

## ACTION PLAN

**Case number:** 2024RO190832

**Name Organisation under review:**

[Universitatea Politehnica Timisoara](#)

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

**SUBMISSION DATE:** 15/05/2025

### Abbreviation list:

CCOC - Career Counselling and Guidance Centre

CEIA - The Ethics and Academic Integrity Commission

CITT - The Innovation and Technological Transfer Centre

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

CNFIS - National Council for Higher Education Funding

DS - Doctoral School

DCD - Research & Development Department

DRI - Department for International Relations

E<sup>3</sup>UDRES<sup>2</sup> - Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions, an European University Alliance - network of higher education institutions located in Europe

ICER - Research Institute for Renewable Energies

UPT - Politehnica University Timisoara

## 1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1121
Of whom are international (i.e. foreign nationality)	24
Of whom are externally funded (i.e. for whom the organisation is host	2

<i>organisation)</i>	
<i>Of whom are women</i>	444
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	562
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	45
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	514
<i>Total number of students (if relevant)</i>	12913
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1427
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	€
<i>Total annual organisational budget</i>	52.901.700
<i>Annual organisational direct government funding (designated for research)</i>	3.266.147
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	2.733.469
<i>Annual funding from private, non-government sources, designated for research</i>	321.452
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>Established in 1920, Politehnica University Timisoara (UPT) was the answer to one of the requirements of the Romanian society of that time. The present academic offer of UPT covers all engineering fields, as well as architecture and communication science.</p> <p>The 10 faculties of the university provide education programs to almost 13,000 students (out of which 500 PhD students). About 600 teaching staff are affiliated with the 25 departments of UPT, whereas auxiliary and administrative staff amount to 820.</p> <p>The UPT research strategy is implemented through 26 research centers and one research institute (ICER), in which academic staff and pure researchers put into practice their innovative ideas.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>Strengths:</b></p> <p>S1. Academic staff and researchers in UPT can perform research in several fields of science, most of them conducting multidisciplinary research.</p> <p>S2. Researchers are familiar with ethical principles and guidelines established within our institution and considers their research relevant to society.</p>

	<p>S3. The guidelines regarding the compliance with the principles of intellectual property rights and how to use research data and results are stipulated in a set of internal regulations/instructions.</p> <p>S4. Very good research performance of academic staff/researchers in UPT, stated by international rankings in terms of research (publications and citations).</p> <p>S5. Researchers consider the UPT evaluation/appraisal system as being transparent, covering the overall research creativity and research results.</p> <p>S6. UPT periodically monitors the flow of publications at institution level, which helps it to analyse the intensity and originality of the scientific production.</p> <p>S7. UPT rewards the performant researchers providing both financial aids for publications, as well as additional salaries correlated with research outcomes.</p> <p>S8. An appreciable number of PhD supervisors, coordinating over 500 PhD students, revealing a high potential for research.</p> <p>S9. UPT established a Department for Inclusion and Diversity with the purpose of promote non-discrimination and principle of open societies.</p> <p><b>Weaknesses:</b></p> <p>W1. The research results of the academic community of UPT are very heterogenous across researcher and across research entities.</p> <p>W2. Limited capacity to win and lead international research projects.</p> <p>W3. The management of research activities and the specific research practices are not prescribed within a unitary framework nor widely disseminated.</p> <p>W4. Only a part of researchers is familiar with the strategic goals governing their research.</p> <p>W5. The valorisation and distribution of research outputs, including the commercialization stages from concepts to cutting-edge technology and targeted marketing, are not specifically targeted by UPT.</p> <p>W6. Lack of an operational procedure regarding financial support awarded to applicants for international research projects.</p> <p>WP7. Lack of institutional framework for knowledge transfer from</p>
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	<p>experienced to young researchers.</p> <p>WP8. Lack of a computerised system for filling out the research activity outcomes for different reporting actions.</p>
Recruitment and selection	<p><b>Strengths:</b></p> <p>S1. The recruitment and selection criteria for every academic position and grade are transparent and clear, complying with legal frameworks in force.</p> <p>S2. The overall potential of candidates as researchers is properly analysed by the selection committees.</p> <p>S3. The UPT institutional process recognises qualifications and achievements of the person rather than the reputation of the institution where they were gained.</p> <p>S4. Age limit, discriminations of any kind, or career breaks are not regarded as threats to the professional development of researchers.</p> <p>S5. Researchers (academic staff and pure researchers) with a permanent position in UPT represents more than 90% of the total number of researchers (excluding PhD students).</p> <p>S6. UPT has setup a procedure to maintain in activity professors who has reached the retirement age, based on specific criteria indicating the quality and quantity of their activity</p> <p><b>Weaknesses:</b></p> <p>W1. The recruitment process is focused on internal candidates.</p> <p>W2. The announcement of vacant position is only done on portals imposed by national and internal regulations.</p> <p>W3. Most of PhD students are employed outside UPT and their activities are not focused on research only.</p> <p>W4. UPT academic staff and researchers considers that the level of international mobility recognition is insufficient.</p> <p>W5. A reduced number of programs and opportunities for postdoctoral researchers.</p>
Working conditions	<p><b>Strengths:</b></p> <p>S1. Most of UPT researchers feel like they are recognized as professionals and that they are treated accordingly.</p> <p>S2. UPT ensures stability of employment conditions. The staff turnover</p>

	<p>at UPT level is reduced.</p> <p>S3. UPT allows researchers to be legitimately represented in bodies.</p> <p>S4. UPT promotes the creation of a stimulating research environment.</p> <p>S5. Internal programs financed from the UPT own revenues, to support research activities (prizes for publications and research contracts).</p> <p>S6. More than 80% of the research budget comes from annual competitive government-sourced funding.</p> <p>S7. At UPT level, career fairs and informative workshops for young researchers are organized.</p> <p><b>Weaknesses:</b></p> <p>W1. Multiple roles of researchers, most of them being involved in teaching activities, administrative tasks, and different projects, which negatively affect their focus on the research career.</p> <p>W2. UPT offers limited career advice and job placement assistance to researchers.</p> <p>W3. Lack of internal regulations on teleworking/remote working / home working conditions.</p> <p>W4. Insufficient collaboration with the industry for best practices and joint research projects.</p> <p>W5. UPT does not have in place a co-authoring procedure that outlines how to determine each participant's actual contribution to obtaining a research result.</p>
Training and development	<p><b>Strengths:</b></p> <p>S1. Increased involvement in international mobility projects.</p> <p>S2. Good participation in formal training and consultancy work.</p> <p>S3. UPT academic staff seek to continually improve their career by regularly updating and expanding their skills and competencies.</p> <p>S4. UPT continuous training and further education are freely accessible and offered in sufficient scope.</p> <p>S5. More than half of the researchers are placed in the experienced researchers' category.</p> <p><b>Weaknesses:</b></p>

	<p>W1. Less than 50% of the UPT researchers have an international experience</p> <p>W2. A small portion of PhD students continues to perform research in UPT or in collaboration with UPT after completing the PhD program.</p> <p>W3. There is no internal procedure for international co-tutela of thesis.</p> <p>W4. UPT has not developed a policy for the development of an academic career that pursues tailored training according to the career level and that suggests a strategic approach to the mentoring and supervision activities.</p>
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### 3. ACTIONS

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

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

\*URL: [https://www.upt.ro/Universitatea-Politehnica-Timisoara\\_en.html](https://www.upt.ro/Universitatea-Politehnica-Timisoara_en.html)  
[https://www.upt.ro/Upt-Timisoara\\_hrs4r\\_346\\_en.html](https://www.upt.ro/Upt-Timisoara_hrs4r_346_en.html)

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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Free text -100 words max	Retrieved from the GAP Analysis			

<b>Action 1 –</b> Improvement of the OTM-R strategy to ensure an enhance compliance with the OTM-R principles, including transparency, gender equality, non-discrimination	(+/-) 1. Research freedom (++) 2. Ethical principles (+/-) 5. Contractual and legal obligations (+/-) 9. Public engagement (++) 10. Non discrimination (+/-) 12. Recruitment (+/-) 27. Gender balance (+/-) 28. Career development	<b>M1-M12</b>	Committee overseeing the process, HRS4R Implementation Committee, HR Department , Research and Development Department , Inclusion and Diversity Office	Consideration of HRS4R strategy as a strategic goal of UPT, included in the university strategic plan.  Development of a general Strategy for Inclusion and Diversity.  Monitoring the inclusion and diversity indicators in the Rector's annual report.  Foster a culture of ethical research within the academic community.
<b>Action 2 -</b> Designing a new integrated digital platform for research result management	(+/-) 6. Accountability (+/-) 8. Dissemination, exploitation of results (+/-) 11. Evaluation/ appraisal systems (++) 22. Recognition of the profession	<b>M7-M18</b>	Vice-rector for Scientific Research, Research and Development Department , HRS4R Implementation Committee	Development of an institutional research platform that collects all research outputs in UPT, for internal analyses and external reporting: - research projects - journal papers - patents - performance indicators for individuals and departments - reporting mechanisms.  Milestones: - design of functionalities - programming and hosting the platform - integrating primary information about research in UPT

<b>Action 3 -</b> Development of a “Researcher’s Guide” with information on regulations, procedures, research support mechanisms and opportunities available at UPT	(+/-) 1. Research freedom (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 21. Postdoctoral appointments (Code) (+/-) 24. Working conditions (+/-) 31. Intellectual Property Rights (+/-) 32. Co- authorship (+/-) 37. Supervision and managerial duties (+/-) 40. Supervision	<b>M13-M24</b>	Vice-rector for Scientific Research, Research and Developme nt Department ,       HR Department ,       Doctoral schools, HRS4R Implementa tion Committee	Researcher's guide published, including: - internal regulation on intellectual property rights in UPT - internal regulations on remote and home working conditions - common reporting rules for postdoctoral researcher - a methodology for joint PhD programs - mentoring instructions of early career researchers - AI tools for research (description) - information channels
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<b>Action 4 -</b> Dissemination of good practices, transfer of knowledge, information and identification of training needs	(+/-) 4. Professional attitude (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 9. Public engagement (+/-) 23. Research environment (+/-) 29. Value of mobility (+/-) 30. Access to career advice (+/-) 39. Access to research training and continuous development	<b>M1-M24</b>	Research and Development Department , Department for International Relations, The Innovation and Technological Transfer Centre, HRS4R Implementation Committee	Quarterly information webinars for research calls  Setup of a calendar of research events involving the community  Presentation of COST actions in UPT  Designing a newsletter with opportunities for academic staff and researchers  Organization of life-long learning trainings and seminars.
<b>Action 5 -</b> Analysis of the current standards for excellence in research and support funding. The proposal and acceptance of strengthened actions.	(+/-) 4. Professional attitude (+/-) 11. Evaluation/appraisal systems (+/-) 23. Research environment	<b>M1-M12</b>	Vice-rector for Scientific Research, Research and Development Department , Doctoral school, Department for International Relations, HRS4R Implementation Committee	Designing of an internal program to financial sustain the excellence in research at UPT level.  Operational working procedure to co-finance research projects.  Monitoring system for fundraising from industry.

<b>Action 6</b> - Analysis of existing procedures and methodology for researchers' recruitment and selection. Proposal of updated recruitment framework to align with HRS4R Code and Charter.	(+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code)	<b>M6-M24</b>	HR Department , Academic Departments, HRS4R Implementation Committee	Increase awareness and adherence to OTM-R principles among hiring committees.  Use international recruitment platforms for researcher positions.
<b>Action 7</b> - Determination and endorsement of the process for creating and integrating research groups.	(+/-) 11. Evaluation/appraisal systems (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 37. Supervision and managerial duties (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	<b>M13-M24</b>	Vice-rector for Scientific Research, Research and Development Department , Doctoral school, HRS4R Implementation Committee	Methodology for encouraging interdisciplinary research and financial support for research groups.
<b>Action 8</b> - Career development plan for researchers	(+/-) 28. Career development (+/-) 39. Access to research training and continuous development	<b>M3-M9</b>	Academic Departments, HR Department , HRS4R Implementation Committee	Career development analysis made by each research unit.  Design of individual or group level career development plans.  Identification of PhD students willing to develop their academic career and their involvement in research contracts.

<b>Action 9</b> - Development of a Centre for Career Counselling and Guidance for researchers	(+/-) 7. Good practice in research (++) 22. Recognition of the profession (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 28. Career development (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	<b>M9-M18</b>	Vice-rector for Scientific Research, HR Department , Doctoral school, HRS4R Implementa tion Committee	Functional Centre for Career Counselling and Guidance.  Release of an annual report including an analysis of the following list of indicators: - number of guided researchers (in particular R1) - satisfaction rates from service users. - percentage of researchers reporting improved career prospects due to the centre's services
<b>Action 10</b> - Definition and approval of the Code of Ethics and Professional Deontology for researchers	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 7. Good practice in research (+/-) 10. Non discrimination (+/-) 22. Recognition of the profession (+/-) 31. Intellectual Property Rights (+/-) 34. Complaints/ appeals	<b>M13-M24</b>	UPT Senate, UPT Board, Vice-rector for Scientific Research, HR Department , HRS4R Implementa tion Committee	Code of Ethics and Professional Deontology for researchers
<b>Action 11</b> - Development of workshop series for debating national and European research funding opportunities	(+/-) 4. Professional attitude (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+/-) 23. Research environment (+/-) 28. Career	<b>M1-M24</b>	Vice-rector for Scientific Research, Research and Developme nt Department , Doctoral school, HRS4R Implementa tion Committee	Workshop series plan, minimum 6 workshops/year, debating on: - particularities of research calls, - deadlines and conditions, - finding research partners, - co-financing research proposals, - sharing the research support framework

	development (+/-) 29. Value of mobility (+/-) 30. Access to career advice (+/-) 39. Access to research training and continuous development			internally.
<b>Action 12</b> - Development of a visiting professors / researcher's program and valorisation of international mobilities	(+/-) 18. Recognition of mobility experience (Code) (+/-) 29. Value of mobility	<b>M1-M6</b>	Department for International Relations, HR Department , Academic Departments, HRS4R Implementation Committee	Methodology for recruitment of visiting professors / researcher's in UPT.  Design of a financing scheme from UPT own revenues: at least 10 invited professors per year (1 month mobility stages).  Promoting researcher and teacher mobility through mobility programs: bi-annual information webinars.
<b>Action 13</b> - Analysis, defining and approval of UPT Public engagement measures	(+/-) 7. Good practice in research (+/-) 8. Dissemination, exploitation of results (+/-) 9. Public engagement	<b>M7-M24</b>	UPT Board, Vice-rector for Scientific Research, Research and Development Department , HRS4R Implementation Committee	Two events/year to promote research results to the public (UPT stakeholders) with the scope of increase participation in outreach events and public dissemination of research.
<b>Action 14</b> – Continuously improving researchers' working conditions	(+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 28. Career development	<b>M1-M24</b>	UPT Board, Academic Departments, HRS4R Implementation	Plan for investment in research laboratories.  Identification of internal and external funding sources.

			Committee	
<b>Action 15</b> - Design of a feedback mechanism for implemented measures and administrative support for enhancing research	(+/-) 1. Research freedom (+/-) 18. Recognition of mobility experience (Code) (+/-) 34. Complains/ appeals	<b>M1-M6</b>	HR Department , HRS4R Implementation Committee	Feedback questionnaire yearly disseminated to the UPT academic community: - researchers satisfied with workplace conditions, - researchers satisfied with the administrative support.  Monitoring the research indicators in the Rector's annual report.
<b>Action 16</b> - Translation of research-related materials and website information to increase transparency and access to information	(++) 2. Ethical principles (+/-) 5. Contractual and legal obligations (+/-) 8. Dissemination, exploitation of results (+/-) 12. Recruitment (+/-) 14. Selection (Code)	<b>M1-M12</b>	Image and Communication Department , HR Department , HRS4R Implementation Committee	New UPT website design and explicit translation in English of: - recruitment and selection procedures, - ethics principles, practices and the CEIA regulations, - CITT activities and outcomes.

#### Unselected principles:

- (++) 3. Professional responsibility
- (++) 15. Transparency (Code)
- (++) 16. Judging merit (Code)
- (++) 17. Variations in the chronological order of CVs (Code)
- (++) 19. Recognition of qualifications (Code)
- (++) 20. Seniority (Code)
- (++) 25. Stability and permanence of employment
- (++) 26. Funding and salaries
- (++) 33. Teaching

(++) 35. Participation in decision-making bodies

(++) 36. Relation with supervisors

(++) 38. Continuing Professional Development

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

**Advertisement of job positions:**

The hiring procedure for teaching, research, and administrative staff is open, transparent, and merit-based, adhering to national regulations and EU principles. Open positions are published on UPT website at [https://www.upt.ro/Informatii\\_concursuri\\_366\\_ro.html](https://www.upt.ro/Informatii_concursuri_366_ro.html). Academic positions are also published on the national portals as <https://edujobs.ro/> (managed by the Ministry of Education and Research), or <https://posturi.gov.ro/> (the new official platform of the Romanian Government). Pure researchers' open positions are disseminated on UPT website, <https://edujobs.ro/> and, to a smaller extent on Euraxess (<https://euraxess.ec.europa.eu/jobs>).

**Transparency of the recruitment processes:**

The hiring procedure of academic staff is guided by the national legislation imposing minimal standards for each academic ranking and profile, as well as by the internal methodology of recruitment in academia (<https://www.upt.ro/img/files/hs/2024/HS%20nr.28-21.03.2024.pdf>). It also provides equal opportunity for all candidates and is generally efficient. Having access to all the information required to engage in the recruitment process, equal possibilities throughout, and a lack of prejudice and competition are all made possible by the principle of transparency.

The candidate receives notification of the selection results right away, and they are promptly posted on the university website. However, a drawback is represented by a less internationally oriented strategy of recruitment. An English translation of all documents and information related to job opportunities is necessary.

**Merit-based:**

The selection is based on pre-defined national and internal criteria, which are acknowledged by the candidates and designed to select the best candidates. The national standards apply to R3 and R4 researchers. The R1 and R2 researchers without a permanent position, are also selected on a competitive basis. From the outset, the candidate student is fully informed, knows exactly what to anticipate, and should they have any questions, the institution offers human resources that are there to assist and counsel them.

To follow an Open Recruitment Policy that is a key element in the HRS4R strategy the next steps are implemented in UPT ([https://www.upt.ro/Informatii\\_concursuri\\_366\\_ro.html](https://www.upt.ro/Informatii_concursuri_366_ro.html)):

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

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

(iii) Details of competition results in the UPT: [https://www.upt.ro/Informatii\\_concurs-de-ocupare-a-posturilor-didactice---sem-ii-2023-2024\\_2519\\_ro.html](https://www.upt.ro/Informatii_concurs-de-ocupare-a-posturilor-didactice---sem-ii-2023-2024_2519_ro.html)

Although UPT's implements OTM-R principles, there is enough room for improvement: (i) the recruitment strategy should focus to a larger extent to attract researchers from abroad, (ii) the use of e-recruitment tools should increase, (iii) UPT should pay more attention to diversity, (iv) an increase transparency concerning the description of open positions, minimal requirements and career development opportunities in UPT.

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

URL:

1. [https://www.upt.ro/Informatii\\_concursuri\\_366\\_ro.html](https://www.upt.ro/Informatii_concursuri_366_ro.html)
2. <https://www.upt.ro/img/files/hs/2024/HS%20nr.28-21.03.2024.pdf>
3. [https://www.upt.ro/Informatii\\_anunturi-privind-organizarea-concursului-pentru\\_487\\_ro.html](https://www.upt.ro/Informatii_anunturi-privind-organizarea-concursului-pentru_487_ro.html)
4. [http://www.upt.ro/Informatii\\_examene-de-promovare\\_523\\_ro.html](http://www.upt.ro/Informatii_examene-de-promovare_523_ro.html)

## 4. IMPLEMENTATION

General overview of the expected implementation process:

The Action Plan reflects UPT's commitment to moral values, open hiring, and selection procedures, better working conditions, and easing the development and training of personnel engaged in research projects. A Gantt diagram was constructed to plan and monitor each action. A part of the proposed actions will be easily implemented, considering that regulations and procedures are already in place, and just imposes more structure. Other actions are rather forward looking and

more ambitious, requiring the involvement of the UPT entire academic community. Throughout the pre-implementation and implementation phases, the academic community will be kept continuously informed about the compliance with OTM-R principles and the Charter & Code.

The Strategic Plan 2024–2029, which outlines inter-alia the UPT's policies for human resources, is in line with the use of OTM-R principles. The strategic plan ([https://www.upt.ro/img/files/ps/2024-2029/HS\\_nr166\\_din\\_19-12-2024\\_privind\\_aprobarea\\_Planul\\_strategic\\_al\\_UPT\\_2024-2029.pdf](https://www.upt.ro/img/files/ps/2024-2029/HS_nr166_din_19-12-2024_privind_aprobarea_Planul_strategic_al_UPT_2024-2029.pdf)) foresees the development of the academic career of researchers, as well as a competition-based system, and individual training in leadership and management skills.

The Steering Committee is responsible for overseeing, coordinating, and evaluating the action plan implementation process. The Working Group's goal is to inform and educate every researcher on the evolution of the implementation process, using all available channels (trainings, information sessions, and educational materials). Both the Steering Committee and the Working Group were nominated in March 2024, whereas the Working Group was extended in January 2025, to include additional R1 and R2 researchers, according to the EURAXESS recommendations.

To identify gaps and to design actions in the pre-implementation phase of the HRS4R, the Working Group started from a feed-back questionnaire addressed to UPT researchers, within the E<sup>3</sup>UDRES<sup>2</sup> Ent-r-e-novators project. Given the reduced number of answers an information workshop was organized with the UPT academic community. A new survey was designed in February 2025, collecting a significant number of answers (over 400) on ethical principles, recruitment process, work conditions and professional development.

In the implementation phase, the working group will collaborate with all researchers to identify potential challenges or roadblocks that may arise. The implementation of the action plan involves: (i) internal and external communication on actions and events, (ii) development of researcher's guide and career counselling centre, (iii) set up of a feedback mechanism from researchers, (iv) higher openness towards recruiting external researchers. At the same time, the implementation of the strategy would highlight good research practices and contribute to avoid discrimination of any kind. UPT will benefit from a new website contributing to its internationalisation process.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Most members of the Working Group will become members of the Implementation Committee and will meet twice a semester, on a regular basis. The departments responsible for carrying out the action plan will report on the status of carrying out the tasks assigned to them and milestones at each quarterly meeting. To update the Steering Committee on the status of HRS4R implementation, the Implementation Committee coordinator will compile this information. The



	<p>Implementation Committee will assess and analyse the proposed and actual status of measures being implemented at quarterly meetings to identify any deviations and take corrective action to ensure that the timeline's agreed-upon timelines are fulfilled. The Steering Committee will suggest supplementary steps to restart the process if it finds significant deviations in the execution of the suggested actions.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The implementation process will engage the entire academic community. Faculties' representatives and research structures' directors will be involved in updating the rules governing the conduct and organization of scientific research, providing inputs for the Researchers' Guide and shaping the researchers' career. UPT administrative departments will be also involved in the Action Plan's implementation phase by providing logistic support (e.g. design of feedback mechanism, legal analysis of regulation and procedures, etc.).</p> <p>Surveys, focus groups, and stakeholder engagement tools already employed in the development of the gap analysis and action plan will all be considered in the implementation process.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>Since the HRS4R project is an institution-wide initiative and has grown to be a crucial part of the UPT's strategic plan for the upcoming strategic horizon, it entails bringing all policies, rules, and procedures into compliance with the HRS4R principles where possible gaps are identified.</p> <p>Due to current national legislation and internal rules, HR practices are already significantly aligned with the Charter and the Code. However, the updating process of regulation and procedures will consider the need to comply with the 40 HRS4R principles on a continuously basis. The awareness of these principles to the entire academic community represents therefore the first step in the alignment of organisational policies with the HRS4R. The Steering Committee will notify all strategic actors about the importance of fully implementing the HRS4R principles whereas the Implementation Committee will contribute to the achievement and will monitor their implementation. The Strategic Plan of UPT (including its research section), will underline the need to comply with HRS4R general</p>

	principles.
How will you ensure that the proposed actions are implemented?	<p>The responsibility of implementing the action plan mainly belongs to the designated vice-rector, member of the Steering Committee, who will closely monitor the activity of the Implementation Committee. The Implementation Committee will include representative members of faculties, departments and administrative entities. All levels of researchers will be represented. This way, the decision-making process is facilitated and designed to implement and develop the proposed actions as well as to represent the research staff at all levels.</p> <p>UPT's decision-making bodies have given their approval to the Gap Analysis and agreed with the proposed Action Plan. As a result, the institution's highest representative level supports the implementation of the proposed Action Plan to fully comply with HRS4R principles.</p> <p>A large part of the Working Group (who performed the gap analysis and proposed the Action Plan) will participate in the Action Plan's implementation process and potential adjustments. Each action and result indicator will be reported on a quarterly basis to the Steering Committee, up to the status of fully implemented.</p>
How will you monitor progress (timeline)?	<p>A Gantt Diagram was created to track the HRS4R project's advancement and the implementation of the Action Plan. The Implementation Committee will assess the implementation of activities on a quarterly basis, making any required corrections after comparing the actual and planned implementation statuses, in line with the Steering Committee recommendations. Every three months a report will be made by the Implementation Committee, covering the following: proposed measures to identify existing deviations from targets, alternative approaches in implementing actions, percentage progress in implementing actions and achievements specific indicators, proposed timelines for starting and finalising actions, potential risks associated with implementing actions.</p> <p>The feedback mechanism to be implemented through periodic surveys will assess both the awareness level and the accessibility of HRS4R related activities.</p>
How will you measure progress	The indicators will be evaluated periodically by a dedicated

(indicators) in view of the next assessment?	<p>commission composed by a part of Implementation Committee members. The commission will monitor the achievement of each indicator related to updating documents, publishing the documents on UPT webpage, translating regulations, designing guidelines and reports, collecting feedback. The Steering Committee will be regularly informed by this commission and will be responsible for the strategic decisions made to achieve the objectives. The entire Implementation Committee will be responsible about the implementation of work schedule in line with the action plan.</p> <p>In relation with each activity, indicators and timeline, the Monitoring Commission will define milestones in terms of sub-activities and deliverables (e.g. guidelines, feedback questionnaire design, webinar design, methodology for visiting professors, research networks, etc.). The indicators assumed for each activity (e.g. career development plan, researcher guide, collected feedback questionnaires, number of visiting professors, number of foreign researchers, dynamics of publications, media coverage, etc.) will also be considered for the design of the integrated digital platform for research result management.</p> <p>The quarterly reports of the Monitoring Commission will be presented to the Steering Committee. The Steering Committee will present the report to the UPT Board for approval. If the scheduled dates for achieving the indicators are not met, the Steering Committee may suggest further actions to the Board for review and approval.</p>
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Additional remarks/comments about the proposed implementation process:

The key departments and decision-making bodies of UPT will be involved in the Action Plan's implementation. Therefore, under the coordination of the vice-rector in charge, the heads of departments will be responsible for carrying out the action plan, and they will contribute to quarterly reports presented by the Monitoring Commission to the Steering Committee and afterwards to the UPT Board. The action plan will be integrated into the UPT annual operating plan, and its execution involves the entire academic community. At UPT, the entire academic and research community will be held accountable for implementing the Charter and the Code into practice.

As part of the European University alliance called E<sup>3</sup>UDRES<sup>2</sup> (Engaged and Entrepreneurial

European University as Driver for European Smart and Sustainable Regions), UPT has and engagement to implement the HRS4R. That is, through subsequent research projects (E<sup>3</sup>UDRES<sup>2</sup> Ent-r-e-novators), UPT made the first steps towards a full implementation of HRS4R principles. An HRS4R strategy at E<sup>3</sup>UDRES<sup>2</sup> will be designed and implemented, considering the individual action plans proposed by each partner. Consequently, the UPT commitment to completely respect the HRS4R principles is very strong. UPT will benefit from external inputs and review from its partner universities that have already implemented the HRS4R.