



The Human Resources Strategy for Researchers (HRS4R) in the Bucharest University of Economic Studies

Gap Analysis - 2020/2021



HR EXCELLENCE IN RESEARCH

Status: to what extent does this organisation meet the following principles?	Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	In case of --, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, list any national/ regional legislation or organisational regulation currently impeding implementation	Initiatives undertaken and/or suggestions for improvement:
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1. Research freedom	++	<p>The principle is observed by the provisions contained in the BUES Charter. Law no. 319/2003 regarding the Statute of the research and development staff.</p> <p>In BUES, researchers make sure that their research is focused on topics of interest and on expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression.</p> <p>BUES does not interfere with the freedom of researchers to conduct research according to their own choice, priorities and interests.</p>	Update with the legislation in force.
2. Ethical principles	++	<p>The institution has a code of ethics (https://etica.ase.ro/). The researchers know the ethical principles and the deontological code of the research staff from the BUES.</p> <p>BUES largely promotes the observation of ethical rules and requirements in all educational and research programs, projects and outputs, including administrative support for compliance (antiplagiarism software)</p>	No action required
3. Professional responsibility	+/-	<p>The issues regarding professional responsibility/ intellectual property are included into the following normative acts:</p> <ul style="list-style-type: none"> -Law no. 206/2004 on good conduct in scientific research, technological development and innovation. - Law no. 398/2006 amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation - Ordinance no. 28/2011 for amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation. <p>According to the survey results, the BUES researchers are aware that their research must be relevant to the society and it must not duplicate the previous research.</p>	Developing guidelines regarding professional responsibility taking into account the trends at European and national level regarding open data, open access, open science, etc.

4. Professional attitude	<p>+/- BUES researchers are familiar with the strategic goals governing their research environment and funding mechanisms, and they obtain all the necessary administrative approvals before starting their research or accessing the resources.</p> <p>Regarding the responsibilities of project managers about notification of delays in the development of research project, the requirements from information packages of the funding entities are applied.</p> <p>The issues regarding professional attitude are encompassed in the following regulations:</p> <ul style="list-style-type: none"> - Law of National Education no.1/2011 - Ordinance no. 57/2002 regarding scientific research and technological development - Law no. 206/2004 on good conduct in scientific research, technological development and innovation - Law no. 398/2006 amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation - Ordinance no. 28/2011 for amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation. <p>The survey results validate that researchers are aware of the regulations, procedures and legal principles that regulate the achievement and reporting of progress in scientific research within BUES.</p>	Introducing a mention regarding the responsibility of the project managers to notify about possible delays in the new internal Regulation on the organization, functioning and financing of scientific research and in the Internal Operational Procedure - 158/2013 2016 revision on the conduct of research projects
5. Contractual and legal obligations	<p>-/+ Researchers are aware of the contractual provisions, legal obligations, laws and regulations regarding working conditions, as well as of the requirements and conditions required by the funding bodies.</p> <p>Incomplete provisions of the internal procedures for carrying out research projects regarding intellectual property rights.</p> <p>Law no. 319/2003 regarding the Statute of the research and development staff</p> <p>Law no.8 / 1996 on copyright and related rights.</p>	Updating Internal Operational Procedure – 158/2013, revision 2016 on the conduct of research projects with provisions on intellectual property law

6. Accountability	+/-	<p>In BUES there is the responsibility of the project manager and the research team to achieve the assumed objectives, to comply with the budget lines, to comply with the legislation. In addition, the project director produces periodic reports on the status of the research project, he presents the results in front of a commission for the approval of the results, and, at the end of the project, a results sheet is drafted and it is posted on a dedicated site. A better definition of research failure is needed at the institutional level.</p> <p>Law no. 319/2003 regarding the Statute of research and development personnel.</p>	Updating the Internal Operational Procedure for monitoring the research projects, including defining research failure at the institutional level.
7. Good practice in research	+/-	<p>BUES ensures an adequate level of computer system security, especially in the field of data protection and recovery in the event of a failure. However, there are insufficient back-up solutions / strategies for health and safety and for recovery from information technology disasters. Although BUES has socio-economic researches, and the researchers respect the legislation, the activities aligned with the recent international good practices regarding obtaining the ethics opinion for the sociological research addressed to citizens are insufficient.</p>	Creating a procedure for obtaining the ethics opinion for researches that are using questionnaires or other research tools addressed to human beings.
8. Dissemination, exploitation of results	+/-	<p>Project competitions and, implicitly, research contracts usually provide for the dissemination of research results to the scientific community in peer-reviewed forms, to the general public, as well as commercial exploitation when appropriate. The commercial exploitation of research results is not yet sufficiently developed.</p> <p>An annual Gala of Excellence, a public event in which the merits of the researchers are recognized, is organized within BUES.</p> <p>In addition, the Researcher's Day is celebrated annually in BUES, during which an important activity is to disseminate the results of the research carried out.</p> <p>The BUES researchers participate in European Researchers' Night, an event in which the research activity and its results are communicated to the general public in a friendly manner, which does not require specialized knowledge from the audience.</p>	Continue the dissemination and exploitation of research results.

9. Public engagement	+/-	<p>The public engagement is explicitly addressed in BUES Strategy. Systematically, the results of the research activity are incorporated into courses and seminars, and the research teachers participate in different lectures with the business environment, professional and civic organizations, in which the research results are presented according to the respective context.</p> <p>Individual performance indicators of the researchers are based on visibility performance restrictions calculated by international databases (e.g. Clarivate Analytics, Scopus with Impact Factor and Article Influence Score). Outcome indicators require dissemination of research results in peer-reviewed forms and formats available for the public scrutiny (Clarivate Analytics indexed articles, international conferences, workshop presentations in professional organisations and fora).</p> <p>The researchers from BUES make sure that their research activities are disseminated to society in general, thus improving the public's understanding of science.</p> <p>The survey results seem to confirm some small problems regarding the process of disseminating research results to the general public.</p>	<p>Intensifying the presence of researchers from BUES at European Researchers' Night.</p> <p>Increasing the visibility of websites of research centres and Research and Innovation Management Division (in Q4 2020).</p>
10. Non discrimination	++	<p>The employment procedures, as well as the information packages of the research projects competitions, provide for non-discrimination in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p> <p>This reality is reinforced by the opinions collected through the survey.</p>	No action required
11. Evaluation/ appraisal systems	++	<p>The individual evaluation of the teachers / researchers in relation to a national system of evaluation criteria has an objective character as a result of the quantitative and qualitative elements specified in these criteria. The quantitative and qualitative elements specified in these criteria refer to publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities, mobility, etc.</p> <p>The evaluation of the research projects and the access to financing is always done through competition, for those at national level being involved top international evaluators.</p> <p>At the university level there is the research platform.ase.ro, to which the professors / researchers have access to report in a unitary way the results of their didactic and research activity, results which are then aggregated at the level of departments, faculties and at the whole university level.</p> <p>At the institutional level, the entire activity of education and research of the university is evaluated by national and international evaluation agencies and by international rankings (https://www.ase.ro/index_en.asp?page=ase_top).</p> <p>The questioned researchers consider that BUES has appropriate evaluation systems for analyzing the professional activities of researchers on a regular and transparent basis.</p>	As the case, update with the changes in legislation coming into force.

12. Recruitment	++	<p>Recruitment procedures for teaching staff/ researchers are established by law, the standards are clearly specified, and they are in agreement with the principles set out in the Code of Conduct for the Recruitment of Researchers.</p> <p>The recruitment procedures are open, efficient, transparent and internationally comparable, as well as adapted to the type of position published.</p> <p>These statements are validated by the BUES survey.</p>	No action required
13. Recruitment (Code)	+/-	<p>According to Government Decision 286/2011, all positions in a public institution are advertised in the Official Gazette of the Romanian Government, in one newspaper of wide audience and on the public website of the institution. Moreover, the research positions from the projects funded by public resources have to be advertised in EURAXESS portal.</p> <p>In the Internal Operational Procedure-12 of the Research and Innovation Management Division - Recruitment and selection of personnel for the appointment on the job, there are no explicit mentions about the career development and working conditions.</p> <p>According to the opinions expressed by the researchers questioned, the selection committees bring together different expertise and competences, they are balanced from the gender perspective and with relevant experience for the evaluation of the candidate.</p>	Updating the Internal Operational Procedure-12 of the Research and Innovation Management Division - Recruitment and selection of personnel, in order to nominate the employment by including certain provisions regarding the career development.
14. Selection (Code)	+/-	<p>The selection procedures are established by national legislation, and the criteria include research creativity and results, publications, patents, management of research, teaching/ lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities, mobility, etc.</p> <p>Aligned with the legislation in force, In the Internal Operational Procedure-12 of the Research and Innovation Management Division -Recruitment and selection of personnel for the appointment of employment have not explicit provisions regarding : gender equality, inclusion in the selection committees of members of the private sector and of foreign experts.</p> <p>Researchers believe that during the selection process, a wide range of selection practices are used, such as expert evaluation and face-to-face interviews.</p>	Updating the Internal Operational Procedure-12 of the Research and Innovation Management Division -Recruitment and selection of personnel in order to nominate the employment

15. Transparency (Code)	+/-	<p>Candidates are informed, prior to the selection, about the recruitment process, the selection criteria, the number of available positions and the prospects for career development.</p> <p>In Internal Operational Procedure-12 of the Research and Innovation Management Division -Recruitment and selection of personnel for the nomination of employment there are not explicit specifications about the feedback related to the strengths and weaknesses of the applications:</p>	Updating Internal Operational Procedure-12 of the Research and Innovation Management Division -Recruitment and selection of personnel with explicit specifications about the feedback related to the strengths and weaknesses of the applications.
16. Judging merit (Code)	+/-	<p>The selection process from BUES takes into account the entire experience of the candidates. The recognition of merits focuses on outstanding results and career diversity, not only on the number of publications.</p> <p>However, the internal procedure must be periodically updated to the national and international legislation and trends.</p>	Updating Internal Operational Procedure-12 of the Research and Innovation Management Division -Recruitment and selection of personnel for the nomination of employment, to the national and international legislation and trends.
17. Variations in the chronological order of CVs (Code)	++	<p>The ranking and selection of the candidates is based on all the aspects relevant to the position published and to be filled in by competition, with emphasis on the professional training and experience of the candidate and not on the period or institutions in which they were acquired.</p> <p>There are mechanisms by which it is possible to temporarily interrupt the activities within the institution, without affecting the seniority.</p> <p>Job reservation = seniority (elected / appointed functions, unions, inter-institutional collaborations abroad, free leave 1 year out of 10).</p> <p>The tenured publicly opened positions are filled according a methodology that has no restrictions related to seniority or regarding discrimination against persons outside institution or outside the country</p> <p>. For specialists with scientific and professional value recognized in the field, in order to be involved in limited teaching or research activities, it is not necessary to hold a doctoral diploma.</p> <p>Career breaks or chronological variations in CV are considered by most researchers as a potential for professional development of researchers towards a multidimensional career.</p>	No action required

18. Recognition of mobility experience (Code)	+/-	<p>National legislation provides for the principle of national and international mobility (Law of National Education 1/2011 art. 118 j, 191, 347.)</p> <p>The BUES Charter provides for international mobility for researchers, national and international mobility for doctoral students.</p> <p>The evaluation criteria (employment, periodic, evaluation) include international mobility, at universities, based on the duration criteria.</p> <p>According to the researchers' opinions, mobility experiences are considered by BUES to be a valuable contribution to the professional development of a researcher.</p>	Promoting professional, transdisciplinary, inter- sectoral mobility as part of the academic career.
19. Recognition of qualifications (Code)	++	<p>The professional qualification of the candidates is evaluated individually, according to the legal framework.</p> <p>The evaluation criteria allow the professional prestige to be taken into consideration together with qualification, such as a doctoral diploma.</p> <p>For the doctoral students and the teaching and research staff who participated in continuous professional training programs there is a transferable credit system.</p> <p>Researchers with Romanian citizenship who have worked abroad in C-D benefit on request from the full equivalence of seniority in the specialized field.</p> <p>The evaluation criteria take into account the qualities of editor in journals, reviewer, moderator at conferences, member in professional bodies or in the field of education and research, evaluator projects, etc., which can be considered non-formal qualifications (optional criteria, professional prestige).</p>	No action required
20. Seniority (Code)	++	<p>The evaluation criteria related to the position occupied or opened to be filled in. Seniority is not an evaluation criterion.</p> <p>There are no criteria for differentiation between the doctoral diploma obtained in BUES or in other institutions.</p> <p>The periodic evaluation includes two categories of indicators: for the whole career and for the period elapsed since the last evaluation.</p> <p>For employment, the achievements of the entire career are taken into account.</p> <p>The researchers considered that the promotion to a higher position is related to the higher qualifications, and the main criterion is based on the professional achievements.</p>	No action required
21. Postdoctoral appointments (Code)	+/-	<p>LNE (Law of National Education) regulates the organization of the postdoctoral programs of advanced research. The recruitment criteria are based on the duration from obtaining the doctoral degree and the quality of the research plan.</p> <p>Postdoctoral programs were organized within some projects.</p> <p>There are no specific criteria for employing postdoctoral researchers at the BUES level.</p> <p>The existing admission criteria have been established at the level of the projects in line with the requirement of the funding entities ensuring the financing of these positions.</p>	<p>Offering opportunities for long-term academic career development for researchers who have completed a postdoctoral program (post-promotion: inclusion in evaluation criteria).</p> <p>Counselling-guidance-orientation in the academic career.</p> <p>Postgraduate training in areas such as career development, project management.</p>

22. Recognition of the profession	++	<p>The profession of researcher is recognized by national law, and researchers are recognized as professionals.</p> <p>The PhD period is recognized as a period of active professional life. PhD students are recognized as professionals and benefit from seniority (and other benefits such as social security).</p> <p>For the other categories of teaching and research staff, the provisions of the Labour Code are applicable.</p> <p>The R-D activity performed abroad is recognized in the country.</p>	Update with the legislation in force, as the case.
23. Research environment	+/-	<p>National and international regulations on health and safety at the workplace are implemented and respected.</p> <p>BUES provides the necessary research infrastructure.</p> <p>BUES organizes continuous vocational training programs. These programs should be more diversified to better suit the needs of researchers.</p> <p>The researchers consider that as employees of BUES, they have access to tools that enrich their work environment and allow remote collaboration in scientific networks.</p>	<p>Broadening the portfolio of freely accessible databases.</p> <p>Diversification of continuous vocational training programs, with emphasis on training programs in the field of management of research activities.</p> <p>Improving the communication regarding the continuous training programs offered by BUES to the employees</p>
24. Working conditions	+/-	<p>The relations between BUES and the personnel involved in research activities are regulated by the study contracts and the employment contracts (Collective and Individual Labour Contracts), which include complete information regarding the rights and obligations of the parties. BUES provides:</p> <ul style="list-style-type: none"> - Benefits for children of teachers and BUES employees – admission fee exemptions, recreational (holiday) programs. - Benefits for employees: flexible program, gym, canteen, cultural activities, part-time working, parking, online platforms, sabbatical year. <p>Given the existing configuration of the buildings and the regulations in constructions the access for people with disabilities is limited</p> <p>Researchers believe that BUES provides working conditions that allow for a balance between professional and personal life.</p>	Extend the alternative ways for the access of the researchers with disabilities.
25. Stability and permanence of employment	++	<p>Employment contracts are stable, and there is a low rate of staff fluctuation.</p> <p>The working conditions for the BUES research staff are constant.</p> <p>The survey confirmed the perception of stability and permanence of employment.</p>	No action required

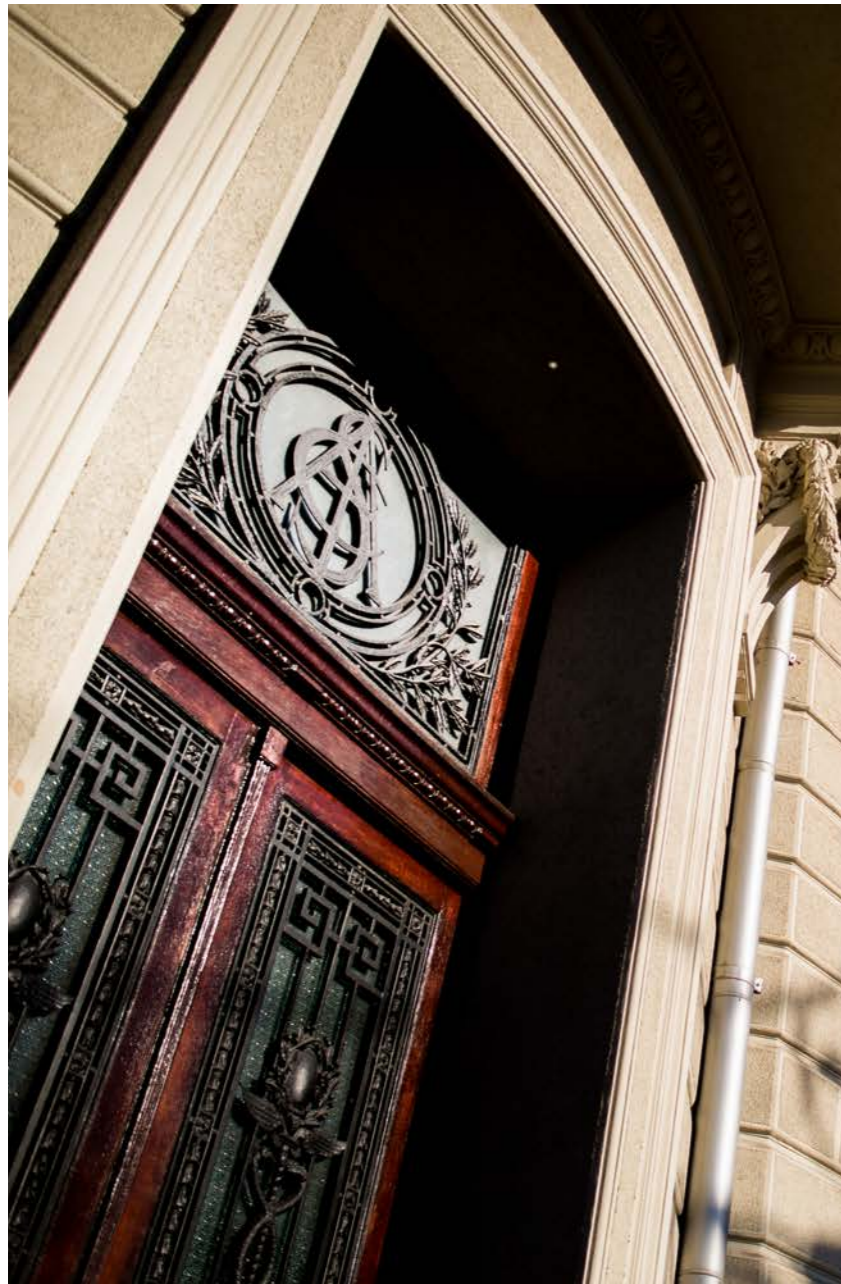
26. Funding and salaries	++	Salaries in the public sector are set by national legislation, but there is some flexibility, because up to 30% increase is allowed based on performance criteria or for complex activities not specified in the job description. The survey results indicate that researchers believe that BUES offers its staff an attractive salary, comparable to that offered by similar institutions in Romania.	No action required
27. Gender balance	+/-	BUES ensures equal gender representation at all levels, including management, based on a policy of equal chances at recruitment and in the later stages of the career. In the Internal Operational Procedure-12 of the Research and Innovation Management Division - <i>Recruitment and selection of personnel for the appointment of employment</i> there are not specific provisions regarding gender equality. According to the survey, the researchers believe that there is gender balance within BUES.	Updating Internal Operational Procedure-12 of the Research and Innovation Management Division - <i>Recruitment and selection of personnel</i> with provisions on gender equality.
28. Career development	+/-	BUES provides a specific career development strategy for researchers at all stages of the career. Researchers believe that is well supported at the level of the university.	Providing more adequate support mechanisms and instruments for career development of the researchers.
29. Value of mobility	+/ +	National legislation (Law of National Education) provides for the principle of national and international mobility (NEL1/2011 art. 118 j, 191, 347.) The BUES Charter provides for international mobility for researchers, national and international mobility for doctoral students. The University recognizes the value of mobility in career development and recognizes any mobility experience within the evaluation system. According to the researchers' opinions, mobility experiences are recognized by BUES to be a valuable contribution to the professional development of a researcher.	Promoting professional, transdisciplinary, inter-sectoral mobility as part of the academic career.

30. Access to career advice	+/-	Given the academic and research specificity of the employees, counseling and mentoring are given more for the academic side. It would be useful to extend the mentoring and counseling activity for the research activity.	Extend the tasks of the existing Career counselling centre with the activities dedicated to the development of the researcher's career and for their support and guidance in all stages of the research career.
31. Intellectual Property Rights	+/-	<p>The issues regarding intellectual property rights are included into the following normative acts:</p> <ul style="list-style-type: none"> - Law no. 206/2004 on good conduct in scientific research, technological development and innovation - Law no. 398/2006 amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation - Ordinance no. 28/2011 for amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation. <p>According to the researchers surveyed, BUES provide the protection of intellectual property rights, including copyright for publications, reports and patents.</p>	Developing explicit and dedicated internal procedure with the guidelines regarding intellectual property rights taking into account the trends in open data, open access, open science, etc.
32. Co-authorship	+/-	Co-authorship is encouraged at BUES, and the personal contribution to the work is financially recognized, when appropriate. However, there are no institutional guidelines for Co-authorship. Co-authorship is considered positive in the evaluation of the researchers, and it is considered a proof of a constructive approach in conducting the research.	Complete internal procedures with explicit clarifications regarding co-authorship.
33. Teaching	+/-	BUES offers adequate training for teaching and coaching activities as part of the professional development of researchers. However, in line with legal provisions, there are more teaching responsibilities at the beginning of the career: the number of hours on the assistant level, (Law no. 288/2004 regarding the organization of university studies). The time spent by experienced staff to train early career researchers should be considered as part of their teaching commitment (Labour Internal Code and the Regulation on didactic activity for master's degree studies) Law 319/2003 on the Status of research and development personnel (art.29)	Providing more adequate support mechanisms and instruments for professional training, mainly for the researchers at the beginning of their career

34. Complains/ appeals	+/-	<p>The complains/appeals are solved in compliance with the national and internal rules and procedures.</p> <p>The researchers consider that the university has adequate procedures to deal with the complaints / appeals of the researchers. These procedures provide researchers with confidential and informal assistance in resolving work-related conflicts, disputes and complains.</p> <p>However, in the university, there is no negotiation phase or a phase for the attempt to negotiate / mediate conflicts.</p> <p>This reality is reinforced by the opinions collected through the survey.</p>	<p>In resolving complaints and conflicts, we consider the development of a reconciliation stage between the involved parties in order to shorten the cycle of resolving complaints and conflicts.</p>
35. Participation in decision-making bodies	++	<p>There is no gap (the researchers are represented in the Senate, the Scientific Council, the Board of Directors - guest status without voting rights for the union).</p> <p>The researchers consider that the university has adequate participation in decision-making bodies.</p>	No action required

36. Relation with supervisors	+/-	<p>Researchers in their training phase have regular relationship with their supervisor, which include keeping records of work progress and research findings, obtaining feedback by means of reports and seminars, applying feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs. However, it is difficult for some PhD students to maintain a permanent relationship with supervisors.</p> <p>In research projects the responsibilities and duties are stated in the labour contracts and job descriptions.</p> <p>This reality is reinforced by the opinions collected through the survey.</p>	Actions specific to the researcher-supervisor relationship should be formulated in the research strategy of the university.
37. Supervision and managerial duties	++	<p>There is no gap. Senior researchers pay particular attention to their role, as supervisors, mentors, leaders or project coordinators, in order to establish the conditions for the efficient transfer of knowledge and for the successful further development of young researchers' careers.</p> <p>This reality is reinforced by the opinions collected through the survey.</p>	No action required
38. Lifelong Professional Development	+/-	<p>Researchers and teaching staff at all career stages can take part in different forms of training (courses, seminars, workshops, conferences, Master programs, e-learning, open thematic conferences, etc.). BUES encourages and supports these types of professional development activities aimed at updating and expanding the skills and competencies of researchers/ teaching staff.</p> <p>BUES Charter might include in the future clearer aspects regarding lifelong professional development.</p>	Programs / projects for lifelong professional development of researchers

39. Access to research training and continuous development	+/-	<p>All researchers are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. They can take part in different forms of training encouraged and financially supported by BUES, without discrimination. Projects and programs for lifelong professional development of researchers should be better adapted to their needs.</p> <p>The researchers, according to their opinions, are offered the possibility of professional development and improvement of employment.</p>	Programs / projects for lifelong professional development of researchers (in the research strategy of the university).
40. Supervision	++	<p>Senior academics/researchers and research team leaders supervise the young researchers. PhD students have a supervisor to whom they can turn and who is an expert in research supervision to provide adequate support, and to provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms. In the same time a guidance commission made up of three senior experts with experience in the thesis topic ensures the guidance of the PhD student.</p> <p>This reality is reinforced by the opinions collected through the survey.</p>	No action required



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