HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

2025RO390501

Name Organisation under review

Cantacuzino National Military Medical Institute for Research and Development

Organisation’s contact details

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Date endorsement charter and code

15/12/2025

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation’s GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter’s implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation’s recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++ , +/- , -/+, --)** :

- ++ fully implemented
- +/- almost but not fully implemented
- -/+ partially implemented
- -- insufficiently implemented

- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

1. ETHICS AND RESEARCH INTEGRITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The internal survey showed a generally strong positive perception towards ethics / integrity policies awareness while the ethics committee is perceived as effective and impartial but there are still signs of fairness concerns in broader HR practices.	Currently, INCDMM "Cantacuzino" has an ethics commission, a formal regulation and a code of ethics published on its website. https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Codul%20de%20%20etic%C4%83%2C%202024.pdf. Building on this framework, it plans to strengthen implementation by increasing the visibility of ethics procedures, documenting reporting and follow-up mechanisms, and introducing periodic awareness and training activities on research integrity, conflicts of interest and professional ethics.

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	INCDMM "Cantacuzino" safeguards the researcher's scientific autonomy as stated within art. 5 of the "professional deontology and ethics code" or by national laws like Government Ordinance 57/2002, law 183/2024 etc. These being said, in practice, the low number of research personnel limits somewhat this autonomy by administrative overload and operational priorities with insufficient time for research, especially for researchers who also carry non-research duties.	Proposal for improvement: increase the number of employees as soon as the national legislative landscape offers a recruitment window, review internal task allocation, monitor the administrative burden and it's effect on scientific productivity by introducing surveys and / or meetings to better identify weak points and how to improve them.

Status

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	While INCDMM "Cantacuzino" supports dissemination of research results and public visibility in relevant areas, there is not yet sufficient evidence of a comprehensive institutional approach covering open access, research data management, FAIR data principles, reproducibility and other Open Science practices in a systematic and clearly documented way. Implementation is also influenced by the specific context of a public military medical research institution, where confidentiality, security, data protection and regulatory constraints can limit the degree of openness in some research activities.	The Institute plans to progressively strengthen its approach to Open Science by clarifying which research outputs can be shared openly and under what conditions, in line with the principle “as open as possible, as closed as necessary”. As a next step, INCDMM "Cantacuzino" will develop internal guidance on open access publishing, research data management, FAIR data principles, reproducibility and applicable exceptions linked to confidentiality, security and data protection requirements

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Even though INCDMM "Cantacuzino" has a 3:1 women to men ratio, the employment procedures have always been conducted in a meritocratic manner. The institute strictly follows the National Law number 202/2002 and National Defence Minister's Order number M168/2024 on gender equality (https://legislatie.just.ro/public/DetaliiDocument/286843). Furthermore the Institute has already adopted internal measures on the prevention and combating of harassment at the workplace and has carried out an internal risk analysis on the organizational impact of discrimination and harassment.

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	There is a generally positive perception of equal treatment, but diversity and inclusion measures are not yet sufficiently implemented from a foreign employee stand point.	Current practices: INCDMM "Cantacuzino" through the institutional professional deontology and ethics code, law no. 202/2002 and National Defense Minister's Order number M168/2024 on gender equality, is closely defending it's researchers and bans all kinds of discrimination (on race, age, disability, ethnicity, gender, social background, religion and so on) both during recruitment and also during day - to - day practices and work evaluation. Improvement suggestions: The Institute intends to make this approach more systematic by strengthening internal communication on acceptable conduct and reporting channels, improving monitoring of implementation, and progressively embedding inclusion-related considerations into broader HR and organizational practices

Status

6. THE RESEARCHER

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The Institute has internal rules and measures supporting dignity at work, respect, equal treatment, access to professional development and the prevention of harassment and discrimination. Internal documents also recognize the organizational risks created by an unsafe or non-inclusive work environment, including negative effects on motivation, performance, retention, creativity and institutional effectiveness. However, the survey brought to light that the researcher does not yet appear to be fully supported through a sufficiently visible institutional system covering recognition, career attractiveness, access to resources and workload. Implementation is also shaped by the specific legal, administrative and organizational context of a public military research institution.	INCDMM "Cantacuzino" already applies internal rules aimed at protecting dignity at work, preventing harassment and supporting a professional working environment. Building on this framework, it will aim at strengthening researcher support by improving communication on rights, responsibilities and available support mechanisms, reviewing how recognition and workload are perceived, and progressively aligning researcher expectations with institutional support in areas such as working environment, career attractiveness or access to development opportunities.

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The institution shows openness to mobility and collaboration, but mechanisms for international attractiveness, outward / inward mobility and active researcher circulation are not yet sufficiently supported by the bureaucratic mechanism under military supervision.	INCDMM "Cantacuzino" is a research institution operating under the Ministry of Defense rigorous supervision and, as such, security will hinder free circulation of researchers. That being said, the institution is accepting students for internships to prepare them as possible future employees, with the condition of a pre-existing partnership between INCDMM "Cantacuzino" and specialized universities. The institute will try to update the bureaucratic burden required on the researcher as much as regulations allow it.

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme…	Research sustainability is not yet documented as a strategic institutional principle covering environmental responsibility, sustainable lab practices and alignment with wider sustainability agendas.	INCDMM "Cantacuzino" will strive to introduce a proportionate sustainability roadmap for research activities (waste, energy, procurement, travel, digital workflows, green lab good practice) and also define feasible indicators and staff guidance through trainings and / or workshops.

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Status

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Researchers are assessed through a formal annual evaluation process in line with national legislation and internal regulations. The internal regulation (also supported by the internal survey) describes an assessment system which is generally perceived as structured and mostly transparent. However, it is not yet fully perceived as a coherent framework that recognizes the full range of research contributions and sufficiently differentiates between researcher roles, responsibilities and constraints. Further refinement is needed to ensure a more comprehensive and context-dependent assessment approach.	Current practice: The Institute already applies a formal annual evaluation framework for researchers "The Regulation on the evaluation of the scientific performance of researchers in INCDMM "Cantacuzino"" (https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Regulament_evaluare_cercet%C4%83tori_%20I.N.C.D.M.M.%20%E2%80%9ECantacuzino%E2%80%9D.pdf) describes a fair and transparent mean to asses the researcher's work and conduct based on Law no. 183/2024, Ordinance 57 / 2002 and EC Recommendation 11.03.2005. Improvement: As a next step, INCDMM "Cantacuzino" will further improve the assessment process by broadening the range of recognized contributions, clarifying evaluation expectations across researcher profiles, and ensuring that assessment better reflects different roles, career stages and institutional responsibilities. The revised approach will also be communicated more clearly to staff.

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The Institute has a formal recruitment methodology for vacant research positions, approved in 2025 and published on the website. The methodology states that recruitment is based on public competition, professional merit, transparent and equitable procedures, and applies to both fixed-term and permanent employment. However, further improvement is still needed regarding the external visibility and accessibility of recruitment information, especially for wider outreach, bilingual communication and user-friendly online presentation for external and international candidates. Recruitment processes may also be influenced by public-sector and military institutional procedures that affect flexibility and speed.	A formal recruitment methodology is already in place and publicly available (https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Metodologia%20si%20procedura%20de%20organizare%20concurs%20pentru%20functiile%20de%20cercetare%202025.docx.pdf). The Institute intends to build on this framework by improving the visibility and accessibility of recruitment information, increasing the use of external and international dissemination channels where feasible, and ensuring that recruitment webpages and vacancy notices provide clearer and more comprehensive information for all candidates (local or foreign).

Status

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Selection committees are appointed in accordance with the Researcher Status National Law no. 183/2024 and internal regulations ("INCDMM "Cantacuzino" Competition methodology for filling research vacancies") based on Government Decision 1568 / 2024, Order 6129 / 2016, Ordinance 57 / 2002 and EC Recomandation 11.03.2005. "https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Metodologia%20si%20procedura%20de%20organizare%20concurs%20pentru%20functiile%20de%20cercetare%202025.docx.pdf"

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The Institute has a formal internal framework for professional promotion and career advancement. The internal promotion methodology, approved in May 2025, establishes merit-based progression rules, minimum standards and institution-specific requirements for research staff. However, career progression is not yet perceived by all researchers as sufficiently transparent, predictable and development-oriented, particularly for early- and mid-career staff. Further work is needed to improve the visibility of career pathways, progression timelines and the link between advancement, mentoring, training and mobility. Administrative and procedural constraints may also reduce flexibility in implementation.	A formal promotion methodology is already in place and publicly available on the Institute's website. INCDMM "Cantacuzino" intends to build on this framework by mapping career pathways by researcher profile, improving communication on advancement criteria and timelines, and better aligning career progression with appraisal, mentoring, continuous professional development and mobility measures. https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Metodologia%20proprie%20de%20examen%20de%20promovare%20pentru%20ob%C8%9Binerea%20gradului%20profesional%20de%20c%C4%83tre%20personalul%20de%20cercetare%2C%20dezvoltare%20%C8%99i%20inovare%20din%20cadrul%20Institutului%20.pdf

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

13. WORKING CONDITIONS, FUNDING AND SALARIES

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	According to the internal survey working conditions are mixed: the research environment and infrastructure are appreciated, but workload distribution, administrative burden, remuneration and the broader attractiveness of the research workplace remain to be improved.	The institute will prioritize the workload review, administrative simplification, support services and the clarification of researcher roles. The salary and funding constraints largely depend on national legislation but every researcher is able to join supplementary projects which come with their own remuneration schemes. Even though both the national legislation and internal regulations offer special working conditions to disabled researchers, the actual working conditions need further improvement.

Status

14. STABILITY OF EMPLOYMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		According to the internal survey, 98% of the researchers work with indefinite period contracts and the stability of employment is guaranteed in accordance with national legislation But, no matter the type of contract, all employees are subject to the same rights and facilities. INCDMM "Cantacuzino" practices being in complete accordance with National Labor Code Law number 53/2003 and Researcher status Law number 183/2024.

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Contractual and legal obligations are regulated by the National Labor Code Law number 53/2003 and Researcher Status Law number 183/2024 or by Intellectual property law number 8/1996 of which all researchers must be aware. Individual work contracts and addendum clearly state the rights and obligations both parties hold (including but not being limited to working hours, paid leave, sick leave, intellectual property issues, discrimination of any kind, workload criteria, job description, evaluation etc).	Both the employees and employers of INCDMM "Cantacuzino" work under rights and obligations which are clearly stated in the individual working contracts and the "Code of Ethical Conduct and Professional Deontology of the Cantacuzino National Military Medical Institute for Research and Development" and the "Organization and Operating regulations of the INCDMM Cantacuzino's Ethics and Professional Deontology commission". In addition to publicly available documents, the Institute relies on approved internal documents concerning workplace harassment prevention and organizational risk analysis, which support the implementation of the relevant principles but are not publicly disseminated due to the specific institutional context. https://cantacuzino.mapn.ro/pages/comisia-de-etica-si-deontologie-profesionala

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The Institute’s 2024–2027 research and development strategy provides a formal basis for dissemination and exploitation of results. It includes objectives related to technology transfer, intellectual property management, dissemination of research results to the international scientific community, publication in high-impact journals, participation in scientific events, and public access to information with due respect for intellectual property. At the same time, some elements require further operationalisation through institutional guidance, implementation tools and support mechanisms to ensure consistent practice across the organization Confidentiality, security and public-sector specific constraints affects the degree of openness in certain areas.	INCDMM "Cantacuzino" has already included dissemination, intellectual property, visibility and technology transfer objectives in its current institutional strategy. Building on this strategic framework, it plans to further operationalise these commitments through clearer internal guidance on dissemination and exploitation of results, stronger support for publication and participation in scientific events, and continued development of technology transfer and intellectual property management arrangements.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

Status

17. VALUING DIVERSE RESEARCH CAREERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Internal survey open responses show a demand for better formal recognition of researchers. Staff feedback highlights a distinct lack of visibility for diverse, non-traditional research contributions. Survey results indicate a perceived lack of fair treatment compared to other institutional staff categories. Current appraisal mechanisms rely too heavily on traditional bibliometric indicators like publication counts.	INCDMM "Cantacuzino" already promotes research visibility, competence development, collaboration and technology transfer in its strategic framework. As a next step, the Institute will try to make this approach more explicit by recognizing a wider diversity of career profiles and contribution types in internal communication, assessment, career development and promotion-related practices.

18. CAREER DEVELOPMENT AND ADVICE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	INCDMM "Cantacuzino" internal survey scores indicate moderate satisfaction but clear room for growth in training, mobility, and mentoring. Open responses explicitly point to a lack of formal, structured institutional support for continuous career development Qualitative feedback highlights a clear deficit in structured doctoral guidance and senior researcher mentorship. Mid-range mobility scores points to existing administrative or financial bottlenecks that limit researcher circulation.	Proposed improvements: the institute will try to establish a formal, structured institutional mentoring program matching early-stage researchers (R1-R2) with senior guidance (R3-R4) while, at the same time, creating a dedicated "Career Development and Advice" path with clear, transparent milestones for institutional advancement. Also INCDMM "Cantacuzino" will try to implement specialized internal training workshops to directly address professional development opportunities and create internal institutional grants or administrative assistance to streamline and encourage national and international researcher mobility

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The Institute has established formal rules for research career progression and performance assessment, including an internal promotion methodology and an evaluation framework that recognizes participation in courses, training placements and mentoring-related activities. However, continuous professional development is not yet implemented as a fully structured institutional system with regular training needs assessment, annual planning, dedicated transversal skills provision, and systematic monitoring of participation and outcomes. Implementation is also influenced by the specific legal and organizational framework applicable to public and military research institutions, which can reduce flexibility in rapidly expanding training offers and career development instruments.	INCDMM "Cantacuzino" has already adopted formal internal regulations on research promotion and scientific performance evaluation, which provide a basis for career progression and recognize participation in training-related activities. Building on this framework, the Institute plans to develop a more systematic CPD approach by introducing an annual training needs assessment, a yearly CPD offer covering both research-specific and transversal competences, improved visibility of available training opportunities, and monitoring of participation and outcomes. The CPD framework should be progressively linked to appraisal, mentoring, and career progression processes https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Metodologia%20proprie%20de%20examen%20de%20promovare%20pentru%20ob%C8%9Binerea%20gradului%20profesional%20de%20c%C4%83tre%20personalul%20de%20cercetare%252C%20dezvoltare%20%C8%99i%20inovare%20din%20cadrul%20Institutu https://cantacuzino.mapn.ro/webroot/fileslib/upload/files/Regulament_evaluare_cercet%C4%83tori_%20I.N.C.D.M.M.%20%E2%80%9ECantacuzino%E2%80%9D.pdf

20. SUPERVISION AND MENTORING

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Survey results show that support exists in practice, but not yet in a sufficiently structured, visible and institution-wide form. Implementation is limited by supervisory capacity, uneven distribution of senior staff, and the absence of clearly defined mentor roles, responsibilities and expectations.	INCDMM "Cantacuzino" plans to strengthen supervision and mentoring by formalizing mentoring arrangements, defining mentor and supervisor responsibilities, supporting supervisors in their role, and monitoring mentoring participation and satisfaction. In order to provide more consistent support across researcher profiles and career stages, these measures will be linked to onboarding, career development, continuous professional development and appraisal processes.