



Universitatea
Transilvania
din Braşov

INTERNAL ANALYSIS REPORT 2022

HRS4R – HUMAN RESOURCES STRATEGY FOR RESEARCHERS

Braşov, 2022

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INTRODUCTION

In 2021, Transilvania University of Braşov (UNITBV) adhered to the principles of the [European Charter for Researchers and Code of Conduct for the Recruitment of Researchers](#). UNITBV undertook the implementation of the "[HR Strategy for Researchers - HRS4R](#)", by reflecting in its internal policies and practices the 40 principles of the Charter and the European Code for Researchers. The Report submits the main results of the internal analysis conducted with a view to understanding the current state of affairs, to identifying gaps and to substantiating the directions of development. The results of this study contributed to the development of the [Action Plan HRS4R](#) with a two-year implementation horizon. The team members of the CNFIS-FDI-2022-0162 project, "Development of the Institutional Capacity for Research within UNITBV by Implementing the HRS4R Strategy (European Charter and Code for Researchers) and the Gender Equality Plan in Research" contributed to the Report.

Data integration was achieved with the contribution of Claudia Aurelia Creangă, a graduate student in the master's degree programme *Training and Management of Human Resources*, under the coordination of Prof. dr. Ana Maria Cazan.

METHODOLOGY

GOALS

Through this study, we aimed to carry out an analysis of career management within Transilvania University of Braşov. Starting from the obtained results, several strategies were proposed to optimize the career management of academic teaching personnel and researchers, based on the principles of the Charter and the European Code for Researchers. Specifically, the following objectives were targeted:

1. To identify the opinions of the academic teaching personnel and researchers regarding the process of recruitment and selection of both teaching and research personnel.
2. To analyse the perceptions of the academic teaching personnel and researchers who conduct their activity within Transilvania University in Braşov, as regards the provided working conditions.
3. To assess the respondents' attitudes towards professional development and career management.
4. To identify the respondents' opinions about the policies of compliance with ethical principles in didactic and research activity, within Transilvania University of Braşov.

INSTRUMENT

In order to identify the respondents' opinions and attitudes, a questionnaire was designed to cover the following dimensions:

- a) the process of recruitment and selection of the academic teaching and research personnel;
- b) the working conditions benefiting the academic teaching personnel and researchers within Transilvania University of Braşov;
- c) professional training and development, access to resources, and ethical dimension of the teaching and research activity within Transilvania University of Braşov;
- d) socio-demographic information (gender, age, length of service, occupation, faculty).

Overall, the questionnaire contains 35 items evaluated on a five-point Likert scale, from 1 representing full disagreement to 5 representing full agreement. The design of the questionnaire was based on the principles of the Charter and the European Code for Researchers, as well as on the analysis of other instruments developed by universities across Romania and Europe.

PARTICIPANTS

The questionnaire was distributed online to the institutional email addresses of all academic teaching personnel and researchers within Transilvania University of Braşov. The link to the questionnaire was sent to the UNITBV academic community members' email addresses; and their participation in the research was anonymous and voluntary. Data collection took place in early 2022, the initial message being followed by a reminder message. The research sample included 216 respondents. The gender distribution is relatively balanced, resulting in a sample with 49.1% men and 46.8% women; a percentage of 4.2% did not want to answer this question (Figure 1).

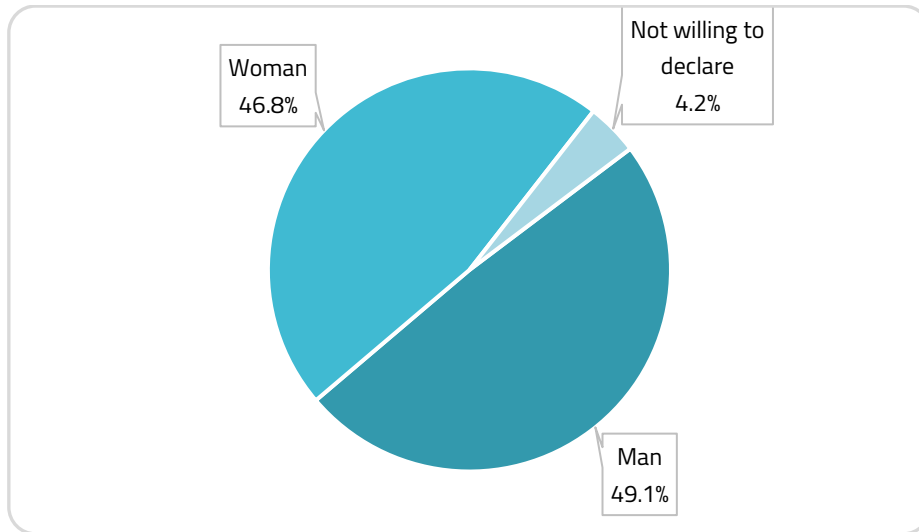


Figure 1. Sample distribution by gender (N=216)

As regards the distribution by academic position, the percentage of academic teaching personnel is much higher than that of the researchers (Figure 2), which reflects the occupational structure of UNITBV.

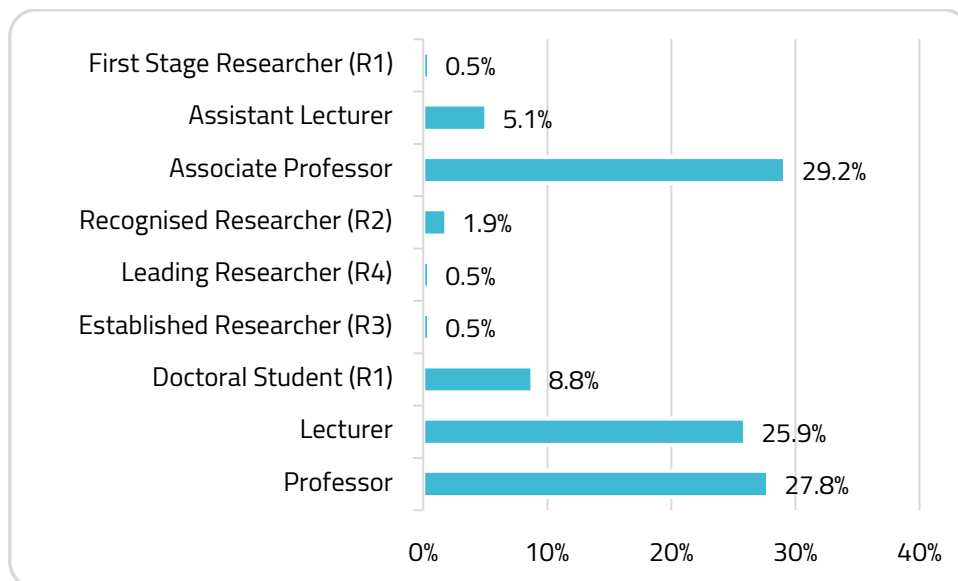


Figure 2. Sample distribution by academic position

In terms of length of service, the distribution is symmetrical, covering all stages of seniority, from less than 2 years to more than 30 years (Figure 3).

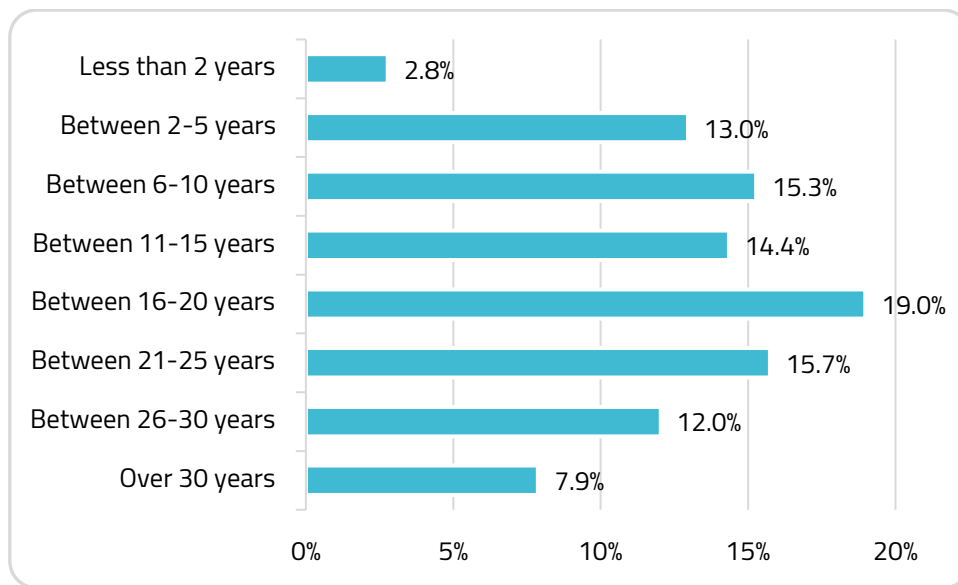


Figure 3. Sample distribution by the length of service in education

The age segments best represented in the sample are those of people aged between 31-40 years - 26.9%, 41-50 years - 34.3% and 51-60 years - 24.1% (Figure4).

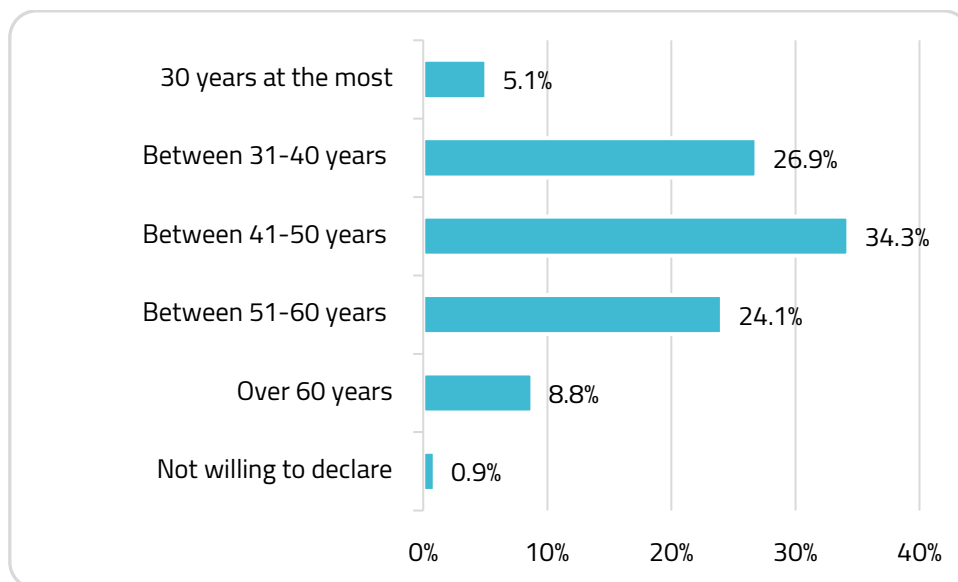


Figure 4. Sample distribution by age

As regards the distribution of the sample according to the faculty where the respondents are holders, it is ascertained that all 18 faculties of the university are represented (Figure 5):

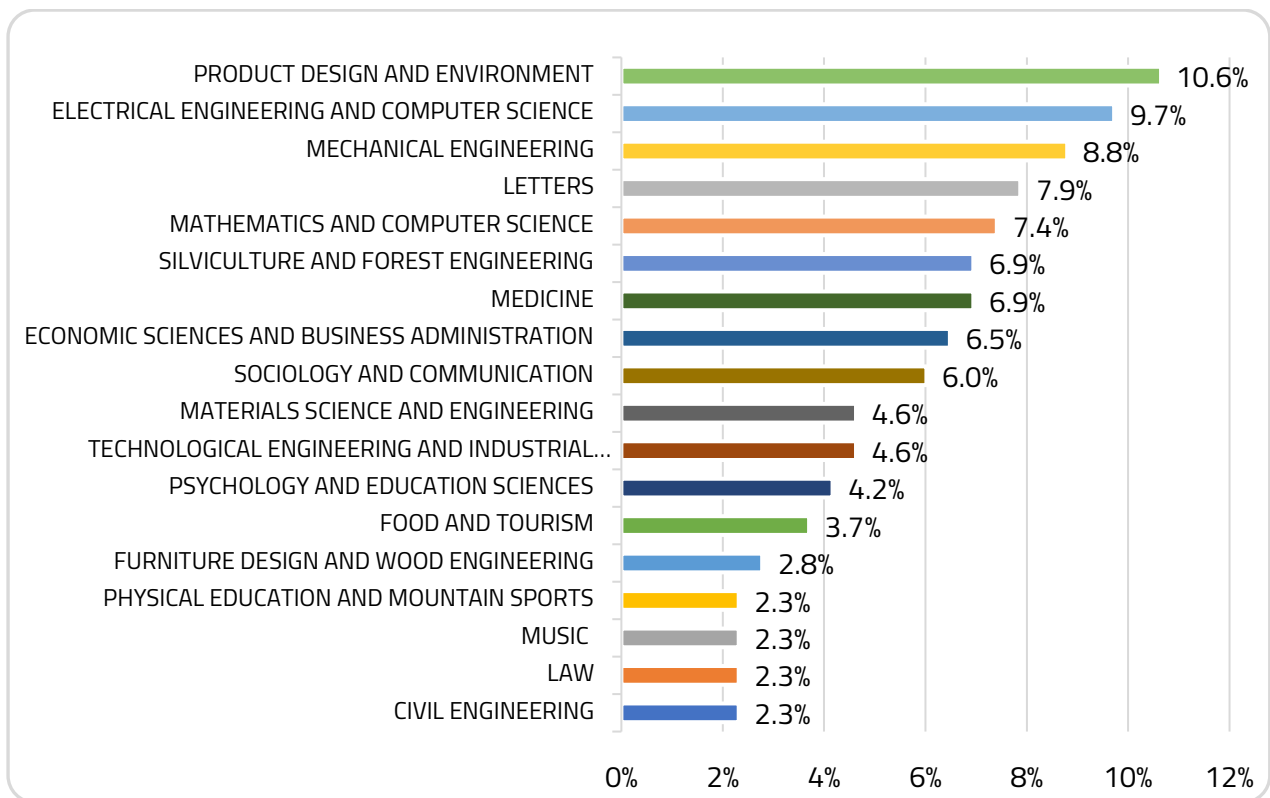


Figure 5. Sample distribution by UNITBV faculties

RESULTS

PERCEPTIONS OF THE RECRUITMENT AND SELECTION PROCESS

The participants show positive attitudes towards **the transparency and openness of the recruitment and selection process** within the university, as the percentage of those who declared themselves in favour rises above 77%. Furthermore, the access conditions and selection criteria for the teaching and research personnel are appropriate to the job requirements, in the opinion of over 72%. The average scores regarding the characteristics of the recruitment process are shown in Table 1. Openness and transparency are the main attributes that characterize this process at the university level, the average obtained for openness being 4.21 (AS = 1.221), while the average for transparency being 4.14 (SD = 1.192). Lower but still high scores were also identified for the appropriateness of access conditions and selection criteria to the type of job vacancy, and the efficiency of recruitment and selection. The result regarding the attraction of better candidates in the recruitment process (M = 3.43) suggests the need for improvement in this regard, the score being significantly lower compared to the other analysed scores (Table 1).

Table 1. Descriptive indicators for views on the recruitment and selection process

Items	<i>Xmin</i>	<i>Xmax</i>	<i>M</i>	<i>SD</i>
The recruitment and selection procedures within UNITBV are transparent.	1	5	4.14	1.19
The recruitment and selection process attracts the best candidates	1	5	3.43	1.24
The recruitment and selection process within UNITBV is open to all persons who are interested and meet the criteria.	1	5	4.21	1.21
The access conditions and selection criteria for the academic teaching and research personnel are appropriate to the job requirements (job description).	1	5	3.95	1.18

In percentage terms, the distribution of opinions on the recruitment and selection process within UNITBV highlights the predominant orientation towards the positive pole, for all four aspects analysed (Figure 6):

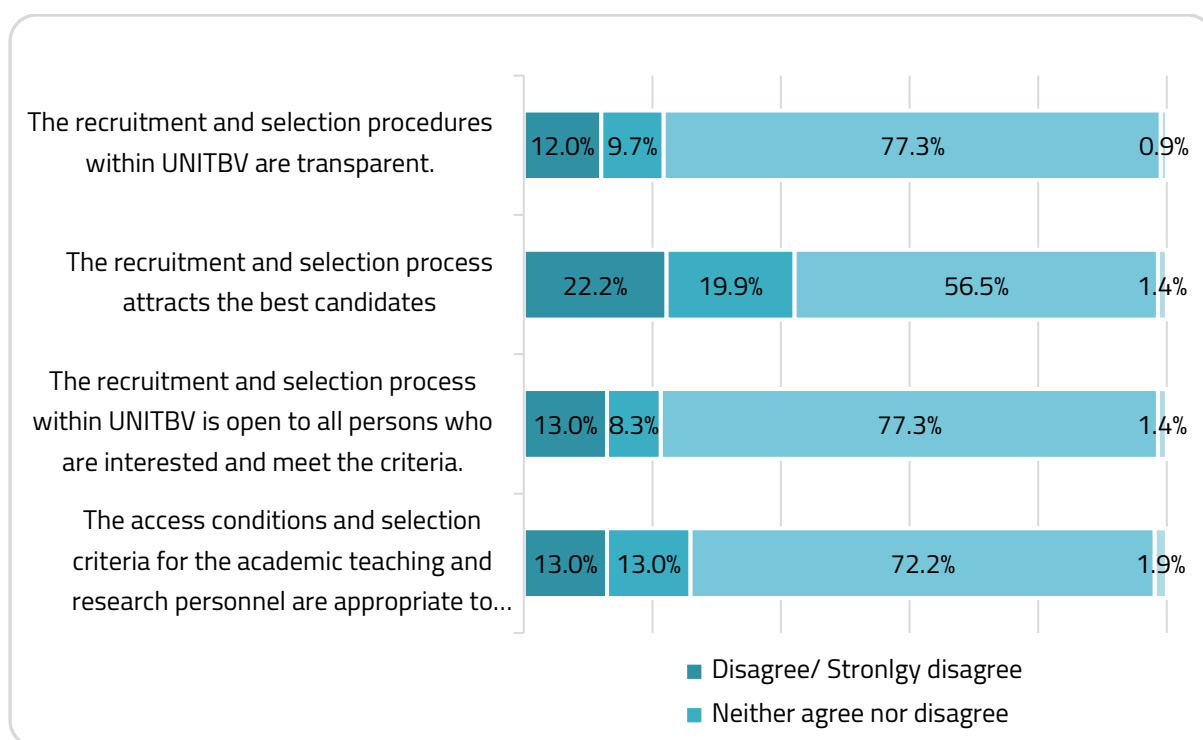


Figure 6. Opinions on the recruitment and selection process within UNITBV

At the same time, these opinions are not significant in terms of gender, since both male and female employees express similar opinions (Table 2), which suggests that Transilvania University respects equal opportunities in relation to access to teaching and research positions.

Table 2. Gender differences in the recruitment and selection process

Items	Gender	N	M	SD	t	df	p
The recruitment and selection procedures within UNITBV are transparent.	Female	100	4.27	1.05	1.28	203	0.200
	Male	105	4.06	1.30			
The recruitment and selection process attracts the best candidates.	Female	99	3.54	1.17	1.00	202	0.315
	Male	105	3.36	1.28			
The recruitment and selection process within UNITBV is open to all people who are interested and meet the criteria.	Female	100	4.30	1.14	0.92	202	0.354
	Male	104	4.14	1.25			
The conditions of access and the selection criteria for the academic teaching and research staff are appropriate to the job requirements (job description).	Female	98	4.03	1.16	0.53	201	0.595
	Male	105	3.94	1.18			

The chosen mode of notification about job vacancies was analysed through three items. The respondents state that both teaching and research vacancies are adequately communicated within the university (the summed percentages for agreement and full agreement being 77.8%); and 69% of respondents believe that teaching and research vacancies are adequately notified nationally and internationally. The mean scores regarding the notification of job vacancies highlight positive views on the notification of job vacancies at the university level and at the national level (Table 3). All calculated averages can be found close to the Agree scale level, but they suggest the need to improve communication at the international level, since the recorded average is, in statistical terms, significantly lower than that for communication at the national level.

Table 3. Descriptive indicators for views on the notification of job vacancies

Items	Xmin	Xmax	M	SD
The teaching and research vacancies are adequately communicated within the university.	1	5	4.21	1.10
The teaching and research vacancies are adequately communicated at the national level.	1	5	4.08	1.21
The teaching and research vacancies are adequately communicated at the international level.	1	5	3.62	1.39

The distribution of views on the notification of job vacancies within UNITBV is shown in Figure 7.

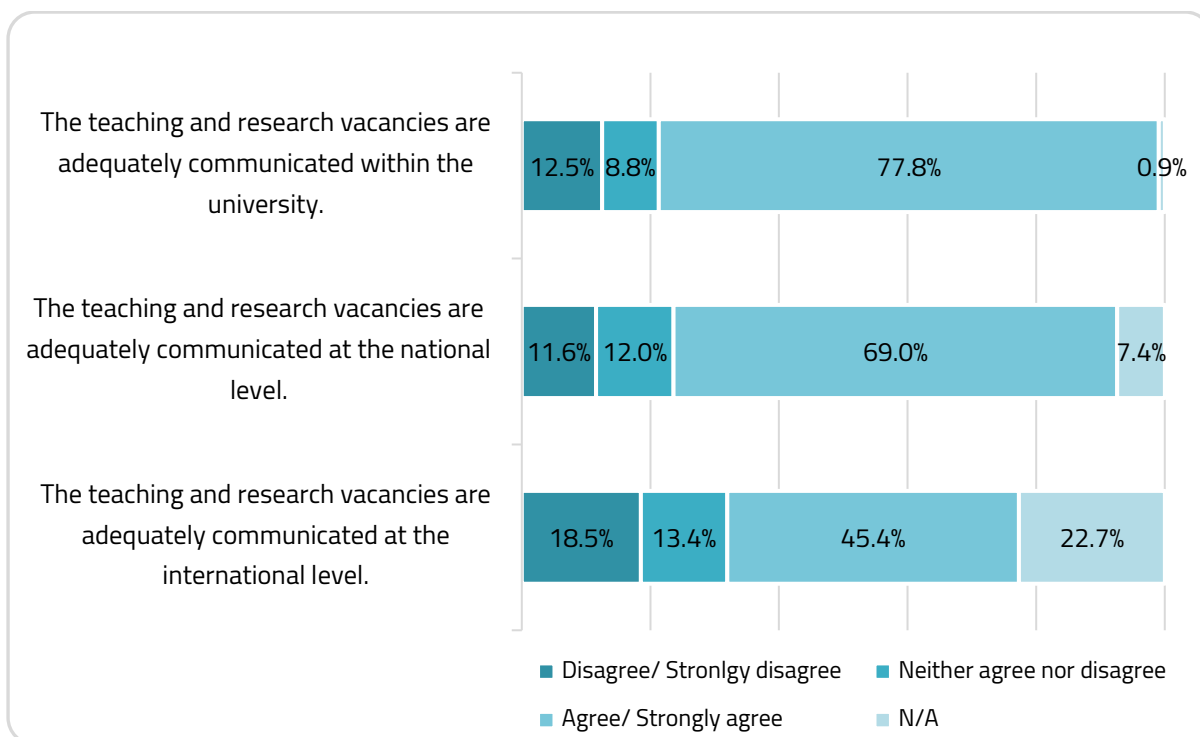


Figure 7. Views on the notification of job vacancies within UNITBV

In terms of gender differences, no different views were registered between the two categories of respondents (Table 4).

Table 4. Gender differences in the notification of job vacancies

Items	Gender	N	M	SD	t	df	p
The teaching and research vacancies are adequately communicated within the university.	Female	100	4.29	1.03	0,84	197,08	0,402
	Male	105	4.15	1.29			
The teaching and research vacancies are adequately communicated at the national level.	Female	93	4.16	1.13	0.91	190	0.363
	Male	99	4.00	1.30			
Teaching and research vacancies are adequately communicated at the international level.	Female	77	3.68	1.39	0.30	159	0.758
	Male	84	3.61	1.40			

As regards the content of the job vacancy notices, the study participants expressed favourable opinions both on the thoroughness of the information in the notice (79.6% - options for full agreement and agreement) and on the clarity of the selection procedures (70.8% - options for full agreement and agreement). The averages obtained are high, being above the value of 4, which comes to support the favourable image of these analysed aspects. The average score for the use

of eligibility criteria favouring the enrolment of a high number of candidates (an average of 3.16) suggests the need to improve this aspect (Table 5).

Table 5. Descriptive indicators for views about the content of job vacancies

Items	<i>Xmin</i>	<i>Xmax</i>	<i>M</i>	<i>SD</i>
The selection procedures are simple and easy for the candidates to understand.	1	5	4.01	1.14
The vacancy notices contain complete and detailed information (number of available positions, selection criteria, duration of the procedure, etc.)	1	5	4.34	0.99
The eligibility criteria favour the enrolment of a high number of candidates	1	5	3.16	1.33
The competition committee has the autonomy to apply complementary assessment criteria, such as the ability to work in a team, experience in an international context, the ability to develop collaborative relationships with entrepreneurs/ companies/ the socio-economic environment, etc.	1	5	3.84	1.20

The distribution of answers for the content of vacancy notices within UNITBV can be seen in Figure 8.

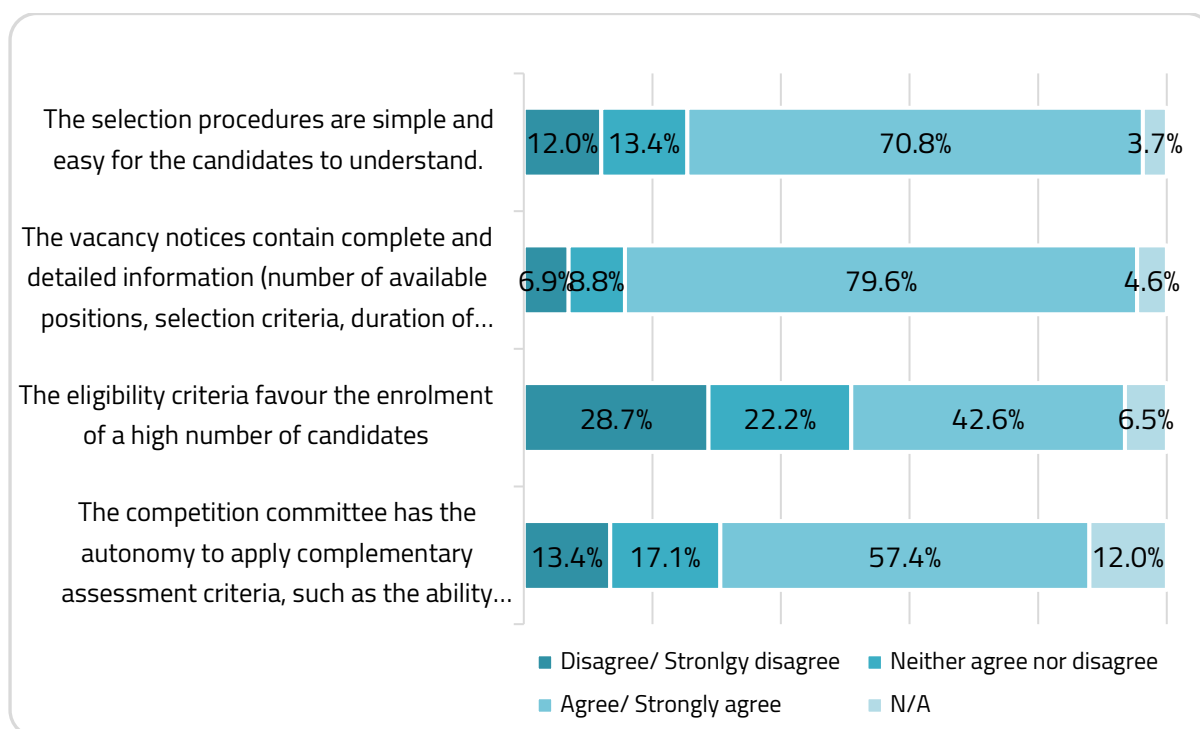


Figure 8. Views on the content of vacancy notices within UNITBV

Nor have the t-tests for independent samples revealed statistically significant differences between male and female respondents for opinions about the content of job vacancies (Table 6).

Table 6. Gender differences in the content of job vacancies

Items	Gender	<i>N</i>	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p</i>
The selection procedures are simple and easy for the candidates to understand.	Female	97	4.11	1.01	1.08	193,61	.282
	Male	102	3.94	1.22			
The vacancy notices contain complete and detailed information (number of available positions, selection criteria, duration of the procedure, etc.)	Female	94	4.41	.92	.86	195	.386
	Male	103	4.29	1.06			
The eligibility criteria favour the enrolment of a high number of candidates	Female	95	3.25	1.28	.63	192	.525
	Male	99	3.13	1.36			
The competition committee has the autonomy to apply complementary assessment criteria, such as the ability to work in a team, experience in an international context, the ability to develop collaborative relationships with entrepreneurs/ companies/ the socio-economic environment, etc.	Female	88	3.91	1.15	.67	181	.503
	Male	95	3.79	1.25			

Another dimension of academic career management addressed in this study refers to the views on the committee of selection. The results obtained point to the respondents' perception of gender balance in the structure of the evaluation committees (83.8% - agreement and full agreement), a fact also emphasized by the average score obtained for this item ($M = 4.59$) (Table 7). The percentage of respondents who state that the committee members have the necessary skills to evaluate the candidates is very high (80.6% - agreement and full agreement). An aspect that suggests the need for improvements is related to the choice of the members in the selection and recruitment committee according to criteria established through transparent internal procedures; the average score obtained for this item is lower than for the other items ($M=3.85$).

Table 7. Descriptive indicators for views on the selection and recruitment committee

Items	<i>Xmin</i>	<i>Xmax</i>	<i>M</i>	<i>SD</i>
The committee members are selected based on clearly established criteria through transparent internal procedures.	1	5	3.85	1.36
The committee members have the necessary skills to make the candidates' evaluation.	1	5	4.22	1.09
The committee includes both women and men.	1	5	4.59	0.79

The distribution of answers regarding the selection and recruitment committee within UNITBV can be consulted in Figure 9.

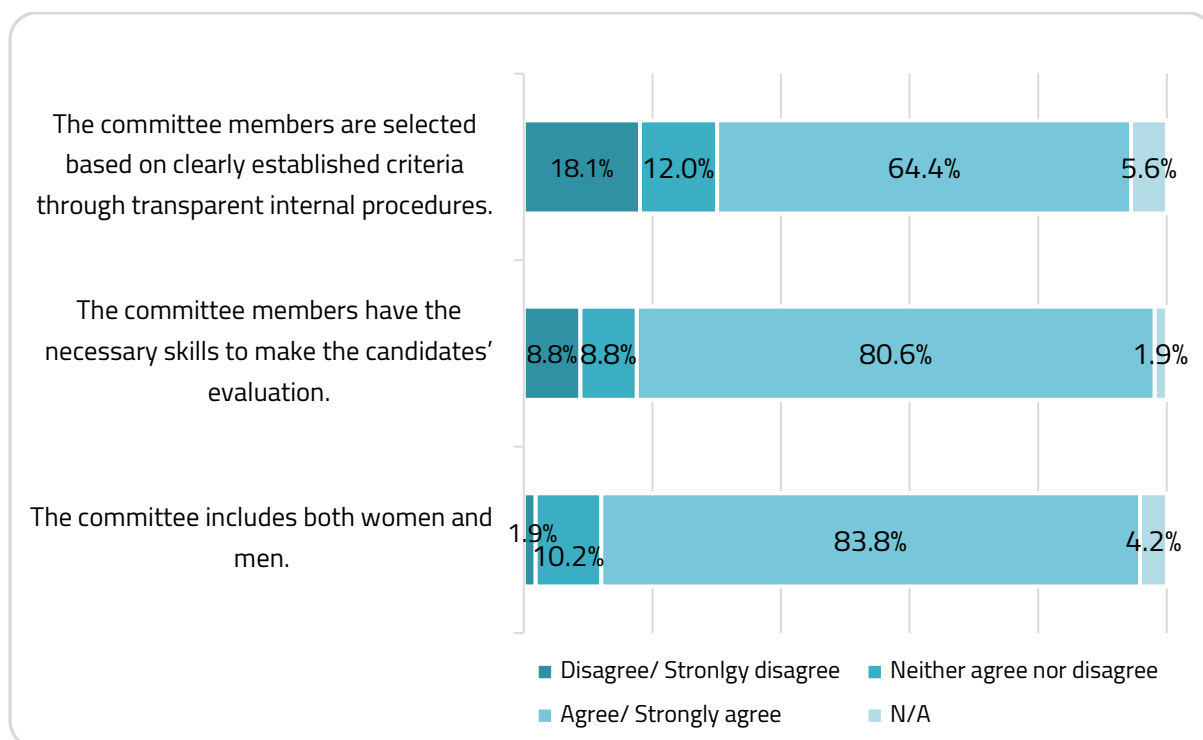


Figure 9. Views on the selection and recruitment committee within UNITBV

In accordance with the results obtained for the previously analysed dimensions, no differences were identified between the views of male and female participants as regards the views on the selection and recruitment committee (Table 8).

Table 8. Gender differences in terms of the selection and recruitment committee

Items	Gender	N	M	SD	t	df	p
The committee members are selected based on clearly established criteria through transparent internal procedures.	Female	96	3.92	1.31	.29	194	0.767
	Male	100	3.86	1.35			
The committee members have the necessary skills to make the candidates' evaluation.	Female	99	4.28	1.02	.77	201	0.442
	Male	104	4.16	1.17			
The committee includes both women and men.	Female	98	4.66	.67	1.39	183.91	0.164
	Male	101	4.50	.91			

OPINIONS ON THE WORKING CONDITIONS PROVIDED BY UNITBV

Another section of the questionnaire was dedicated to analysing the perception of the working conditions benefiting the personnel of Transilvania University of Braşov, with the following aspects being targeted: knowledge and respect for social rights, equity in granting rights and benefits, as well as the quality of the communication with the administrative staff.

Most of the academic teaching personnel surveyed (86.6%) claim to know their social security rights and to benefit from them (9.7% - opted for agreement and 76.9% for full agreement). 81.9% rate the working conditions as adequate for all career levels (17.6% - opted for agreement and 64.4% for full agreement). 72.2% of respondents have stated that the interaction with the administrative staff of UNITBV is effective, that the latter provide correct and complete information about the academic teaching personnel's social rights (Figure 10). The highest mean is recorded for compliance with the social rights ($M = 4.60$, $SD = 0.86$) and for applying the same working conditions to all career levels ($M = 4.34$, $SD = 1.11$), which values range around level 4 of the response scale Agree (Table 9).

Table 9. Descriptive indicators for the views on the working conditions

Items	<i>Xmin</i>	<i>Xmax</i>	<i>M</i>	<i>SD</i>
Both UNITBV teaching personnel and researchers know and benefit from their social rights such as medical leave, parental leave and childcare leave (maternal/paternal), in accordance with the provisions of the legislation in force.	1	5	4.60	0.86
Both UNITBV teaching personnel and researchers benefit from the same working conditions at all career levels, regardless of the type of contract concluded (e.g.: flexibility in organizing the work schedule, access to resources.	1	5	4.34	1.11
UNITBV's administrative staff provides the academic teaching personnel and researchers with accurate and complete information on their social rights, whenever needed.	1	5	4.04	1.20

The statistical analyses have not revealed differences between female and male employees in terms of their views on the working conditions benefiting the teaching and research personnel (Table 10).

Table 10. Gender differences in terms of the views on the working conditions

Items	Gender	<i>N</i>	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p</i>
Both UNITBV teaching personnel and researchers know and benefit from their social rights such as	Female	99	4.70	0.81	1.77	202.20	0.078
	Male	106	4.48	0.92			

medical leave, parental leave and childcare leave (maternal/paternal), in accordance with the provisions of the legislation in force.							
Both UNITBV teaching personnel and researchers benefit from the same working conditions at all career levels, regardless of the type of contract concluded (e.g.: flexibility in organizing the work schedule, access to resources.	Female	99	4.37	1.03	.57	203	0.566
	Male	106	4.28	1.20			
UNITBV's administrative staff provides the academic teaching personnel and researchers with accurate and complete information on their social rights, whenever needed.	Female	97	4.10	1.18	.55	198	0.581
	Male	103	4.01	1.20			

The distribution of the answers for the statements regarding the working conditions can be analysed in figure 10.

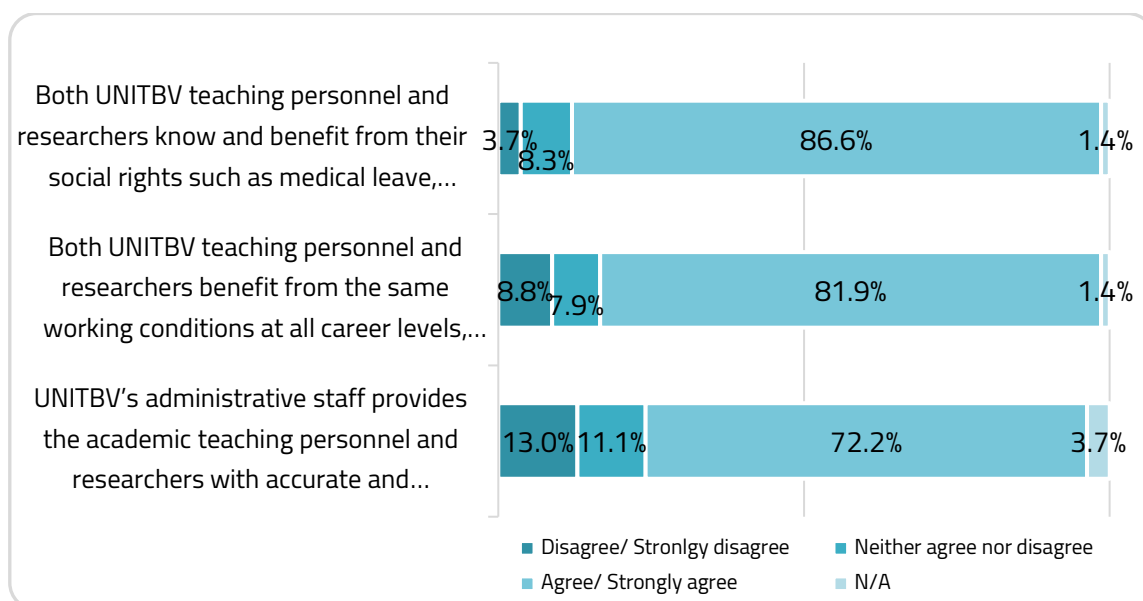


Figure 10. Views on the working conditions within UNITBV

PROFESSIONAL TRAINING AND DEVELOPMENT

The academic teaching personnel's views on professional training and development emphasize that the evaluation of the teaching and research activity is made on a regular basis (89.4% of respondents opted for agreement and full agreement as answer variants), and the mobility internships in organizations abroad are promoted and carried through (88.4% - options for agreement and full agreement).

Most respondents (81.5%) believe that the university has clear procedures regarding the advancement in the teaching and research careers. Moreover, 75% of the study participants agree that UNITBV offers various opportunities for the training and development of professional skills (by participating in training activities, workshops, lectures, etc.) held within the university. While 57.4% of respondents believe that the teaching activity does not have a negative impact on the research activity, 21.8% believe that the teaching activity does not allow the research activity to be conducted in optimal conditions (options for disagreement and full disagreement.) The analysis of the descriptive indicators revealed that, for this aspect, the mean is the lowest ($M = 3.59$) and the standard deviation the highest ($SD=1.31$), which shows a greater dispersion of the reported scores, hence a greater variety of responses (Table 11).

On the other hand, the periodic evaluation of the teaching and research activities is positively appreciated. The positive attitude is also noticed for the item referring to the promotion of mobility internships conducted in organizations abroad.

Table 11. Descriptive statistics for views on professional training and development

Items	<i>Xmin</i>	<i>Xmax</i>	<i>M</i>	<i>SD</i>
The evaluation of the didactic and research activity is carried out periodically within UNITBV.	1	5	4.62	.80
The didactic activity enables the research activity to be conducted under optimal conditions.	1	5	3.59	1.31
UNITBV offers adequate professional training for the smooth conduct of the teaching activity.	1	5	3.88	1.26
UNITBV promotes and supports the mobility internships conducted in organizations abroad.	1	5	4.57	.85
UNITBV operates with clear procedures regarding the advancement in the teaching and research careers.	1	5	4.31	1.10
In UNITBV there are various contexts for the training and development of professional skills (by participating in training activities, workshops, lectures, e-learning activities, etc.)	1	5	4.08	1.16
UNITBV teaching personnel and researchers are adequately informed about the funding opportunities for training and professional development.	1	5	4.07	1.19
UNITBV offers its academic teaching personnel and researchers the necessary infrastructure to conduct research, regardless of their career level.	1	5	4.00	1.20

As regards the differences according to the respondents' gender, no statistically significant differences were identified between male and female employees (Table 12).

Table 12. Gender differences in terms of the views on the professional training

Items	Gender	N	M	SD	t	df	p
The evaluation of the didactic and research activity is carried out periodically within UNITBV.	Female	98	4.71	.62	1.69	181.04	0.092
	Male	105	4.52	.95			
The didactic activity enables the research activity to be conducted under optimal conditions.	Female	99	3.52	1.28	-	202	0.444
	Male	105	3.66	1.35			
UNITBV offers adequate professional training for the smooth conduct of the teaching activity.	Female	99	3.90	1.21	-	199	0.943
	Male	102	3.91	1.29			
UNITBV promotes and supports the mobility internships conducted in organizations abroad.	Female	101	4.64	.78	1.26	203	0.208
	Male	104	4.49	.94			
UNITBV operates with clear procedures regarding the advancement in the teaching and research careers.	Female	100	4.43	1.06	1.50	204	0.134
	Male	106	4.20	1.14			
In UNITBV there are various contexts for the training and development of professional skills (by participating in training activities, workshops, lectures, e-learning activities, etc.)	Female	101	4.14	1.15	0.51	203	0.609
	Male	104	4.06	1.10			
UNITBV teaching personnel and researchers are adequately informed about the funding opportunities for training and professional development.	Female	101	4.09	1.16	0.14	205	0.889
	Male	106	4.07	1.20			
UNITBV offers its academic teaching personnel and researchers the necessary infrastructure to conduct research, regardless of their career level.	Female	101	4.02	1.23	0.11	205	0.908
	Male	106	4.00	1.22			

ACCESS TO RESOURCES. ETHICS IN TEACHING AND RESEARCH ACTIVITY

Most respondents show positive attitudes regarding professional autonomy and freedom in research (83.8% of respondents have chosen the answer options agreement and full agreement). At the same time, 82.4% of respondents state that UNITBV actively supports gender equality and equal opportunities, 75.9% declare that UNITBV is firmly engaged in prevention activities and applies procedures aimed at combating discrimination of any type, and 74.5% of respondents state that within UNITBV there are policies and procedures detailing best practices in research, including aspects related to ethics and academic integrity.

If 62.2% of respondents believe that UNITBV departments ensure all members' participation in making significant decisions for the team (options for agreement and full agreement), 24.5% believe that this measure does not apply, expressing their full disagreement and disagreement. As regards the Technological and Business Incubator of UNITBV, only 39.8% of the academic teaching personnel state its effectiveness in providing services of incubation and facilitation of the university's liaison with the business environment, while 24.1% claim the opposite. Moreover, 23.1% believe that the Research and Development Institute of Transilvania University does not effectively support the collaboration of academic teaching personnel and researchers with the economic environment. The data obtained for each analysed statement are shown in the table below, sorted by favourable opinions (agreement + full agreement) (Table 13):

Table 13. Distribution of answers for the statements regarding the access to resources and the ethical dimension of the teaching and research activity

	Full disagreement	Disagreement	Neither agreement nor	Agreement	Full agreement	I don't know/ I don't answer
Within UNITBV, professional autonomy and freedom in research is encouraged and supported at all career levels.	3.2%	2.3%	8.8%	21.3%	62.5%	1.9%
UNITBV actively supports gender equality and equal opportunities	3.2%	3.7%	6.9%	11.6%	70.8%	3.7%
UNITBV is firmly committed to prevention activities and applies procedures aimed at combating discrimination of any kind.	6.5%	2.3%	12.0%	18.5%	57.4%	3.2%
Within UNITBV there are policies and procedures detailing the best practices in research, including issues related to ethics and academic integrity.	4.2%	4.2%	13.0%	22.7%	51.9%	4.2%
The UNITBV departments provide academic teaching personnel and researchers with a stimulating work environment and with the necessary conditions (suitable spaces, suitable equipment, suitable software, etc.).	6.0%	11.6%	17.1%	23.1%	41.7%	0.5%
The UNITBV departments offer academic teaching personnel and researchers	9.3%	6.0%	18.5%	25.0%	39.4%	1.9%

opportunities to collaborate within international networks.							
The UNITBV departments ensure all members' participation in making important decisions for the team.	15.3%	9.3%	11.6%	20.8%	41.2%	1.9%	
The Committee for Ethics and Academic Integrity effectively settles the requests of academic teaching personnel and researchers	4.6%	3.2%	14.8%	14.8%	41.7%	20.8%	
The Research and Development Institute of Transilvania University effectively supports the collaboration of academic teaching personnel and researchers with the economic/ industry environment.	10.2%	13.0%	12.5%	25.0%	29.2%	10.2%	
The Technological and Business Incubator of UNITBV is effective in offering incubation services and in facilitating the university's liaison with the business environment.	14.8%	9.3%	14.8%	18.1%	21.8%	21.3%	

The mean values for the ten items related to the views on the access to resources and ethics in teaching and research activity show the perceptions grouped towards the positive, favourable pole of the response scale, as the study participants confirm the existence of UNITBV policies that support gender equality and equal opportunities, as well as the efficient settlement of the requests of teaching personnel and researchers by the Committee for Ethics and Academic Integrity. Moreover, the results show the respondents' favourable perception of professional autonomy and freedom in research at all career levels (Table 14).

Table 14. Descriptive statistics for views on access to resources and ethics in the teaching and research activity

Items	<i>Xmin</i>	<i>Xmax</i>	<i>M</i>	<i>SD</i>
UNITBV is firmly committed to prevention activities and it applies procedures aimed at combating discrimination of any kind.	1	5	4.22	1.17
Within UNITBV, professional autonomy and freedom in research is encouraged and supported at all career levels.	1	5	4.40	0.98
UNITBV actively supports gender equality and opportunities.	1	5	4.49	1.01
The UNITBV departments provide the teaching personnel and researchers with a stimulating work environment and with the necessary conditions (suitable spaces, suitable equipment, suitable software, etc.).	1	5	3.83	1.25
The UNITBV departments offer teaching personnel and researchers opportunities to collaborate within international networks.	1	5	3.81	1.28

The UNITBV departments ensure all members' participation in making important decisions for the team.	1	5	3.65	1.48
The Technological and Business Incubator of UNITBV is effective in offering incubation services and in facilitating the university's liaison with the business environment	1	5	3.29	1.46
The Research and Development Institute of Transilvania University effectively supports the collaboration of academic teaching personnel and researchers with the economic/industry environment.	1	5	3.56	1.36
The Committee for Ethics and Academic Integrity effectively settles the requests of academic teaching personnel and researchers.	1	5	4.08	1.18
Within UNITBV there are policies and procedures detailing the best practices in research, including issues related to ethics and academic integrity.	1	5	4.19	1.10

As regards the respondents' answer options on the effectiveness of the services of incubation and facilitation of the university's liaison with the business environment, offered by the Technological and Business Incubator within UNITBV, statistically significant differences are found between women and men. Thus, as regards the evaluation of these services, the average obtained among women is significantly higher than that among men, in statistical terms, in the sense that women show a higher agreement towards the efficiency of these services compared to men (Table 15).

Table 15. Gender differences in terms of access to resources and ethics in the teaching and research activity

Items	Gender	N	M	SD	t	df	p
UNITBV is firmly committed to prevention activities and it applies procedures aimed at combating discrimination of any kind.	Female	99	4.24	1.16	0.29	200	0.772
	Male	103	4.19	1.20			
Within UNITBV, professional autonomy and freedom in research is encouraged and supported at all career levels.	Female	101	4.43	0.94	0.50	203	0.613
	Male	104	4.36	1.03			
UNITBV actively supports gender equality and opportunities.	Female	97	4.43	1.08	0.73	199	0.465
	Male	104	4.54	0.95			
The UNITBV departments provide the teaching personnel and researchers with a stimulating work environment and with the necessary conditions (suitable spaces, suitable equipment, suitable software, etc.).	Female	101	3.87	1.24	0.34	204	0.728
	Male	105	3.81	1.30			
The UNITBV departments offer teaching personnel and researchers opportunities to collaborate within international networks.	Female	100	3.84	1.28	0.17	202	0.859
	Male	104	3.81	1.31			
The UNITBV departments ensure all members' participation in making important decisions for the team.	Female	99	3.73	1.43	0.45	201	0.653
	Male	104	3.63	1.49			

The Technological and Business Incubator of UNITBV is effective in offering incubation services and in facilitating the university's liaison with the business environment	Female	76	3.62	1.27	2.36	159.15	0.019
	Male	86	3.09	1.55			
The Research and Development Institute of Transilvania University effectively supports the collaboration of academic teaching personnel and researchers with the economic/industry environment.	Female	86	3.72	1.24	1.01	184	0.311
	Male	100	3.52	1.42			
The Committee for Ethics and Academic Integrity effectively settles the requests of academic teaching personnel and researchers.	Female	78	4.17	1.13	0.72	163	0.472
	Male	87	4.03	1.21			
Within UNITBV there are policies and procedures detailing the best practices in research, including issues related to ethics and academic integrity.	Female	97	4.27	1.03	0.77	197	0.438
	Male	102	4.15	1.15			

CONCLUSIONS AND IMPLICATIONS

The obtained results highlight positive attitudes of the UNITBV teaching personnel and researchers about career management practices and policies within the university. Favourable opinions were identified for all the dimensions analysed, namely the staff recruitment and selection process, the working conditions offered, the professional development and career management, the policies of compliance with the ethical principles; and the answers mainly ranged towards the positive pole of the scale (agreement and full agreement), which shows UNITBV's concern for the promotion of equal opportunities, the increase of well-being and the emphasis on the compliance with ethical principles and transparency at all hierarchical levels within the organization.

Starting from the results of this research, some aspects that can be optimized are worth noting:

- **The process of recruitment and selection**

In order to optimize the recruitment and selection process, it is necessary to implement some strategies to attract the best candidates. This objective can be achieved by improving the notification and international visibility of vacancies, including through the use of electronic platforms. Moreover, the proposal of some complementary evaluation criteria, such as the ability to work in a team, the skills to develop collaborative relationships with researchers, entrepreneurs, companies/socio-economic environment, etc.

- **The working conditions provided by UNITBV**

In general, the respondents showed positive attitudes towards the working conditions provided; and only one aspect highlighted a higher degree of dissatisfaction, namely the interaction between the teaching and the research tasks. Training programmes and workshops aimed at identifying work task management strategies and at developing effective time management and self-regulation strategies can ensure an increase in the balance between professional and personal life, but also the balance between the multiple professional roles that UNITBV employees undertake (teaching, research, administrative tasks).

- **Professional training and development**

The dimension of professional training and development was positively evaluated by the respondents. Future measures may aim to provide periodic information on the advancement of teaching and research careers, counselling and support for employees in the initial stages of their careers in order to establish a realistic and effective career plan, mentoring programmes, etc.

- **Access to resources. Ethics in teaching and research activity**

For this dimension, lower scores were obtained than for the other dimensions, especially in terms of aspects such as the existence of a stimulating work environment, the participation in decision-making processes, and increased ease of the university's liaison with the business environment. These aspects can be improved through internal programmes aimed at increasing the sense of belonging to the organization, at improving the knowledge of the specific tasks and attributions of each hierarchical level and of the support structures within the university, as well as at identifying the measures to intensify the collaboration of the academic teaching personnel and researchers with the economic/industry environment.

APPENDIX 1 –HRS4R QUESTIONNAIRE

Dear Colleagues,

Transilvania University of Braşov set out to implement the principles of the European Charter and Code of Researchers ([Human Resources Strategy for Researchers - HRS4R](#)), aimed at improving the career development conditions of UNITBV teaching personnel and researchers.

In order for the proposals and lines of action to reflect the reality of our organizational environment, it is necessary, in accordance with the European methodology dedicated to the process, to analyse the current internal situation regarding career management within UNITBV.

We kindly ask you to support us in this endeavour by filling out the following questionnaire, addressed to both academic teaching and research personnel, regardless of their career level.

Your answers are confidential and anonymous, and they will be used for research purposes only.

The approximate duration of filling out the questionnaire is 10 min.

If you have any questions or would like to receive additional information, please send a message to: prorector-cercetare@unitbv.ro, contact person Prof. dr. Carmen Buzea.

Thank you!

This section deals with the process of recruitment and selection of the academic teaching and research personnel.

1) Please rate, on a scale of 1 to 5, where 1 = full disagreement and 5 = full agreement, to what extent you agree with the statements below:

1 = full disagreement; 2 = disagreement; 3 = neither agreement, nor disagreement; 4 = agreement; 5 = full agreement; NS=I don't know/ I am not willing to answer

The recruitment and selection procedures within the UNITBV are transparent.	1	2	3	4	5	NS
The recruitment and selection process attracts the best candidates	1	2	3	4	5	NS
The recruitment and selection process within UNITBV is open to all persons who are interested and meet the criteria.	1	2	3	4	5	NS

The access conditions and selection criteria for the teaching and research personnel are appropriate to the job requirements (job description).	1	2	3	4	5	NS
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2) Please rate, on a scale of 1 to 5, where 1 = full disagreement and 5 = full agreement, to what extent you agree with the statements below:

1 = full disagreement; 2 = disagreement; 3 = neither agreement, nor disagreement; 4 = agreement; 5 = full agreement; NS=I don't know/ I am not willing to answer

The teaching and research job vacancies are adequately communicated within the university.	1	2	3	4	5	NS
The teaching and research job vacancies are adequately communicated at the national level.	1	2	3	4	5	NS
The teaching and research job vacancies are adequately communicated at the international level.	1	2	3	4	5	NS
The selection procedures are simple and easy for the candidates to understand.	1	2	3	4	5	NS
The vacancy notices contain complete and detailed information (number of available positions, selection criteria, duration of the procedure, etc.)	1	2	3	4	5	NS
The eligibility criteria favours the enrolment of a large number of candidates	1	2	3	4	5	NS
The competition committee has the autonomy to apply complementary assessment criteria, such as the ability to work in a team, experience in an international context, the ability to develop collaborative relationships with entrepreneurs/companies/the socio-economic environment, etc.	1	2	3	4	5	NS

3) Please rate, on a scale of 1 to 5, where 1 = full disagreement and 5 = full agreement, to what extent you agree with the statements below:

1 = full disagreement; 2 = disagreement; 3 = neither agreement, nor disagreement; 4 = agreement; 5 = full agreement; NS=I don't know/ I am not willing to answer

The committee members are selected based on clearly established criteria through transparent internal procedures.	1	2	3	4	5	NS
The committee members have the necessary skills to make the candidates' evaluation.	1	2	3	4	5	NS
The committee includes both women and men.	1	2	3	4	5	NS

This part of the questionnaire includes aspects related to the working conditions benefiting the academic teaching personnel and researchers of Transilvania University of Braşov.

4) Please rate, on a scale of 1 to 5, where 1 = full disagreement and 5 = full agreement, to what extent you agree with the statements below:

1 = full disagreement; 2 = disagreement; 3 = neither agreement, nor disagreement; 4 = agreement; 5 = full agreement; NS=I don't know/ I am not willing to answer

Both UNITBV teaching personnel and researchers know and benefit from their social rights such as medical leave, parental leave and childcare leave (maternal/paternal), in accordance with the provisions of the legislation in force.	1	2	3	4	5	NS
Both UNITBV teaching personnel and researchers benefit from the same working conditions at all career levels, regardless of the type of contract concluded (e.g.: flexibility in organizing the work schedule, access to resources).	1	2	3	4	5	NS
UNITBV's administrative staff provides the academic teaching personnel and researchers with accurate and complete information on their social rights, whenever needed.	1	2	3	4	5	NS

The next section of the questionnaire covers aspects related to training and professional development.

5) Please rate, on a scale of 1 to 5, where 1 = full disagreement and 5 = full agreement, to what extent you agree with the statements below:

1 = full disagreement; 2 = disagreement; 3 = neither agreement, nor disagreement; 4 = agreement; 5 = full agreement; NS=I don't know/ I am not willing to answer

The evaluation of the didactic and research activity is carried out periodically within UNITBV.	1	2	3	4	5	NS
The didactic activity enables the research activity to be conducted under optimal conditions.	1	2	3	4	5	NS
UNITBV offers adequate professional training for the smooth conduct of the teaching activity.	1	2	3	4	5	NS
UNITBV promotes and supports the mobility internships conducted in organizations abroad.	1	2	3	4	5	NS
UNITBV operates with clear procedures regarding the advancement in the teaching and research careers.	1	2	3	4	5	NS
In UNITBV there are various contexts for the training and development of professional skills (by participating in training activities, workshops, lectures, e-learning activities, etc.)	1	2	3	4	5	NS
UNITBV teaching personnel and researchers are adequately informed about the funding opportunities for training and professional development.	1	2	3	4	5	NS
UNITBV offers its academic teaching personnel and researchers the necessary infrastructure to conduct research, regardless of their career level.	1	2	3	4	5	NS

The next section focuses on access to resources and the ethical dimension of the teaching and research activity within Transilvania University of Braşov.

6) Please rate, on a scale of 1 to 5, where 1 = full disagreement and 5 = full agreement, to what extent you agree with the statements below:

1 = full disagreement; 2 = disagreement; 3 = neither agreement, nor disagreement; 4 = agreement; 5 = full agreement; NS=I don't know/I am not willing to answer

UNITBV is firmly committed to prevention activities and applies procedures aimed at combating discrimination of any kind.	1	2	3	4	5	NS
Within UNITBV there are policies and procedures detailing the best practices in research, including issues related to ethics and academic integrity.	1	2	3	4	5	NS
The UNITBV departments provide academic teaching personnel and researchers with a stimulating work environment and with the necessary conditions	1	2	3	4	5	NS

(suitable spaces, suitable equipment, suitable software, etc.).						
The UNITBV departments offer academic teaching personnel and researchers opportunities to collaborate within international networks.	1	2	3	4	5	NS
The UNITBV departments ensure all members' participation in making important decisions for the team.	1	2	3	4	5	NS
The Committee for Ethics and Academic Integrity effectively settles the requests of academic teaching personnel and researchers	1	2	3	4	5	NS
The Research and Development Institute of Transilvania University effectively supports the collaboration of academic teaching personnel and researchers with the economic/ industry environment.	1	2	3	4	5	NS
The Technological and Business Incubator of UNITBV is effective in offering incubation services and in facilitating the university's liaison with the business environment.	1	2	3	4	5	NS
UNITBV is firmly committed to prevention activities and applies procedures aimed at combating discrimination of any kind.	1	2	3	4	5	NS
Within UNITBV there are policies and procedures detailing the best practices in research, including issues related to ethics and academic integrity.	1	2	3	4	5	NS

In the final section, we kindly ask you to provide us with a few pieces of socio-demographic information necessary for the statistical analysis.

- 1) You are: Woman Man Another gender I am not willing to declare
- 2) Your age in completed years is _____
- 3) You have a seniority od labour (in completed years) within Transilvania University of _____ years;
- 4) You hold the position/ you have the role of:

<input type="checkbox"/> Doctoral student	<input type="checkbox"/> Lecturer	<input type="checkbox"/> Research Assistant
<input type="checkbox"/> Post-doctoral student	<input type="checkbox"/> Associate Professor	<input type="checkbox"/> Scientific Researcher
<input type="checkbox"/> Assistant Lecturer	<input type="checkbox"/> Professor	

3rd-degree
Scientific Researcher

2nd-degree
Scientific Researcher

1st-degree Scientific
Researcher

5) The faculty in which you hold the previously selected position/ have the previously selected role is:

- FACULTY OF FOOD AND TOURISM
- FACULTY OF CIVIL ENGINEERING
- FACULTY OF FURNITURE DESIGN AND WOOD ENGINEERING
- FACULTY OF PRODUCT DESIGN AND ENVIRONMENT
- FACULTY OF LAW
- FACULTATEA DE EDUCATIE FIZICA SI SPORTURI MONTANE
- FACULTY OF ELECTRICAL ENGINEERING AND COMPUTER SCIENCE
- FACULTY OF MECHANICAL ENGINEERING
- FACULTY OF TECHNOLOGICAL ENGINEERING AND INDUSTRIAL MANAGEMENT
- FACULTY OF LETTERS
- FACULTY OF MATHEMATICS AND COMPUTER SCIENCE
- FACULTY OF MEDICINE
- FACULTY OF MUSIC
- FACULTY OF PSYCHOLOGY AND EDUCATION SCIENCES
- FACULTY OF SILVICULTURE AND FOREST ENGINEERING
- FACULTY OF SOCIOLOGY AND COMMUNICATION
- FACULTY OF MATERIALS SCIENCE AND ENGINEERING
- FACULTY OF ECONOMIC SCIENCES AND BUSINESS ADMINISTRATION