	+/-	<p>All UB academics on permanent positions – teaching-and-research and research staff – are evaluated annually by their departments / research centres in accordance with a departmental / research-centre procedure. This procedure varies among faculties but must</p>	<p><b>Initiatives:</b></p> <p>A number of initiatives are aimed at supporting and facilitating <a href="#">researcher appraisal</a>.</p> <p>One involves awarding prizes (with a financial component) based on individuals’ “first-time” success[2]</p>

		<p>comply with the faculty-level assessment policy and with the UB's own <a href="#">framework methodology</a> for the evaluation of academic staff.</p> <p>The framework methodology sets out, among others, that teaching, research, administrative, and outreach activities must all be part of the assessment criteria. Additionally, the evaluation entails anonymous student assessments (questionnaire-based), anonymous appraisal by faculty peers, and a self-assessment on a form standardised at the level of each department. The overall assessment for each academic is summarised by the department / research-centre head and made known to the former.</p> <p>This process is overseen, in each faculty, by the respective quality assurance commission; and, at the level of the university, by the UB's <a href="#">Commission for Quality Management and Control</a>. The latter publishes periodic reports available on its webpage.</p> <p>Another type of regular staff assessment is the <a href="#">biennial reporting of university-level scientific performance</a> data to the national funding agency. This is based on individual reporting and follows, among others, the set of national minimum standards drafted by the National Council for Academic Titles, Diplomas and Certificates (CNATDCU). Since these minimal standards apply nationally to competitions for the higher-ranking academic and research posts, they are also used as part of the annual staff evaluations by departments.</p> <p>Of course, academics are evaluated within the UB on a number of other occasions, e.g., for</p>	<p>in specific types of research activities (e.g., publishing one's first article in a high-impact journal, receiving more than 80 points in a national project competition, being awarded the first patent etc.).</p> <p>Another initiative is the annual Academic Senate awards, now in its seventh edition, granted for a variety of excellent outputs in teaching, research and other activities.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 7</p>
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			promotion / recruitment (for higher-ranking positions, this entails an assessment by academics or researchers from outside the University); when they apply for grants and scholarships awarded by ICUB (assessed by international experts); when they compete for the annual Academic Senate Awards etc.	
Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.				
12	Recruitment	+/-	<p>The key terms and procedures for recruitment in Romanian higher education and research are stipulated in national legislation and secondary norms (ministry orders). These regulations cover broad areas, from competitiveness in hiring to transparency, non-discrimination, the teaching load (for specific academic ranks), minimal standards for specific academic fields etc. All universities must comply with these terms and establish their recruitment rules and procedures accordingly. The UB regulations are fully compliant and are posted <a href="#">online</a>.</p> <p>All vacancies (teaching-and-research, research, and administrative positions) at the University are advertised at least 30 days in advance, among others on a <a href="#">UB portal</a> dedicated to hiring. (For further details on transparency and publicising vacancies, see Principle 15 below.)</p> <p>The UB website lists procedures for applying for vacancies, including:</p> <ul style="list-style-type: none"> <li>• Documentation package;</li> <li>• Conditions to be met by candidates (including the applicable national minimum standards);</li> <li>• Subjects for tests or for candidates' open lectures, including any required bibliography;</li> </ul>	<p><b>Initiatives:</b></p> <p>As a commitment to total transparency, at the UB all application packages submitted by candidates for all open positions are posted online, in compliance with GDPR regulations Also posted are the results of competitions, the reports of evaluators and commissions, and the judgments of the complaints / appeals commissions.</p> <p>A particularity of the recruitment system in Romanian HE, as set up by the relevant legislation in force, is that it has not distinguished between recruitment and promotion. Historically, this has led to bad incentives on the part of faculties and academics as far as open competition is concerned. A few years ago, the UB took steps to remedy this ambiguity by offering a separate promotion path – see Principle 13 below.</p> <p>(At system-level, the legal ambiguity of recruitment / promotion has just been resolved by the Law on higher education 199 of July 2023.)</p> <p><b>Proposals:</b></p> <p>Action Plan measure 1</p>

			<ul style="list-style-type: none"> <li>• The composition of the commissions on standards, examinations, and complaints;</li> <li>• Other relevant details concerning schedules, contact addresses a.s.o.</li> </ul> <p>During the consultations for the HRS4R process, recruitment was one of the topics on which the participants did not have major criticisms. There seemed to be a relative consensus that, for the regular academic positions (i.e., teaching-and-research), the system currently works relatively well – and that it has improved substantially compared to a decade or two ago.</p> <p>The main exceptions to the state of relative satisfaction experienced by participants concerned:</p> <ul style="list-style-type: none"> <li>• The ability to recruit foreign teaching staff (due to bureaucratic procedures and low wages) and foreign researchers on fixed-term contracts funded externally through projects (bureaucracy);</li> <li>• The dim prospects of opening new academic positions for interested doctoral school graduates; and</li> <li>• Difficulties in finding good professionals in some areas.</li> </ul>	<p>Action Plan measure 2</p> <p>Action Plan measure 3</p>
13	Recruitment (Code)	+/-	<p>Departments and faculties are, under the laws in force, primarily responsible for the recruitment process.</p> <p>With respect to the openness of the recruitment process, see Principle 12 above and Principle 14 below. For additional details on transparency, see</p>	<p><b>Initiatives:</b></p> <p>A few years ago, the UB made a significant step outside this quasi-closed promotion system by opening a special promotion path for all teaching-and-research staff. The <a href="#">regulations</a> concerning promotions are available on the <a href="#">online promotions portal</a>. Also</p>



			<p>Principle 15 below.</p> <p>As noted previously, one of the historical problems of academic staff promotion in Romanian HE has been the lack of a distinct promotion path. As a result, de facto promotions have been disguised as new recruitments, the latter being arguably the only legal solution to opening a new, higher-ranking academic position for existing staff. This has traditionally led, across all of the country's higher education and research organisations, to a system of insider recruitment to make up for the absence of a promotion track. (This legal ambiguity of recruitment / promotion has just been resolved by the Law on higher education 199 of July 2023.)</p> <p>By exception, UB doctoral students may be hired on externally funded projects without publicly opening a position, if they meet the levels of expertise required by the project coordinator.</p>	<p>publicised are: the list of all UB academics enrolled in a promotion process; their individual documentation packages, including indicators for promotion; the schedule of any examinations involved; the membership of standards commissions; and many other procedural details.</p> <p>Another important step to further open the recruitment process has been to bring in new researchers through the UB Research Institute, ICUB. Through its grants and fellowships programs, the Institute has been giving promising outsiders, often young researchers but also experienced ones (see the BRIDGE program under Principle 25), a path towards a future tenured position. This has also proven useful as a stopgap solution when new vacancies cannot be opened soon enough for potential candidates.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 2 Action Plan measure 3</p>
14	Selection (Code)	+/-	<p>As discussed under Principles 12 through 15, recruitment procedures, including transparency, are regulated nationally and through the UB's own framework Procedures for <a href="#">Recruitment</a> and, as of recently, separately for <a href="#">Promotion</a>.</p> <p>These regulations are then systematically enforced by faculty deans and, where applicable, by project coordinators.</p> <p>Beyond these generally applicable provisions, there is considerable variety in how individual departments and faculties design the selection process. This depends on the customs and</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 2 Action Plan measure 3</p>

		<p>practices in the respective disciplinary communities.</p> <p>The selection procedure itself involves a main commission, consisting of academic experts in the field, which assesses the candidates for an open position on a set of tests. The latter typically include an open lecture, a written test, a career development plan. The tests are defined by each hiring faculty / project under the framework of the general UB regulations.</p> <p>A separate standards commission ensures that candidates meet the pre-specified eligibility standards for the position, both the minimal standards set nationally (where applicable) and those set locally. There is also an appeals commission, which assesses candidate complaints concerning the competition. The memberships of the three commissions do not overlap and are made public.</p> <p>For the two lower-ranking academic posts (assistant lecturer and assistant professor, or their researcher equivalents), the hiring commission consists of two or three members, plus a non-voting “president”, from the relevant faculty / disciplinary field / project. These members may all come from within the University. For the two high-ranking posts (associate and full professor, Researcher I and II), the hiring commissions consist of four members plus a “president”, of which two must be from outside the UB.</p> <p>These procedures apply to both permanent and fixed-term positions.</p>	
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			<p>One issue mentioned during the researcher focus groups was that sometimes the hiring process – specifically, the written test for lecturers, some of whom are established researchers already – can feel archaic and pointless. However, this simply reflects the variety of academic disciplines and their customs: written tests are, in fact, rare in the selection process.</p>	
15	Transparency (Code)	++	<p>The UB endorsed and complies with the <a href="#">Code of Conduct for Recruitment</a>. Its current internal methodologies for recruiting candidates for teaching and/or research vacancies ensure open, efficient, transparent, merit-based competitions.</p> <p>As explained in connection with Principles 12 through 14, the main conditions for recruitment in higher education and research are set out in national law and secondary norms. They are listed on the UB <a href="#">website</a>, together with the set of minimum standards for the awarding of academic titles, available <a href="#">here</a>.</p> <p>Similarly, the University-level regulations on recruitment are posted <a href="#">online</a>.</p> <p>The teaching and/or research job postings are available online (in Romanian, sometimes in English) on the University of Bucharest's website, in a newspaper of national circulation (including <i>The Official Gazette</i>) and, in English and more rarely, on the <i>Euraxess</i> and the official <i>ancsjobs.ro</i> portals. Additionally, for Researcher I and II positions, the announcements are also published on the official portal <a href="http://www.jobs.edu.ro">www.jobs.edu.ro</a>.</p> <p>Similarly, all recruitment competition results are made publicly accessible on the UB website and</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 2 Action Plan measure 3 Action Plan measure 4</p>

			<p>on <a href="http://www.jobs.edu.ro">www.jobs.edu.ro</a>.</p> <p>The UB's HR department provides the necessary information and other forms of assistance during the selection process.</p> <p>For the postdoctoral research grants and fellowships awarded by the ICUB, all recruitment announcements are publicly available <a href="#">on the Institute's website</a>. The announcements provide detailed information regarding the recruitment process and selection criteria, eligibility conditions, the terms of the fellowship / grant, the application submission system, evaluation procedures, and timeline. Following the completion of the international evaluation process and the convening of the panel of peers, all candidates are notified of the committee's decision regarding the funding submitted projects. At the ICUB, candidates are provided with anonymous feedback from the evaluators.</p> <p>Regarding the selection process, also refer to Principle 11.</p>	
16	Judging merit (Code)	+/-	<p>For purposes of recruitment and promotion of teaching-and-research and research staff, "merit" is defined at several levels: via the national minimum standards for specific areas of science (as set by the National Council for Academic Titles, Diplomas and Certificates, <a href="#">CNATDCU</a>); by the UB's own framework <a href="#">regulations on recruitment</a>; and by the standards set by each department or research centre. The resulting standards differ depending on the academic rank of the vacancy (assistant lecturer, assistant professor, associate professor, professor - or the</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 5</p>

			<p>equivalent researcher ranks of assistant, III, II, and I).</p> <p>While these standards currently focus primarily on scientific output (in part because of the national minimum standards), UB departments / faculties / research centres are free to raise them. Many do so. Additionally, the standards may be enhanced with other types of activities. In these respects, there is variety among UB faculties.</p> <p>The commissions described at Principle 14 above, which must consist of peers meeting the standards set for the vacancy, take the UB standards into consideration.</p> <p>The HR Department advises the recruitment commission during the process, to ensure equitable judgement of all applicants. External experts within relevant fields are involved in most recruitments to ensure objectivity.</p> <p>Beyond recruitment / promotion, merit is judged in other circumstances. The annual evaluation of academic staff considers four categories of criteria: teaching, scientific research, administrative work, and outreach (see Principle 11 for details).</p> <p>The 'merit bonus' (see Principle 26), which results in a substantial raise in wages over a 5-year period, relies on a similar set of criteria. Again, specific standards vary among the faculties.</p> <p>Last but not least, the ICUB fellowships and grants (also see Principle 14) rely on reviews by peers - internal and/or external, depending on the program. Here, 'merit' consists primarily of candidates' scientific work. Evaluators are sought</p>	
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			internationally based on project-keyword searches. Those who accept the invitation to evaluate projects are provided with the requisite guidelines and forms.	
17	Variations in the chronological order of CVs (Code)	+/-	<p>As discussed under previous principles, the current process ensures an evaluation of candidates based on predefined and publicised - therefore predictable - standards. The ranking and selection of candidates is based on minimum standards defined nationally and on skills relevant to the vacancy. The evaluating commission consists of academic peers. The university-level hiring regulations are doubled by faculty-level methodologies appropriate for the scientific field where the positions are opened.</p> <p>There are no provisions concerning candidates with distinctive or untypical CVs or career interruptions, but the latter are not discouraged. Indeed, in some fields (e.g., Public Administration) it is not uncommon to hire people with professional expertise primarily outside academia.</p>	<p><b>Initiatives:</b></p> <p>Recently, legislative changes and <a href="#">UB's own regulations</a> have established explicitly that work interruption for postnatal care and for child rearing up to the age of 2, as well as sabbatical leaves, will be counted towards seniority - both generally, and in the relevant specialisation.</p> <p><b>Proposals:</b></p> <p>-</p>
18	Recognition of mobility experience (Code)	++	<p>The UB has identified several areas to be prioritised over the coming years, internationalisation key among them. Some of the priorities in the 2020 strategy on internationalisation include:</p> <ul style="list-style-type: none"> <li>● Increasing the share of researchers involved in international collaborations and networks. This experience is considered in recruitment and promotions.</li> </ul>	<p><b>Initiatives:</b></p> <p>The UB promotes the international mobility of its staff in a number of ways, for example:</p> <ul style="list-style-type: none"> <li>● By granting each academic access to an annual lump sum grant for participation in conferences and similar events.</li> <li>● Through the Erasmus+ programmes and associated collaboration protocols and workshops.</li> <li>● Through the <a href="#">CIVIS consortium</a> and the opportunities it provides for the development of</li> </ul>

			<ul style="list-style-type: none"> <li>● Raising the number of international publications and external applications for funding together with international partners.</li> <li>● Creating better conditions for the advanced mobility of postgraduate students.</li> </ul> <p>The UB's International Relations Department (IRD) works to develop and coordinate strategically the University's internationalisation efforts.</p> <p>Participation in international scientific events, collaborations, joint projects etc. is considered as a criterion in, inter alia:</p> <ul style="list-style-type: none"> <li>● The annual academic staff evaluations;</li> <li>● The award of the 'merit bonus' (see Principle 26);</li> <li>● The selection for ICUB fellowships and grants.</li> </ul> <p>Additionally, a sabbatical year is granted on the basis of a personal project which often includes various forms of mobility.</p> <p>Doctoral student mobilities are also supported through the Erasmus+ programme, for a minimum of 2 and a maximum of 3 months. PhD students receive funding for an additional research / study stint abroad.</p>	<p>BIPs and summer schools with researchers from consortium universities.</p> <ul style="list-style-type: none"> <li>● Via the <a href="#">BETTER</a> project, one of whose aims has been to develop international collaborations.</li> </ul> <p><b>Proposals:</b></p> <p>-</p>
19	Recognition of qualifications (Code)	+/-	<p>The University recognizes official qualifications under a set of nationally applicable norms and rules. The latter cover, inter alia:</p> <ul style="list-style-type: none"> <li>● Studies, degrees, and diplomas obtained abroad;</li> <li>● PhD or equivalent titles awarded in other countries, including professional doctorates (Education Ministry Order 5923/06.12.2016);</li> </ul>	<p><b>Initiatives:</b></p> <p>UB academics are exempt from the payment of the - relatively substantial - habilitation fee.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 8</p>

			<ul style="list-style-type: none"> <li>• Academic titles (ranks) previously held abroad (Education Ministry Order nr. 5922/06.12.2016); and</li> <li>• The right to advise doctoral students - including habilitation - granted outside Romania (Education Ministry Order nr. 5921/06.12.2016).</li> </ul> <p>This entails the recognition of seniority in higher education and research, as well as in one's particular academic or research specialisation.</p> <p>However, there is no framework and no procedures for the validation of non-formal and informal learning.</p>	
20	Seniority (Code)	++	<p>As mentioned in connection with principles 12-19, all vacancy postings outline the qualifications expected from candidates. The equitable and fair selection process ensures compliance with the principle of equal opportunity. See Principle 15 (Transparency).</p> <p>High-ranking academic and research titles (associate and full professor, Researcher II and I) are awarded based on a set of (mandatory) national minimum standards set for each academic field. The number of tenured staff who currently meet the minimum standards is subject to biennial reporting by universities to the HE funding body. For internal competitions, faculties at the UB have typically raised these standards relative to the mandatory minimum.</p> <p>Recruitment at the UB considers previous experience and seniority in the field of research, in particular the knowledge, skills, and expertise gained over time. There are no formal barriers</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>-</p>



			<p>concerning the institutions previously graduated or the organisations where candidates were previously employed.</p> <p>Under the legislation in force, retirement is mandatory at the age of 65, but older teaching and/or research staff may continue academic work under a different contractual arrangement (paid on an hourly rate or externally funded projects). The title of professor emeritus is awarded after retirement for outstanding achievements in teaching and research.</p> <p>Emeriti and other retired staff can still lead research projects (as directors), and they may supervise PhD students. Indeed, some funding programs or grant schemes prioritise researchers with a longer history of successful research projects or publications, irrespective of age.</p> <p>Age is not a criterion in hiring. Very young researchers with impressive research portfolios may well be recruited on high-ranking positions (associate and even full professors).</p>	
21	Postdoctoral appointments (Code)	+/-	<p>The term “postdoctoral” remains relatively ill-defined in this country’s legislation on higher education, although the national research funding schemes provide competitive opportunities dedicated to this (ill-defined) group.</p> <p>At the UB, researchers who graduated PhD programs in the recent past are typically hired on research projects (where the contractual term is limited by design), sometimes on several consecutive projects. They have access to dedicated ICUB fellowships and grants programs.</p>	<p><b>Initiatives:</b></p> <p>The UB has a number of initiatives in place that are aimed at supporting relatively recent graduates of PhD programs.</p> <p>The UB’s Research Institute, ICUB, operates grants and fellowships <a href="#">programs</a> aimed at recent PhD graduates and young researchers. These programs also function as a potential path to a future tenured position at the UB, as a teaching-and-research academic or as a researcher.</p> <p>The Department for the Management of Research Projects (<a href="#">DMPC</a>) has been providing training sessions</p>

			<p>Last but not least, recent PhD graduates are hired as teaching-and-research staff either on a permanent position or on a fixed-term one. In the latter case, extending the employment upon the expiration of the term implies a permanent position.</p> <p>National laws make a number of exceptions for and offer several facilitations to foreigners hired to conduct teaching and scientific work on fixed-term contracts in accredited higher education and scientific organisations in Romania.</p> <p>However, one of the issues raised during focus groups was the bureaucratic hurdles before hiring postdocs for nationally- and internationally-funded research projects. Additionally, experienced researchers have noted that it is often difficult to guarantee employment predictability to promising young researchers, i.e., a secure position beyond the expiration date of a research project.</p> <p>It is also worth mentioning, in this context, that doctoral <i>students</i> can be hired in projects run by the University's doctoral schools or research centres as assistant lecturers / researchers - on a fixed-term contract and with the benefits of seniority.</p>	<p>for various research funding schemes, including Marie Skłodowska-Curie and the Postdoctoral Research Projects program of the National Research Development and Innovation Plan.</p> <p><b>Proposals:</b> Action Plan measure 8</p>
	Working Conditions and Social Security	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
22	Recognition of the profession	+/-	<p>Nationally, researchers and academics with teaching-and-research duties receive recognition as a special class of workers. This recognition is present in, among others:</p> <ul style="list-style-type: none"> <li>• The Law on research and development staff (<a href="#">319/2003</a>);</li> </ul>	<p><b>Initiatives:</b></p> <p>See Principles 23-28 below for some of the opportunities and facilitations provided for academic staff at the UB.</p> <p><b>Proposals:</b></p>

			<ul style="list-style-type: none"> <li>• The national strategy and the national plan for RDI, the latter of which includes <a href="#">national funding schemes</a> for original research, development, and innovation;</li> <li>• Tax exemptions for researchers working in scientific projects (<a href="#">Law 136/2017</a>);</li> <li>• Several national bodies which regulate and facilitate the professional life of researchers and academics. (These agencies are in charge of research management and funding, higher education funding, standards for academic and research titles etc.).</li> </ul> <p>The UB complies with these national regulations and standards fully. It recognizes research titles (ranks) and degrees obtained abroad, as well as research activities conducted outside Romania - see Principle 19.</p>	-
23	Research environment	+/-	<p>A variety of national laws contain provisions concerning health and safety in research which the UB must strictly comply with. These include Law 319/2006 on occupational security and health and Title V of the Labor Law.</p> <p>The UB has dedicated research infrastructures, facilities and operating procedures to ensure that its staff work in a safe environment. The Office for Occupational Security and Health is tasked with the execution of measures advanced by the Health and Safety Committee; and with developing and disseminating specific procedures essential to workplace safety.</p> <p>The University offers to all its members, based on their institutional e-mail address, access to a broad range of national and international publications databases by participating in the</p>	<p><b>Initiatives:</b></p> <p>At present, the UB is involved in the simultaneous renovation, restoration and/or repair of several of its major buildings and facilities across the city.</p> <p>Researchers can access an annual lump sum of up to 1400 Euro for conference fees and other research-related expenses.</p> <p>The University reimburses the costs of open access or other publication fees up to 1400 Euro per individual author (for Q1-ranking and exceptionally for Q2-ranking journals, and for specific categories of publications in the humanities).</p> <p>The Research Institute at the University of Bucharest (ICUB) provides a number of competitive <a href="#">grants and</a></p>

			<p>AnelisPlus consortium (through the <a href="#">e-nformation portal</a>).</p> <p>Information on all large research infrastructures available at the UB is provided <a href="#">online</a>, though the database is somewhat dated.</p> <p>Video conferencing facilities are available throughout the university in classrooms. Individual computers in staff rooms contain video conferencing software.</p> <p>Many participants in the focus groups noted the inadequate research infrastructure at the University. Depending on the field, they complained about the lack of spaces and facilities, book collections that have not been updated, deprecated equipment, limited funds for the maintenance of existing equipment, limited access to research software, and excessive bureaucracy. One of the experienced researchers noted that the University does not have a single supercomputer, rendering it difficult for his team to deal with the large data flows that are managed at their 30-plus-strong research centre.</p> <p>Another frequent complaint heard in the focus groups, coming from researchers across the disciplines, concerned the laborious and extremely slow procurement procedures, which negatively impact the research process.</p>	<p><a href="#">fellowships</a> for young and experienced researchers; as well as support for setting up <a href="#">academic events</a>.</p> <p>All UB members have access, based on their institutional accounts, to a Microsoft suite of productivity tools, including online (cloud) backup.</p> <p>Additionally, in order to foster a stimulating research environment, the UB offers yearly awards for a number of research outputs, including, among others: articles in highly ranking journals, patents, projects, the rate of increase in authorship and citations, and books with prestigious publishers.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 1</p> <p>Action Plan measure 4</p> <p>Action Plan measure 6</p> <p>Action Plan measure 8</p> <p>Action Plan measure 13</p> <p>Action Plan measure 16</p> <p>Action Plan measure 20</p> <p>Action Plan measure 21</p> <p>Action Plan measure 22</p> <p>Action Plan measure 23</p> <p>Action Plan measure 24</p> <p>Action Plan measure 26</p>
24	Working conditions	+/-	The Romanian Labor Code regulates issues such as non-discrimination in employment, paternity	<b>Initiatives:</b>

			<p>and maternity leave, occupational security, and many other matters relevant across professions. In addition, the new Law on higher education (199/2023) provides for special terms applicable to teaching and research staff, such as extended unpaid leaves (for professional reasons) and sabbaticals. The UB complies with these standards set out in national legislation.</p> <p>The University's <a href="#">Psychomotricity Counseling and Quality of Life Improvement Center</a> provides psychomotor services, kinesiotherapy and medical gymnastics, for recovery as well as maintenance.</p> <p>For visiting researchers, the University offers workspaces and workstations and institutional email addresses which ensure access to research databases (ICUB). Accommodation and meals are either free or subsidised.</p> <p>The selection and examination methodologies have been adapted for individuals with physical (hearing, sight) or cognitive (ADHD) disabilities.</p> <p>That said, during consultations many participants have complained about poor working conditions, in particular the limited spaces for courses, laboratory work, and offices; outdated libraries (in particular book collections); generally unfriendly facilities; and high teaching loads coupled with intensive administrative work. Another frequent complaint, coming from researchers across the disciplines, concerned the need for canteens and relaxation areas for the lunch break.</p>	<p>Several initiatives have been adopted – and are currently part of the Rector's management plan – to improve working conditions:</p> <ul style="list-style-type: none"> <li>● Teleworking accessible on request under specific conditions.</li> <li>● Sabbaticals granted to tenured staff who have worked at the UB for 7+ years.</li> <li>● Access to online research databases (the ANELIS program).</li> <li>● Subsidised lunch at University canteens.</li> <li>● One week per year of accommodation at one of the University's research stations.</li> <li>● Free entry to the Bucharest Botanical Gardens.</li> <li>● Free access to UB gym facilities.</li> <li>● Subsidised accommodation on campus for doctoral students; accommodation support for young researchers (1500 RON, approx. 300 Euro).</li> <li>● Occupational safety training for all staff.</li> <li>● A yearly health check; access to additional medical tests for those requesting it.</li> <li>● Psychological counselling.</li> </ul> <p>In recent years, facilities have been set up for persons with disabilities, including easy access to buildings and other campus areas; special toilets; Braille office identifiers; new teaching technologies and labs.</p> <p>The UB was a partner in the <a href="#">BLINDhub project</a> (2020-2023), which aimed to accommodate the needs of over 50,000 visually impaired people.</p> <p>The <a href="#">Peer Learning workshops</a> organised yearly by the UB have included a module on wellbeing &amp; professional stress</p> <p><b>Proposals:</b></p>
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			<p>One participant noted that, for researchers hired on projects funded externally, the interruption of the employment agreement for maternity leave can raise bureaucratic complications.</p>	<p>Action Plan measure 4 Action Plan measure 8 Action Plan measure 24 Action Plan measure 26</p>
25	Stability and permanence of employment	+/-	<p>In Romanian HE, academic staff enjoy robust occupational protections under the Labour Code (Law 53/2003), the Law on higher education (199/2023), and under collective bargaining agreements. With respect to stability in employment, there is, however, an important system-wide distinction in HE - that between the “regular” teaching-and-research (TR) positions (the vast majority of professionals in Romanian universities); and research-only positions (a minority, many occupied in fact by teaching-and-research staff).</p> <p>In essence, the large majority of TR staff, including the most junior, get the equivalent of a tenured position upon their initial hiring. Fixed-term contracts remain an exception system-wide for this category. They only apply to initial hires, only to the lowest academic rank (assistant lecturer), and are explicitly restricted in duration (three years). Renewal implies a permanent contract.</p> <p>Research-only posts are a minority in Romanian higher education. Here, fixed-term agreements are the standard, as these positions are typically opened under externally funded projects. Their term is, at most, coextensive with the grant. There are a few research-only positions at the UB that are permanent (for R3 and R4 researchers).</p>	<p><b>Initiatives:</b></p> <p>The ICUB <a href="#">BRIDGE grants</a> are offered to winners of national and international competitions for research projects. This program enables the recipients to extend their employment at the UB for up to two years past their externally-funded projects’ termination dates. This period is flexible, i.e., it admits of temporary interruptions.</p> <p>Additionally, the ICUB’s young researcher grants, described previously, also serve a similar purpose. In particular, they provide up-an-coming researchers with a stopgap on their path to a potential tenured teaching-and-research position.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 5 Action Plan measure 7</p>

			<p>The limited duration of fixed-term contracts raises the spectre of job insecurity for early-career researchers. Under current labour law, employers have a duty of care to minimise the risk of dismissal and implement a range of redeployment actions, including providing information about new positions and the opportunity to participate in public recruitment procedures.</p> <p>Several factors currently hamper the application of this principle, among which: the large number of fixed-term contracts that end at different times, usually the end of the research grant; limited HR capacity; the financial constraints of the employing organisation. Currently, this bottlenecks the implementation of risk minimisation for instability and unemployment.</p> <p>Another relevant class of academic workers is teaching adjuncts. They are paid on an hourly rate for teaching - but not research - activities, although some may be performing research for other organisations or independently. In some faculties they may account for a not insignificant part of the teaching duties.</p>	
26	Funding and salaries	+/-	<p>In Romanian <i>public</i> higher education organisations, monthly wages are established under a national framework law for public employees; they depend, among other factors, on seniority and on academic / research title (rank).</p> <p>Teaching activity exceeding the standard load for tenured staff or performed by doctoral students and adjunct professors is paid on an hourly rate. The latter is also regulated under national laws.</p>	<p><b>Initiatives:</b></p> <p>Special financial facilities offered by the UB include:</p> <ul style="list-style-type: none"> <li>● A lump sum, recently raised to 1200 Euro per year, accessible to every member for participation in predefined types of research activities (conferences, workshops etc.);</li> <li>● A financial award for the publication of scientific research meeting specific standards and for other types of outputs (e.g., patents);</li> </ul>

		<p>The University offers to its highest-performing teaching and research staff a special ‘merit bonus’, as provided for under the law. The bonus is granted to up to 16% of tenured staff, for a period of 5 years, and consists of a raise of 25% of the baseline salary. The conditions and standards for the award of this bonus are established, under the laws in force, by each faculty. Typically, they include criteria pertaining to teaching, research, and administrative work.</p> <p>Research conducted by UB staff in projects funded externally is compensated according to the rates established by the funding body and the University’s own regulations. For research projects funded by the UB, there is a fixed hourly rate of compensation.</p> <p>In Romania, doctoral work is counted towards experience (seniority) in work and in specialisation (higher education and research). Research work in projects is exempted from income tax.</p> <p>The continued participation in national public security schemes of Romanian researchers who also work abroad is ensured through an instrument – the “portable document A1” – issued by the National Public Pensions Agency.</p> <p>During our consultations, doctoral students as well as tenured staff have expressed concerns about the low rates of by-the-hour compensation at the University (which have increased recently, though somewhat modestly). Even for doctoral students who undertake many teaching activities,</p>	<ul style="list-style-type: none"> <li>● The yearly Senate Excellence Awards for a variety of teaching and research outputs;</li> <li>● Payment of publishing fees for specific kinds of publications.</li> </ul> <p><b>Proposals:</b></p> <p>Action Plan measure 4  Action Plan measure 5  Action Plan measure 23</p>
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			the rate is widely considered too low to ensure decent living standards.	
27	Gender balance	+/-	<p>National laws on gender equality include <a href="#">Law 202/2002</a> on equality of opportunity and treatment for women and men, which sets out measures to eliminate all sex-based discrimination; as amended by <a href="#">Law 178/2018</a>, which among others defines gender violence and regulates the occupation of a gender equality expert/ technician.</p> <p>Currently, there is relative gender balance at the University in particular disciplinary areas. For example, among academic employees women make up approx. 57% of teaching-and-research staff (the overwhelming majority of whom are tenured); 52% of research-only staff (tenured and on fixed-term contracts); and 34% of all researchers holding management positions.</p> <p>That said, there is also considerable variety in levels of gender balance depending on the field of science. There are faculties where men make up a considerable majority of the academic staff, as well as faculties where women make up a substantial majority. This is the case in both natural sciences and the humanities.</p> <p>Overall, women have had an increasingly stronger presence among high-level managers. Out of the current 9 vice-rectors, 4 are women.</p>	<p><b>Initiatives:</b></p> <p>The UB elaborated the <a href="#">Gender Equality Plan</a> in 2022, an outcome of the University's involvement in the Athena program (a <a href="#">Horizon 2020 project</a>). The Plan represents an organisational strategy adapted to the University's context and resources. It is based on a diagnosis of the current state of affairs and includes a set of objectives covering leadership, governance, human resources, interdisciplinary research, life-work balance, the prevention of sexual harassment, and institutional communication. A set of specific measures were put in place for each of the objectives.</p> <p>The implementation of the Plan is overseen by a Gender Equality Committee, whose <a href="#">portal</a> also provides access to a variety of useful resources.</p> <p>The Faculty of Political Science has been offering a professional master's program in the field (<a href="#">Policies for Equality of Opportunity in Europe</a>), training future experts in gender equality.</p> <p><b>Proposals:</b></p> <p>-</p>
28	Career development	+/-	<p>Career development is a priority in the UB rector's strategy, both for permanent positions (teaching-and-research staff) and for fixed-term employees (outside of TR staff with additional</p>	<p><b>Initiatives:</b></p> <p>Ongoing Projects of the DCOC can be consulted <a href="#">here</a>; they include <i>A Different Week at the UB</i>, <i>Alternative Lodging</i>, <i>UB Career Days</i>.</p>

		<p>researcher positions, this category consists mostly of researchers in the early stages of their careers, PhD students, postdoctoral students). This is the province of the Office of the Vice-Rector for Research and the Office of the Vice-Rector for Development, Continuous Learning and Educational Infrastructure.</p> <p>Multiple structures within the University offer support and guidance for career development. They include the Department for Career Counseling (DCOC), the Clinic for Psychological and Educational Assistance and Intervention (CAIPE), and the University of Bucharest Learning Center (CCDPP).</p> <p>The <a href="#">DCOC</a> offers educational, professional, and psychological counselling services to the academic community, as well as career orientation workshops and training sessions for students, teaching and research staff, and young professionals.</p> <p>The <a href="#">CAIPE</a>'s main objective is to strengthen university-community partnerships by providing psychological and educational services that facilitate the education and professional development of current and future professionals.</p> <p>The Learning Center offers complementary learning support services through programs of Counseling, Coaching, and Personal Development for Performance (<a href="#">CCDPP</a>). The offer for 2022-2023 included a series of workshops, individual and group sessions, coaching and personal development activities, educational counselling, career guidance, and support for academic writing skills. Enrolment in these programs is</p>	<p>Young as well as experienced researchers have access to a relatively recent program of <a href="#">peer learning workshops</a>, already covering a broad range of research topics and methods.</p> <p>Also on offer are <a href="#">foreign language courses</a> supplied by the Center for Foreign Languages. The latter additionally provides a range of <a href="#">competency certificates</a>, including the European Language Portfolio and Passport, and the <a href="#">ECL</a>.</p> <p>For early-career researchers, whether on a permanent or fixed-term position, the University offers, among other services:</p> <ul style="list-style-type: none"> <li>● Modular workshops (up to 12 hours) aimed at the attainment of transversal skills: project writing, drafting European project applications, database work, MSOffice tools etc.</li> <li>● ERASMUS mobilities for research internships.</li> <li>● Mobilities for BIPs and research internships in universities part of the CIVIS Alliance consortium.</li> <li>● Summer schools organised by the university or in partnership with other universities / research institutes.</li> <li>● Research scholarships and fellowships provided by the ICUB.</li> <li>● Career development counselling for researchers, through the Department of Career Counselling and Guidance (DCOC).</li> </ul> <p>The UB supports career development in research by granting bonuses (under the laws in force) to researchers who publish articles in Q1- and Q2-ranked journals; by supporting financially the publication of articles in Q1 and Q2 journals; by funding – up to 1200 Euro yearly per individual – mobilities for the</p>
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			<p>easily accessible through an <a href="#">online form</a>.</p> <p>Discussions during the focus groups have suggested that many young researchers and doctoral students are not well aware of some of these services or opportunities.</p>	<p>dissemination of research results at congresses and conferences.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 1  Action Plan measure 5  Action Plan measure 7  Action Plan measure 9  Action Plan measure 10  Action Plan measure 12  Action Plan measure 13  Action Plan measure 14  Action Plan measure 22</p>
29	Value of mobility	++	<p>The broader process of internationalisation at the UB, as defined in the University's <a href="#">development strategy</a>, is managed by the Directorate for International Relations. The <a href="#">Erasmus+ Office</a> is in charge of mobilities specifically. Information on Erasmus mobilities for students and teaching staff are available online, as are the results of the <a href="#">latest selection processes</a>.</p> <p>Mobilities are taken into account in the periodic academic staff assessment process at the UB, although the focus remains on outputs (academic, teaching, administrative).</p> <p>The continued participation in national public security schemes of Romanian researchers who also work abroad is ensured through an instrument – the “portable document A1” – issued by the National Public Pensions Agency. See also Principle 18.</p> <p>During consultations, young as well as more experienced researchers have raised the issue of</p>	<p><b>Initiatives:</b></p> <p>The University has become a member of the 11-strong CIVIS network of European universities, which works to create joint interdisciplinary initiatives and infrastructure projects. The network, locally managed by the UB's <a href="#">CIVIS Office</a>, organises and hosts training programs, summer schools, and other academic events which also welcome students and young researchers.</p> <p>The UB participates in the EEA &amp; Norway Grants. Within this framework, established as well as young researchers and doctoral students study and travel abroad in joint projects hosted by the participating HE and research organisations.</p> <p>Other short-term mobilities, such as participation in conferences or workshops, are funded by the UB with an individual lump sum available to all academics.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 8</p>

			relatively complicated reimbursement (or advance reimbursement) procedures, in particular for short-term mobilities (many signatures needed). This is only partly due to practices internal to each faculty, which may vary substantially.	
30	Access to career advice	-/+	<p>The career paths of doctoral students are part of the Individual Study Plan that must be concluded for each PhD candidate together with the supervisor.</p> <p>Through the individual doctoral guiding committees, doctoral students also come into contact with academics and researchers working in other disciplines and countries, and potentially in other industries. This is expected to give young researchers an overview of available career paths.</p> <p>In spite of the above, there are currently no overarching structures in place for career advice at the UB. There is no centralised career-advice service available.</p> <p>During our consultations, young researchers have raised the issue of the importance of career advisory services.</p>	<p><b>Initiatives:</b></p> <p>Under a project funded by the National Recovery and Resilience Plan (PNRR), the UB is in the process of establishing and developing a Regional Centre in Orientation and Counselling for Research Careers.</p> <p>The <a href="#">SciResCareer project</a>, launched in 2023, aims to establish and support a national network of 8 regional career counselling centres, part of the ERA TALENT PLATFORM.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 9</p>
31	Intellectual Property Rights	-/+	<p>The UB protects intellectual property rights through its charter and code of ethics and deontology. <a href="#">An explanatory guide</a> is offered on the UB website on how to interpret and apply the relevant principles.</p> <p>Internal support in these matters is provided through grants and the Technology Transfer</p>	<p><b>Initiatives:</b></p> <p>The UB Faculty of Law has been organising conferences on intellectual property rights, which have been through <a href="#">several editions</a> already. The <a href="#">latest</a> was part of a broader event co-organized by the UB, the National</p>

			<p>Office (TTO), which has only one full employee. A legal adviser with training in the field is available for consultations.</p> <p>That said, there is currently no consistent, systematic, university-wide policy supporting technology transfer.</p> <p>During consultations, researchers have noted that they receive little assistance to pay for the substantial amounts needed to secure a patent; alternatively, if the university pays it retains exclusive IP rights. That said, one participant noted that UB support in this direction has increased recently, but attributed this to the direct intervention of the new vice-rector for research (suggesting the effort is primarily personal, rather than institutional).</p> <p>Consultations have suggested that the UB should consider an IPR Policy. This subject has been discussed in the past, in fact, but has proven less than straightforward. It has been placed on the agenda of the incoming vice-rector for research.</p>	<p>Institute of Magistracy, and the Romanian Office for Intellectual Rights (ORDA) on 24-25 April 2023.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 19 Action Plan measure 25</p>
32	Co-authorship	+/-	<p>Generally speaking, co-authorship is widespread among UB researchers, whether with collaborators from other universities or local ones (or both).</p> <p>In terms of university-level regulations and standards, co-authorship is briefly touched on by the UB <a href="#">Code of Ethics and Deontology</a> (e.g., Art. 21).</p> <p>Co-authorship practices involving PhD students and supervisors at the UB vary substantially depending on the scientific field(s) of the researchers. It is very frequent in the natural and</p>	<p><b>Initiatives:</b></p> <p>A group of ethicists at the UB has published a set of Guidelines for Academic Ethics and Integrity designed specifically for UB researchers. The guidelines include a section on co-authorship and are available <a href="#">online</a>.</p> <p>The UB <a href="#">peer learning workshops</a> cover the development of research competencies among which article publishing.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 9</p>

			<p>experimental sciences, common in some of the social sciences, less common – but not necessarily rare – in the humanities.</p> <p>In the natural sciences, PhD students are encouraged to co-author. The codes of the doctoral schools – which are organised disciplinarily at the UB and system-wide – usually cover (co)authorship practices, though the depth of this coverage varies among faculties.</p> <p>Occasionally, participants in the focus groups have pointed to dilemmas and difficulties - sometimes leading to conflicts - in establishing the order of authors for publications. Sometimes these disputes were resolved ad hoc. That said, some participants were not well aware of the mechanisms in the UB - such as the Ethics Commission or the IRB - which could be of assistance under such circumstances.</p>	Action Plan measure 25
33	Teaching		<p>The University’s alignment with the current trend of “excellence in research” and the financial rewards available to excellent researchers have de-emphasized the hiring of excellent <i>teaching</i> staff.</p> <p>Moreover, national disciplinary standards for the award of high-level academic titles (associate and full professor and corresponding researcher ranks) emphasise bibliometric research indicators, at the expense of teaching. As a result, most academics focus their careers on publishing, which is crucial for promotions.</p> <p>During doctoral training, students may carry out paid teaching activities within the limit of an assistant lecturer’s load, in accordance with the</p>	<p><b>Initiatives:</b></p> <p>In recent years, the University has made some efforts to improve the balance of teaching and research tasks. As a result, highly performing researchers may now apply for a reduction in the teaching load; other academics may opt to dedicate themselves to teaching exclusively.</p> <p>As discussed previously, one-year-long sabbaticals are offered to tenured associate professors and full professors under specific terms.</p> <p>UB students can opt to acquire teaching skills, as a part of their bachelor’s or master’s programs, through a “Psycho-pedagogical” module.</p> <p><b>Proposals:</b></p>

		<p>legislation in force (Art. 66.3 of Law 199/2023 on higher education) and with the Doctoral Studies Agreement with the University. This enhances their chances in future competitions for a full position in a university. Also, the duration of doctoral studies was raised from 3 to 4 years, which decreases the burden of teaching activities. Additionally, doctoral students employed as research or teaching assistants on fixed-term contracts benefit from reduced teaching loads and enjoy all other rights, including the recognition of seniority.</p> <p>That said, seminar/ laboratory hours are being increasingly allocated to doctoral students and to young researchers with permanent positions (assistant lecturers). This may impair research performance.</p> <p>Since the teaching language in most UB programmes is Romanian, hiring foreign teachers with disciplinary expertise has proven difficult.</p> <p>Several participants in the focus groups have expressed dissatisfaction with:</p> <ul style="list-style-type: none"> <li>● high teaching loads (or pressures to take on multiple loads);</li> <li>● the unfair distribution of teaching duties among teaching-and-research staff in some faculties;</li> <li>● the expectation to combine high teaching loads and intensive administrative tasks.</li> </ul> <p>Several participating doctoral students have expressed excitement about the opportunity to teach, doubled by dissatisfaction with the large number of classes taught.</p>	<p>Action Plan measure 9  Action Plan measure 12  Action Plan measure 13</p>
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34	Complaints/ appeals	+/+	<p>The UB's <a href="#">Academic Ombudsman</a> defends all members of the academic community and safeguards their rights. It accepts complaints and may act <i>ex officio</i>, conducts fact-finding investigations, and makes recommendations. The office of the Ombudsman publishes a yearly report.</p> <p>The main mission of the University Ethics Commission is to promote academic integrity and consolidate organisational culture. Anyone, whether a UB employee or an outsider, may lodge complaints. The <a href="#">Code of Ethics and Deontology</a> and the Commission's <a href="#">Internal Regulations</a> are available online. The Commission publishes an annual report, also available online. Further details are provided under Principle 2.</p> <p>The <a href="#">Regulations</a> of the UB Doctoral Studies Council (<a href="#">CSUD</a>) stipulate (Art. 11.q) that all members (supervisors and PhD students) of all doctoral schools must take all measures necessary to comply with the rules of ethics. The CSUD also acts as a mediator in conflicts between doctoral school members, including PhD students and their supervisors (Art. 11.v), when such conflicts are not resolved by the doctoral school.</p> <p>All doctoral schools have their own codes and regulations, which include provisions for conflict resolution.</p> <p>All faculties have an ethics body and/or a vice-dean who is responsible for ethics-related matters.</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 12 Action Plan measure 25</p>
35	Participation in	++	The UB is a collegially run institution: all key	<b>Initiatives:</b>



	decision-making bodies		<p>decision-making bodies are elective.</p> <p>Under national law and the UB Charter, all tenured academics (research-and-teaching and research staff) participate in decision-making at all relevant levels – department, faculty, university – through their representatives.</p> <p>Departments and faculties are managed, respectively, by councils consisting of elected members of the staff and of students. Department heads are elected, while faculty deans are appointed by the rector based on proposals from the faculties. The proposals are made through voting in which all faculty members may participate.</p> <p>The University as a whole is run by an <a href="#">Academic Senate</a> and managed by a Rector – both elected.</p> <p>Under these arrangements, academic staff are, in principle, consulted directly or indirectly in all stages of developing rules and procedures for research and other activities.</p> <p>Not only tenured staff, but also undergraduate, graduate and PhD students are represented in the relevant decision-making bodies of the University. These include the Academic Senate (around one quarter of its members are students), the faculty council, the UB-level <a href="#">Council of Doctoral Schools</a>, and the councils of each doctoral school in the University.</p>	<p><b>Proposals:</b></p> <p>Action Plan measure 15</p>
	Training and Development	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
36	Relation with supervisors	+/-	There are two main types of supervision relationships at the UB: between a PhD student and their supervisor; between a researcher and	<b>Initiatives:</b>

		<p>the coordinator of the project they are employed in. (Of course, mentoring and counselling frequently takes place in other circumstances.)</p> <p>The UB currently has 21 discipline-based <a href="#">doctoral schools</a> and an interdisciplinary school. They operate under national and university-level <a href="#">regulations</a>, as well as under their individual regulations and codes. These detail the rights and obligations of all members, including PhD students and supervisors. Each doctoral student signs a contract where their activities are stipulated, as well as an individualised development plan. Contract templates are available <a href="#">online</a>.</p> <p>Doctoral schools encourage PhD students to take part in various activities (e.g., “Doctoral Days”, “Doctoral Workshops”) to present their work before peers and supervisors. The supervisor and the student create individual research programs. An advisory board, which includes professors from outside the UB, is assigned to each PhD student, to monitor their progress and hold regular meetings.</p> <p>That said, there is variety in how each doctoral school organises its programs and practices, including the admissions process.</p> <p>During the focus groups, it emerged that PhD students have very different experiences from one another depending on the doctoral school attended. In some schools, activities such as meetings and periodic workshops are regular; in others, supervision is hands-off and students feel</p>	<p><b>Proposals:</b></p> <p>Action Plan measure 9  Action Plan measure 10  Action Plan measure 15</p>
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			<p>they have to struggle mostly on their own or with ‘unofficial’ supervisors.</p> <p>Although there were no significant complaints about doctoral school admissions, some participants considered it a process that advantaged “insiders” (students with previous collaborations with supervisors) and whose outcomes (the grading and ranking of candidates) were not always sufficiently explained to them after the admissions.</p> <p>Likewise, participants’ experiences with their doctoral advisory committees have reportedly been very different. Some mentioned good interaction, others almost none at all.</p>	
37	Supervision and managerial duties	++	<p>The evaluation criteria used in most national and international research projects include the establishment of mixed research teams consisting of young and experienced researchers. Therefore, the roles of experienced researchers must also include guidance for their younger collaborators. Most experienced researchers build research teams in which they include first-stage researchers (R1) and recognised researchers (R2). Such supervision and guidance is included in the job description, specifically in employment contracts.</p> <p>For the supervision of doctoral students, see Principle 36 above.</p> <p>During the consultations, participants have generally expressed satisfaction with the institution of the project officer, while still complaining about the administrative burden of applying for big international projects; as well as</p>	<p><b>Initiatives:</b></p> <p>The Department for the Management of Research Projects (<a href="#">DMPC</a>) has been providing training sessions for various research funding schemes, including Marie Skłodowska-Curie and the Postdoctoral Research Projects scheme of the National RDI Plan. Experienced researchers and administrative personnel provide support for researchers willing to apply.</p> <p>The DMPC assigns a project officer to each project awarded to a researcher affiliated with the UB. The project officer provides guidance to the PI and members throughout the entire project.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 6 Action Plan measure 9</p>

			<p>about the occasionally abundant documentation needed for projects. One experienced academic leading a research centre noted that he had to hire staff essentially duplicating the project officer in order to be able to deal with the high volume of administrative work.</p>	
38	Continuing Professional Development	+/-	<p>For career development and career advice services, see Principles 28 and 30.</p> <p>Focus group discussions suggested that not all PhD researchers are sufficiently aware of many existing development opportunities, which may need to be better promoted within doctoral schools.</p> <p>Additionally, they reported needing more project writing workshops; better information on current project offers and opportunities; sessions with invited successful researchers; and more involvement in international communities of researchers jointly initiating projects.</p>	<p><b>Initiatives:</b></p> <p>The UB has been providing professional development opportunities through a variety of activities and projects, including projects funded through European cohesion funding schemes.</p> <p>Researchers and administrative staff may apply annually for internal, Erasmus, and CIVIS courses and workshops.</p> <p>The <a href="#">peer learning workshops</a> aim at the development of research competencies, covering four strategic areas (article publishing, project writing &amp; project management, data analysis, innovative pedagogies). Similar events are offered for administrative staff.</p> <p>Other relevant projects include:</p> <ul style="list-style-type: none"> <li>● The postdoctoral grants programs at the ICUB;</li> <li>● The <a href="#">Grant Writing Seminars</a> offered in 2016-2019 by ICUB;</li> <li>● CIVIS consortium and Erasmus+ training sessions.</li> </ul> <p>The <a href="#">Centre for Foreign Languages</a> (ARIEL) provides classes for UB staff as well as a variety of certificates (incl. ECL).</p> <p><b>Proposals:</b></p> <p>Action Plan measure 13</p>

				Action Plan measure 22
39	Access to research training and continuous development	+/-	<p>The UB encourages the improvement of PhD student skills through participation in conferences, workshops, or research internships – as per its <a href="#">internal regulations</a>. All doctoral students are guaranteed, over the course of the doctoral program, funds to participate in 5 scientific events and a study / research stint abroad (in addition to the Erasmus+ exchanges). They have access to the same article publication lump sums available to regular UB academics.</p> <p>The University also provides <a href="#">lifelong learning programs</a>.</p> <p>The <a href="#">Center for Counselling and Career Planning</a> provides guidance for students’ professional development, including PhD students.</p> <p>For career guidance services, see Principles 28 and 30. For research skills, see Principle 38.</p> <p>During consultations, several PhD students seemed unaware of some of the research and training opportunities currently available at the University.</p>	<p><b>Initiatives:</b></p> <p>To disseminate information about opportunities in research and education (among others), the UB initiated a weekly newsletter with a special section on Research Opportunities. The <a href="#">newsletter</a> is dispatched to all institutional email addresses.</p> <p>The <a href="#">ICUB</a> awards research grants and fellowships for young researchers, as well as senior grants, ERC pre-application grants, and others.</p> <p>The <a href="#">CIVIS consortium</a>, of which the UB is a member, provides opportunities for researchers to develop BIPs or summer schools with counterparts from consortium universities.</p> <p>Among the resources offered by the are the <a href="#">Learning Center</a> workshops. The Center also runs a number of projects, among which one on <a href="#">disadvantaged</a> students and another one on <a href="#">facilitating educational transitions</a>.</p> <p><b>Proposals:</b></p> <p>Action Plan measure 6 Action Plan measure 11 Action Plan measure 14</p>
40	Supervision	+/-	<p>The guidance and supervision of students is formally a part of the job description of all tenured staff at the university.</p> <p>For PhD students, supervision is defined in the University’s <a href="#">framework regulations on doctoral schools</a>; and by the individual doctoral schools’ own regulations and codes. Supervision is based on an Individual Development Plan drafted together with the doctoral adviser; and the</p>	<p><b>Initiatives:</b></p> <p><b>Proposals:</b></p> <p>Action Plan measure 9 Action Plan measure 14 Action Plan measure 15 Action Plan measure 16</p>

			<p>periodic interactions with the members of each PhD student's doctoral guiding committee.</p> <p>For additional details, see Principles 36 through 39.</p>	
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