HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

GAP Analysis (Charter and Code Checklist)

Case number

2025PT382359

Name Organisation under review

Instituto de Geografia e Ordenamento do Território da Universidade de Lisboa

Organisation’s contact details

Edifício IGOT - Rua Branca Edmée Marques - Cidade Universitária, Lisboa, Lisboa, 1600-276,
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Date endorsement charter and code

18/11/2025

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

Status

1. ETHICS AND RESEARCH INTEGRITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Researchers are highly aware of ethical practices and standards set by their scientific area and relevant codes of ethics, data protection and confidentiality laws. Qualitative assessment reveals minor issues with implementation, namely: GAP-1.1. In recent years, there have been delays in the assessment process for Ethics Approval documents, with consequences for the implementation of data collection activities; GAP-1.2. Existing training workshops in ethical assessment do not reach all researcher profiles, as they have been geared towards senior researchers; GAP-1.3. Researchers report that guidelines on ethical assessment procedures do not cover ethics topics stemming from different methodologies (e.g., participatory workshops, geodata collection, interviews); GAP-1.4. Absence of a document that establishes guidelines on ethical AI usage (limits and best practices).	Initiatives undertaken: - The institute has created a formal Ethics Commission in 2023(1). The Ethics Commission organizes training events and is responsible for Ethics Approval within the institution. In 2026, the staff of the Ethics Commission was reinforced with one additional evaluator, and review procedures were revised to streamline applications, with the purpose of reducing review time for Ethics Approvals down to 1 month, which directly responds to GAP-1.1. - IGOT has adopted a guide for the use of AI in research published by the Instituto Superior Técnico (ULisboa)(2). This is meant to temporarily tackle GAP-1.4 while new measures are underway (see below). New proposals: - The Ethics Commission is implementing a new training plan for 2026-2027, which will include training for PhD students and connecting with Master courses to promote ethics awareness. These events will include Q&A sessions to clarify instructions for different methodologies. In this sense, this training plan will tackle GAP-1.2 and GAP-1.3. - The University of Lisbon is preparing a new Guide for the use of AI in Research. One researcher from IGOT-ULisboa integrates the team preparing this guide. This guide will be adopted as reference when available. IGOT is developing its own Guide for the use of AI in Geographical Education. The two documents will address GAP-1.4. (1) Despacho n.º 8744/2023: https://www.igot.ulisboa.pt/sites/default/files/documents/document/2023/comissaoeticaigot_1.pdf (2) Utilização da Inteligência Artificial no Instituto Superior Técnico: https://tecnico.ulisboa.pt/pt/noticias/campus-e-comunidade/tecnico-apresenta-guia-para-a-utilizacao-responsavel-da-inteligencia-artificial/#

Status

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The institutional survey shows that researchers report no obstacles to freedom of thought and expression within the institute. No issues regarding this principle were identified in the qualitative assessment.	Initiatives undertaken: - The Statutes of IGOT (3) and CEG (4) both establish freedom of academic and scientific practice as a fundamental principle. New proposals: - The board of IGOT and CEG will continuously consult researchers and monitor reports on obstacles to freedom of thought and expression. (3) Estatutos do Instituto de Geografia e Ordenamento do Território, Despacho n.º 16034/2013: https://www.ulisboa.pt/sites/default/files/documents/document/default/estatutos_do_instituto_de_geografia_e_ordenamento_do_territorio_.pdf(4) Estatutos do Centro de Estudos Geográficos: https://www.ceg.igot.ulisboa.pt/sites/default/files/documents/document/2023/estatutos-ceg11012022.pdf

Status		

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Adoption of open science policies are high, with 94% of the researchers reporting that IGOT-ULisboa supports and encourages open access practices. Qualitative assessment identified specific needs, namely: GAP-3.1. There is a lack of infrastructure and personnel support for data organization, inventorying and publication; GAP-3.2. There are limitations in funding for publication in open access, which hampers publications in some specific research areas; GAP-3.3. Training and mentoring on open-access principles and requirements for researchers is not sufficient; GAP-3.4. There is a lack of objective policies to promote the implementation of citizen science and connections science-society in the research process.	Initiatives undertaken: - IGOT researchers can access funding for open access publications through the budget of the Centre of Geographical Studies. The CEG funds book publications directly under the CEG Publisher, and funds open access publications in journals. As of 2025, CEG directly funded articles indexed as Q1 in the Web of Science database, while open access articles in other journals are supported by the budget of the CEG research groups, research projects and the transformative agreements between FCT B-on and international publishers (5). Since 2026, the CEG directly funds articles indexed as Q1 and Q2 in the Web of Science database, while the remaining funding options remain available. This recent measure mitigates GAP-3.2. New proposals: - IGOT has recently invested in a large server, and a new data infrastructure with integrated database is being planned. IGOT also plans hiring a information manager to assist researchers with data organization. This will address GAP-3.1. - The institute will organize training sessions on open access principles and citizen science, to address GAP-3.3. These training sessions will include the development of policy briefs, which are already published by CEG and the FCT Associate Laboratory TERRA in which IGOT/CEG is included. (5) FCT B-on Open Access Agreements: https://www.b-on.pt/acesso-aberto/

Status

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	IGOT-ULisboa promotes gender equality at all levels of staff, including supervisory and managerial level, as acknowledged by 96% of the researchers. Qualitative assessment reveals the need for minor improvements, namely: GAP-4.1. Improving awareness of the Gender Equality Plan by PhD students; GAP-4.2. Expanding the public consultation of the Gender Equality Plan, which is exclusively online at the moment.	Initiatives undertaken: - IGOT created a formal Equality Commission in 2021 (6), which manages the Gender Equality Plan, and has the mission to promote and defend the dignity and integrity of the human person, particularly with regard to the principle of equal opportunities. The Commission promotes regular training and awareness events. New proposals: - The Equality Commission will maintain the regular organization of training and awareness events, with a renewed emphasis on PhD students, to address GAP-4.1. - In addition to maintaining the organization of regular events, the Equality Commission will organize specific events to discuss future revisions of the Gender Equality Plan publicly, thus addressing GAP-4.2. (6) Despacho n.º 8743/2023: https://www.igot.ulisboa.pt/sites/default/files/documents/document/2023/comissaoigualdade31082023.pdf

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	IGOT-ULisboa has a highly inclusive research environment, as 89% of the researchers believe there is no form of discrimination in the school. Despite this, the institutional survey reveals specific gaps to be addressed: GAP-5.1. 25% of the researchers do not believe or are not aware of the channels for complaints and appeals on research and professional matters; GAP-5.2. Qualitative assessment points to the need for increased transparency regarding the procedures followed after the submission of a complaint through the Participation Channel; GAP-5.3. Qualitative assessment identified the need to further raise awareness and prevention of nationality-based discrimination and harassment.	Initiatives undertaken: - The Equality Commission created in 2021 oversees diversity in the institute, including the Participation Channel where staff and students can report discrimination events. New proposals: - The Participation Channel will be included in the future Onboarding Package for new researchers (see GAP-15.1), to address GAP 5.1. The Channel itself will be updated with more information, especifically with a flowchart of the complaints. This will tackle GAP-5.2. - The Equality Commission will mainstream nationality-based awareness in its activites and documents, addressing GAP-5.3.

Status

6. THE RESEARCHER

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey reveals that researchers are highly aware of their responsibility and accountability towards ensuring the originality, relevance and intellectual property of their work, and that they are aware of the school's strategic goals and funding mechanisms. The qualitative assessment shows minor gaps, namely: GAP-6.1. Researchers report difficulties in obtaining support to project applications and in the administration of projects, stemming from delays in the communication with the institute's project management.	Initiatives undertaken: - IGOT and CEG implement regular plenary meetings with researchers to ensure that researchers remain aware of their responsibilities and the school's strategic goals and funding mechanisms. IGOT organizes meeting of the Assembly of Education and Research bianually, and the CEG organizes a meeting of its scientific commission. All senior researchers can participate in these meetings. In addition, the CEG organizes a yearly meeting with R1 researchers. New proposals: - IGOT and CEG will continue the implementation of regular plenary meetings with researchers. - The institute will organize yearly regular sessions on project management and how to build project applications, especially for young researchers. - The institute is taking efforts to acquire a digital management platform to expedite project administration. These actions are meant to tackle GAP-6.1.

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	IGOT's hiring process is international, following national legislation. Qualitative assessment reveals that researchers in all stages of the career believe international experience and transdisciplinar knowledge is recognized. One specific gap is mentioned: GAP-7.1. Qualitative assessment reveals that researchers believe that work experience in the public and private sector outside academia is not sufficiently recognized in research evaluation.	Initiatives undertaken: - IGOT follows national legislation in its international hiring processes, as well as the University of Lisbon General Regulation for Hiring Professors (7). New proposals: - The institute is developing structured assessment criteria for researcher and professor positions, including appraisal of work in the public and private sectors outside academia. This will address GAP-7.1. (7) Regulamento Geral de Concursos para recrutamento de professores catedráticos, associados e auxiliares da Universidade de Lisboa, Despacho n.º 2307/2015: https://www.ulisboa.pt/documento/regulamento-geral-de-concursos-para-recrutamento-de-professores-catedraticos-associados-e

Status

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The institutional survey reveals that researchers are highly aware of their responsibility towards sustainability in research, which is largely confirmed by qualitative assessment.	Initiatives undertaken: - IGOT is involved in the University of Lisbon's RedeSustenta (8), a network that aims to monitor the implementation of good practices in sustainability in the university. - The CEG objectives (9) are aligned with the United Nations Sustainable Development Goals and the European Green Deal. - In recent years, IGOT has invested and implemented a videoconference system to support online and hybrid events in all the class, seminar and meeting rooms of the institute, reducing the need for national and international travel. New proposals: - The board of IGOT and CEG will continuously monitor the sustainability of research according to existing legislation mentioned above. (8) RedeSustenta: https://www.ulisboa.pt/info/redesustenta (9) Estatutos do Centro de Estudos Geográficos: https://www.ceg.igot.ulisboa.pt/sites/default/files/documents/document/2023/estatutos-ceg11012022.pdf

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey shows that the vast majority of researchers agree that merit is assessed through both qualitative and quantitative criteria, that qualifications are based on individual achievements, and that mobility experiences are considered valuable to professional development. The consultation process identified three gaps: GAP-9.1. We note that 26% of researchers believe career breaks and non-linear career paths are not sufficiently recognized. GAP-9.2. Qualitative assessment shows that while professors and researchers consider performance assessment metrics adequate, scholarship recipients believe performance assessment metrics are not clear and standardized. The assessment of scholarship recipients tends to focus mainly on scientific publications, but other relevant contributions, such as reports, science communication, fieldwork, technical tasks or institutional contributions, are less visible in assessment processes.	Initiatives undertaken: - IGOT applies existing regulation on professor assessment, which already establishes criteria for the recognition of different types of career breaks, therefore partially responding to GAP-9.1. New proposals: - IGOT is developing a new regulation for the performance assessment for researchers, which will include criteria for the recognition of different types of career breaks, thus contributing to mitigate GAP-9.1. - Guidelines for the assessment of scholarship recipients will be published, including broad assessment criteria to include different types of research contributions and activities. This tackles GAP-9.2.

Status

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Regarding job advertisements, although there is a wide perception (96% of researchers) that are open, transparent and merit-based, qualitative consultation reveals specific gaps, namely: GAP-10.1. Recruitment timelines, stages, and deadlines for the publication of results are not always sufficiently predictable for candidates. GAP-10.2. Job advertisements do not always include detailed information on working conditions and perspectives of career evolution.	Initiatives undertaken: - IGOT follows existing legislation on job advertisements. New proposals: - Templates for job advertisements for scientific scholarships, researcher and professor positions will be published, including instructions for detailed information on working conditions (available resources, logistical support and fieldwork material), indicative timelines with expected dates for the different stages of the recruitment process. These templates will tackle both GAP-10.1 and GAP 10.2.

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey shows that the research staff largely agrees that the evaluation of job candidates is transparent. The vast majority of researchers agree that selection committees include competent and diverse specialists, and that recruitment procedures are open, efficient, supportive and internationally comparable. The qualitative assessment reveals minor inconsistencies with the European Charter for Researchers, namely: GAP-11.1. The selection process relies also exclusively on CV review, and additional methods of evaluation such as interviews or lectures are rarely included in the selection process. GAP-11.2. While applicants for professor and researcher positions receive feedback on the strengths and weaknesses of their applications, applicants to scholarship contracts do not receive feedback.	Initiatives undertaken: - Selection processes at IGOT follow existing national legislation. - There is increasing adoption of job interviews in research scholarship selection processes, which partially mitigates GAP-11.1. New proposals: - The recruitment strategy will promote the use of interviews when appropriate to the vacancy profile, responding to GAP-11.1. - IGOT will develop new guidelines for the minutes of scientific scholarship selection procedures. These will instruct selection panels to provide feedback to candidates for junior positions after the selection process, highlighting both strengths and areas for improvement. This will address GAP-11.2.

Status

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Career progression is strictly defined by national legislation, namely the Statutes of the Career of University Professor (10) and the Statutes of the Researcher Career (11). IGOT applies the legislation closely, also implementing regular assessment across all stages of the career. Qualitative assessment reveals that co-authorship is well-recognized across research projects at IGOT. (10) Estatuto da Carreira Docente Universitária, Decreto-Lei n.º 448/79 de 13 de Novembro: https://diariodarepublica.pt/dr/detalhe/decreto-lei/448-1979-367673 (11) Estatuto da Carreira de Investigação Científica e o regime comum das carreiras próprias de investigação científica em regime de direito privado, Lei n.º 55/2025 de 28 de abril: https://diariodarepublica.pt/dr/detalhe/lei/55-2025-916177977	Initiatives undertaken: - IGOT's staff includes professors in all stages of the career. In 2025, IGOT hired three assistant researchers (R2) to the permanent staff. New proposals: - IGOT is developing a new regulation for the evaluation of researchers.

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

Status

13. WORKING CONDITIONS, FUNDING AND SALARIES

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey shows that the vast majority of researchers agree that IGOT-ULisboa has a safe and stimulating research environment, which provides appropriate working conditions, and that remuneration is fair and attractive. Qualitative assessment reveals minor issues, namely: GAP-13.1. Researchers report an imbalance between professional and personal life, stemming from the accumulation of working demands; GAP-13.2. Lack of risk analysis for fieldwork activities (outside the institute's facilities); GAP-13-3. Scholarship grant salaries are not always perceived as fully adequate considering the cost of living, qualifications and responsibilities of researchers; GAP-13.4. Scientific scholarship grantees may experience uncertainty regarding social protection, benefits and employment-related rights. GAP-13.5. Difficulties in accessing funding for fieldwork and equipment, or participation in fieldwork or dissemination activities may involve costs that are not always clearly covered in advance.	Initiatives undertaken: - IGOT's Gender Equality Plan for the 2025-2030 period includes measures to promote the balance between professional and personal life, namely: (i) the implementation of criteria for scheduling meetings that respect working hours and personal availability, ensuring that requests for information are made only during appropriate working hours and not on weekly rest days, and (ii) the production and dissemination of positive testimonials on work–life balance practices. This addresses GAP-13.1. - Scholarship grant salaries and contract conditions are defined by national legislation (12), which prevents IGOT from addressing GAP-13-3 and GAP-13.4. - IGOT and CEG is investing significantly in the acquisition of equipment in the current funding period (2025-2029), including the development of a new GeoFutures Lab. This is mitigating GAP-13.5. New proposals: - The institute will include workshops on time management in its training offer for researchers, as an additional contribution to tackle GAP-13.1. - CEG will develop and implement a guide for good practices in risk assessment. This will address GAP-13.2. - CEG will develop instruction on procedures to request funding and access to equipment, as to address GAP-13.5. (12): Regulamento de Bolsas de Investigação da FCT, I.P., Anexo I: https://www.fct.pt/wp-content/uploads/2026/01/RBi_Republicado_2025.pdf

Status

14. STABILITY OF EMPLOYMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The institutional survey reveals that 21% of researchers do not believe IGOT-ULisboa strives to improve research job stability. Qualitative assessment identified issues that explain this data: GAP-14.1. R1 researchers report delays to their expected start date for grants, which may affect financial and professional stabilit; GAP-14.2. R1 and R2 researchers report limited support for career continuity after the end of the grant or contract; GAP-14.3. The use of short-term scholarships contributes to employment insecurity among R1 researchers, and the transition between grants, contracts or PhD opportunities is not always supported by structured institutional mechanisms, therefore scientific scholarship grantees often face uncertainty about the continuity of their position after the end of the grant.	Initiatives undertaken: - IGOT follows existing legislation on research scholarships and contracts, namely the Statutes of the Career of University Professor (13), the Statutes of the Researcher Career (14), and the Statutes of the Research Scholarship (15). New proposals: - Templates for job advertisements for scientific scholarships will be published, including instructions for detailed information on working conditions (available resources, logistical support and fieldwork material), indicative timelines with expected dates for the different stages of the recruitment process. This will address GAP-14.1. - IGOT will create mentoring and career counselling mechanisms to support career continuity, and provide information on future opportunities inside and outside academia before the end of the grant or contract. This tackles GAP-14.2 and GAP-14.3. (13) Estatuto da Carreira Docente Universitária, Decreto-Lei n.º 448/79 de 13 de Novembro: https://diariodarepublica.pt/dr/detalhe/decreto-lei/448-1979-367673 (14) Estatuto da Carreira de Investigação Científica e o regime comum das carreiras próprias de investigação científica em regime de direito privado, Lei n.º 55/2025 de 28 de abril: https://diariodarepublica.pt/dr/detalhe/lei/55-2025-916177977 (15) Estatuto do Bolseiro de Investigação, Lei n.º 40/2004 de 18 de agosto: https://diariodarepublica.pt/dr/legislacao-consolidada/lei/2004-58216179

Status

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Researchers are widely familiar with national, sectoral and institutional regulations, and that research results must be shared and applied in line with contractual obligations, according to the institutional survey. Despite this, qualitative assessment revealed inconsistencies with the European Charter for Researchers: GAP-15.1. Information on national, sectoral or institutional regulations is not always provided at the start of the research contract, as selected candidates do not usually receive copies of the applicable national regulation, information on intellectual property rights, or information about the internal organization of IGOT-ULisboa. GAP-15.2. The institutional survey also reveals that 20% of the researchers do not believe there are or are not aware of opportunities to participate in organization governance and decision-making bodies.	Initiatives undertaken: - The IGOT Human Resources Unit is responsible for the hiring and contractualization process. The HR Unit welcomes new researchers and clarifies any questions they might have about the contract. The IGOT website constains information of relevant national and internal regulation, including a Gender Integration Welcome Paper. - All senior researchers (R2, R3, and R4) are members of the CEG Scientific Commission and the IGOT Education and Research Assembly, both of which play a fundamental role in decision-making regarding research and education activties. While this partially mitigates GAP-15.1, IGOT and CEG acknowledge that R1 researchers have been less represented in organization governance. New proposals: - The institute will create an onboarding package for selected candidates, including copies of the applicable national, sectoral and institutional regulations on rights and duties, intellectual property, copyright, institutional rules and guidelines, and useful contacts. The package will be presented to new researchers in an induction tour by an established researcher at the institute. This proposal addresses GAP-15.1. - The CEG will organize more regular consultations with researchers to allow the community to steer the research and organization strategy. This includes annual meetings with R1 researchers and annual consultations with researchers in all stages of the career with the presence of the external advisory board. This will contribute towards addressing GAP-15.2.

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey shows that most researchers are believe that all actively involved have their rights recognised in co-authorship of research outputs, and that proper protection of intellectual property rights is ensured. All researchers are aware of the need to communicate findings to the wider public. Qualitative assessment reveals minor gaps, namely: GAP-16.1. More training on copyright, intellectual property rights, and open access policies is needed, especially for R1 researchers	Initiatives undertaken: - IGOT and CEG support every researcher in authorship and copyright issues as they emerge. New proposals: - The institute will implement training sessions, especially aimed at R1 and R2 researchers on intellectual property rights, open access, open science and scientific publication, including dissemination beyond the academia, to tackle GAP-16.1.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

Status

17. VALUING DIVERSE RESEARCH CAREERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey shows that researchers widely believe that IGOT-ULisboa values mobility across sectors, disciplines, locations, and virtual settings. However, qualitative assessment reveals one specific gap: GAP-17.1. Researchers at all stages of the career lack know-how for intersectoral mobility and entrepreneurial skills.	Initiatives undertaken: - IGOT and the CEG promote the link between its staff and the public and private sector, as they regularly provide services to external entities (at the moment of submission of this application, there are 14 service contracts undergoing, mostly for municipalities and the public sector). This has generated an important base of knowledge for outreach and intersectoral mobility. New proposals: - To address GAP-17.1, the institute will promote active training on entrepreneurship and development of private sector careers.

18. CAREER DEVELOPMENT AND ADVICE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme…	The institutional survey identifies a critical gap in the implementation of career development strategy, career guidance, career counselling, and job placement assistance, which is confirmed by qualitative assessment. R1 researchers in particular report that career decisions are often influenced by financial insecurity and uncertainty about future opportunities. The gap can be sub-divided into: GAP-18.1. Absence of individual career development plan, especially for R1 and R2 researchers who require support to plan the next steps after the end of the scholarship or contract; GAP-18.2. Lack of systematic career counselling, especially regarding the creation of a career development plan that identifies required skill acquisition, for instance, on how to apply for research projects or future funding opportunities, and know-how for intersectoral mobility and entrepreneurial skills.	Initiatives undertaken: - IGOT's Gender Equality Plan (15) for the 2025-2030 period already establishes mentoring plans for women researchers, which has been in implementation in the institute since the inception of the Equality Commission, which partially mitigates GAP-18.2. New proposals: - Mandatory career development plans will be implemented for all R1 and R2 researchers, tackling GAP-18-1. - The institute will expand mentoring and career guidance events and opportunities involving researchers from different career stages and sectors, fully tackling GAP-18.2.

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional survey shows that the research community recognizes that the institute provides opportunities for continually updating and expanding of skills and competencies, but qualitative assessment reveals that more support is needed for early career researchers, namely: GAP-19.1. R1 researchers report the necessity to access opportunities to develop pedagogical and teaching-related skills; GAP-19-2. Senior researchers (R2/R3/R4) report necessity for more training on mentoring and supervising strategies.	Initiatives undertaken: - R1 researchers are frequently invited to participate in teaching (curricular and extra-curricular) activies, albeit in a spontaneous rather than a structured manner. - IGOT organized its first training workshop on mentoring students for R2, R3, and R4 researchers in 2025. New proposals: - Supervised and regulated teaching-related opportunities for PhD scholarship grantees, where legally and institutionally possible, will be implemented. This will address GAP-19.1. - The institute will provide training on mentoring and supervision of postgraduate students and early-career researchers. This directly responds to GAP-19-2, but is also strategic to tackle GAP-18.2.

20. SUPERVISION AND MENTORING

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The institutional survey shows that researchers believe there is a structured and regular relationship between researchers in training and supervisors, that senior peers facilitate knowledge transfer and career development of early-stage colleagues, although less emphasis is placed on supervisors having the time and commitment to be able to offer the appropriate support. Through qualitative assessment, we identified three gaps: GAP-20.1. Supervisors have reduced availability and there are delays in scheduling supervision meetings, as these are not always scheduled in advance; GAP-20.2. Feedback is not always regular or formal, often taking place through informal conversations rather than structured meetings; GAP-20.3. There is limited structured mentoring for personal and professional development.	Initiatives undertaken: - The coordination of PhD courses provides continuous support for both students and supervisors. New proposals: - To tackle GAP-20.1, GAP-20.2 and GAP-20.3, the institute will create guidelines on good practices in supervision and mentoring, including a recommended limit on the number of students per supervisor.