

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

2025PT380218

Name Organisation under review

Escola Superior de Enfermagem de Lisboa

Organisation's contact details

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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...	Gaps: i. There is an opportunity to improve the awareness and visibility of the ULisbon Code of Conduct and Good Practices, including ESEULisboa mechanisms of action in case of misconduct cases.	Initiatives undertaken: • Since the integration of the School into the University of Lisbon in 2025, ESEULisboa's academic community (teaching and research staff, non-academic staff, research fellows, students, and visitors) is bound to the Code of Conduct and Good Practices of the University of Lisbon (https://www.ulisboa.pt/sites/default/files/documents/document/default/codigo_de_conduta_e_de_boas_praticas_da_universidade_de_lisboa.pdf). • An Ethics Commission is established and interconnected at the ULisboa level through ESEULisboa's integration into Centro Académico de Medicina de Lisboa: Homepage – CAML (Lisbon Academic Medical Centre) in 2025 (https://caml.pt/research/caml-ethics-committee/). • There is a widespread use of plagiarism detection tools (e.g.Turnitin). • At ESEULisboa, a Formal Procedure for Reporting Violations and Complaints is in place, and there are two reporting channels widely disseminated: a general reporting channel and a harassment and discrimination reporting channel, which are disseminated through the academic community and are available at the institutional webpage (https://denuncias.enfermagem.ulisboa.pt/#/). Each channel has a designated Reporting Commission responsible for analysing and handling submitted reports. • Ethical procedures are integrated into project registration forms used by CIDNUR, the research unit of ESEULisboa (https://enfermagem.ulisboa.pt/CIDNUR). • Ethical procedures are integrated into the manuscripts' submission platform of Pensar Enfermagem, the scientific journal of ESEULisboa (https://pensarenfermagem.esel.pt/index.php/esel/about/submissions). New proposals: i. To implement an awareness and training plan that includes periodic online dissemination, one institutional communication campaign, and one annual training session on the ULisboa Code of Conduct and ESEULisboa reporting mechanisms (A1).

Status

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The majority (89%) of the ESEULisboa teaching and research staff and PhD students in the sample reported somewhat agreeing, agreeing or strongly agreeing (11%, 31% and 47%, respectively) that they enjoy freedom of thought and expression and may freely direct their research. Interviewees did not identify gaps in the implementation of this principle.	There have been no reports or complaints regarding restrictions on academic freedom in research. This freedom, as well as scientific thinking aimed at advancing knowledge and contributing to society, is actively promoted from the undergraduate level onwards and further reinforced by supervisors who closely support research activities. Researchers can take part in national and international networks and consortia, and there is clear encouragement to do so. Furthermore, researchers have the freedom and opportunity to disseminate and publish the results of their research through initiatives created by the School, ranging from lectures to conferences, as well as through financial support for publication and participation in scientific events. ESEULisboa teaching and academic staff have the right to freedom of association in academic, professional, or representative bodies, as evidenced by the organisation of trade union meetings within the School. Additionally, the regulations governing the performance assessments of academic staff and researchers are developed not only through public consultation, but also in direct consultation with trade unions. ESEULisboa aims to maintain and strengthen the freedom of scientific research practised, while ensuring greater clarity and transparency regarding potential limitations, such as intellectual property rights, budgetary or infrastructural reasons, which may be misperceived as restrictions.

Status

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Gaps: i. There is a need to further strengthen ESEULisboa's integration into ULisboa's research ecosystem. ii. Further efforts should promote awareness of research data management, namely to effectively adopt good practices of the ULisboa Research Data Management Policy. iii. Research results could be more widely publicised to the general public, building on existing outputs to enhance visibility and societal impact. iv. Citizen science is present but would benefit from further systematisation to strengthen engagement and coherence.	Initiatives undertaken: • Following its integration into the University of Lisbon in 2025, ESEUL takes part in ULisboa's research ecosystem, including the ULisboa Research Data Management and Sharing Policy, which follows Open Science and FAIR principles. ULisboa provides a structured set of resources designed to support the adoption of best practices in Open Science. These include: - ULisboa Interdisciplinary Research Data Management Centre (iRe:SEARCH), which promotes Open Data and the responsible management of research information through guidance documents and training (https://www.ulisboa.pt/en/info/support-open-science); - ULisboa Research Portal, which serves as a key interface for disseminating scientific outputs and activities, ensuring that research publications are made openly available (https://researchportal.ulisboa.pt); - University of Lisbon Institutional Repository, the institutional repository that follows the RCAAP Portuguese repository's guidelines to make research freely available to the public (https://repositorio.ulisboa.pt/home). • ESEUL will be involved in ULisboa implementation of Coalition for Advancing Research Assessment (CoARA) Action Plan that was developed to foster a more inclusive, transparent, and effective research ecosystem (https://www.ulisboa.pt/en/info/coara). • ESEULisboa has taken part in a diverse portfolio of initiatives aimed at disseminating to the public the results of projects and research topics addressed (e.g., European Night of Researchers; ESEULisboa Open Day; Smart City of Rock; Try the Future) (https://enfermagem.ulisboa.pt/node/8913 https://www.ulisboa.pt/experimenta-futuro). • ESEULisboa has a dedicated channel for publicising its scientific activities through a specific page on the institutional portal: https://enfermagem.ulisboa.pt/noticias/cidnur • ESEULisboa has its own open-access scientific journal, Pensar Enfermagem, which is indexed in Scopus: https://pensarenfermagem.enfermagem.ulisboa.pt/index.php/esel/index • Portugal has its own open-access scientific repository, RCAAP (https://www.rcaap.pt/), which serves as a central portal aggregating and providing access to scientific outputs, such as journal articles, conference papers, and theses, from institutional repositories across the country. ESEULisboa is integrated into RCAAP through its open-access repository RESEL (https://comum.rcaap.pt/communities/4854a0de-55fd-42e4-87a0-d4a76d56f2b9), which includes an older collection that has been progressively digitised, such as articles and theses. • ESEULisboa collaborates with HealthNews, an online open-access health journal, publishing a monthly news article (https://healthnews.pt/esel/). • There is institutional financial support for open access publishing. • There are national transformative agreements with scientific journal publishers in place for open access publishing with APC exemption or discounts (b-on/FCT/FCCN: https://www.b-on.pt/acesso-aberto/#acessoaberto). • CIDNUR has a Citizen Council, which meets twice a year to reflect on the CIDNUR action plan and activity report, while discussing ways to promote Citizen Science. • Since the integration of the School into the University of Lisbon in 2025, ESEULisboa is bound to the Scientific Information Management Policy of the University. New proposals: i. To strengthen ESEULisboa's integration into ULisboa's research ecosystem, ensuring effective access to and use of the resources and support structures available within the University (A2). ii. To organise and deliver awareness-raising and capacity-building initiatives on research data management, namely to effectively adopt good practices of the ULisboa Research Data Management Policy (A3). iii. To develop, approve and implement a science communication plan with clear objectives, target audiences, dissemination channels, responsible units, and annual monitoring indicators, ensuring that research is communicated in plain language and in a way that is accessible to non-specialist audiences (A4). iv. To raise awareness, through debate and training, of the importance of citizen involvement from the outset of projects, while strengthening the capacity for effective implementation (A5).

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. There is an opportunity to enhance the integration of the gender dimension within research content, design and dissemination that is not yet systematically embedded across all research activities. ii. The administrative workload of the predominantly female teaching staff at ESEULisboa is significant and could benefit from further optimisation.	Initiatives undertaken: • At ESEULisboa, an active Gender Equality Commission has established a Gender Equality Plan that promotes equal opportunities, work-life balance, prevention of discrimination and harassment, and gender-balanced participation in institutional decision-making processes (https://enfermagem.ulisboa.pt/node/7617). • ESEULisboa has a Commission for the Prevention and Monitoring of Harassment and Discrimination, which developed and implemented a Code of Conduct Against Harassment and Discrimination, supported by a formal reporting mechanism: https://enfermagem.ulisboa.pt/node/7617 https://enfermagem.ulisboa.pt/sites/default/files/C%C3%B3digo_Conduta_Assedio_ULisboa.pdf https://denuncias.enfermagem.ulisboa.pt/#/ • Since the integration of the School into the University of Lisbon in 2025, ESEULisboa's academic community is bound to the Code of Conduct Against Harassment and Discrimination of the ULisboa (https://enfermagem.ulisboa.pt/sites/default/files/C%C3%B3digo_Conduta_Assedio_ULisboa.pdf). • Following the integration into the University of Lisbon in 2025, a new Statute and organisational structure were implemented. This process led to the redistribution of coordination responsibilities previously undertaken by academic staff to newly appointed technical and managerial personnel. In addition, several technical and administrative positions have recently been filled, contributing to the reduction of administrative workloads among teaching staff. • Parity in governance and consultative bodies, and in academic and recruitment juries, is set out in national legislation and ESEULisboa regulations. New Proposals: i. To foster the integration of the gender dimension in research through awareness-raising and capacity-building initiatives, ensuring continued alignment with the latest version of ULisboa's Equality, Inclusion and Non-Discrimination Plan (A6). ii. To assess staffing needs in the Project Management Office and, where feasible, recruit or reallocate additional staff to strengthen support for research management and external funding applications (A21).

Status

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. There is an opportunity to enhance the integration of the inclusion and diversity dimensions within research content and design.	Initiatives undertaken • At ESEULisboa, an active Gender Equality Commission has established a Gender Equality Plan that promotes equal opportunities, work-life balance, prevention of discrimination and harassment, and gender-balanced participation in institutional decision-making processes (https://enfermagem.ulisboa.pt/node/7617) . • ESEULisboa has a Commission for the Prevention and Monitoring of Harassment and Discrimination, which developed and implemented a Code of Conduct Against Harassment and Discrimination, supported by a formal reporting mechanism: https://enfermagem.ulisboa.pt/node/7617 https://enfermagem.ulisboa.pt/sites/default/files/C%C3%B3digo_Conduta_Assedio_ULisboa.pdf https://denuncias.enfermagem.ulisboa.pt/#/ • Since the integration of the School into the University of Lisbon in 2025, ESEULisboa's academic community is bound to the Code of Conduct Against Harassment and Discrimination of the ULisboa (https://enfermagem.ulisboa.pt/sites/default/files/C%C3%B3digo_Conduta_Assedio_ULisboa.pdf) . • There are clauses in the recruitment public notices that refer to non-discrimination and preference in cases of equal ranking. • ESEULisboa also develops several initiatives, including awareness-raising actions, training, and activities that promote respect for diversity and equal opportunities among all members of the academic community (e.g. https://enfermagem.ulisboa.pt/node/9195) . New Proposals: i. To foster the integration of the inclusion and diversity dimensions in research through awareness-raising and capacity-building initiatives, ensuring continued alignment with the latest version of ULisboa's Equality, Inclusion and Non-Discrimination Plan (A7).

Status

6. THE RESEARCHER

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Difficulties in balancing teaching and research among teaching staff, who represent over 95% of ESEULisboa staff actively involved in research. ii. There is an opportunity to value nonlinear and multi-professional paths since the doctoral program.	Initiatives undertaken: • ESEULisboa promotes the originality and social relevance of the research through training, debate at research group meetings and also in education practices and tutoring. • Financial transparency and project management are clearly ensured, with well-documented processes subject to multiple levels of scrutiny involving different units. This contributes to rigorous control and accountability in the use of resources, indicating a high level of implementation of this principle and ensuring responsible and transparent practices. • ESEULisboa has undertaken efforts to strengthen research engagement among teaching staff, as reflected in the reduction of teaching hours to support research activities, alongside mechanisms for monitoring and accountability. For the 2026/2027 academic year, a new approach to this issue is being tested in an effort to reach a larger number of faculty members through this measure. • A Researcher's Guide was developed to inform and to support the integration, thereby contributing to the development of the researchers and the CIDNUR. New Proposals: i. To continue monitoring and adapting the allocation of teaching hours for research activities to manage teaching loads (A8). ii. Raise awareness among selection committees about the value of non-linear career paths, varied career trajectories, and mobility experiences, and reflect these principles in committee guidelines (A9).

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Further efforts could enhance the visibility of the institutional incentive for internationalisation/mobility (geographical, interinstitutional, intersectoral, interdisciplinary, transdisciplinary, and also virtual).	Initiatives undertaken: • ESEULisboa hosts a considerable number of academic staff and students' visits, research internships, postdoctoral researchers, and sandwich PhD students, both via the Erasmus Programme, including Blended Intensive Programmes, and through other partnerships within the framework of internationalisation (e.g. https://enfermagem.ulisboa.pt/node/8119). • Mobility is encouraged, including by law, as one of the missions of higher education institutions. Regime jurídico das instituições de ensino superior • Mobility opportunities are regularly disseminated by the International Relations and Mobilities Office, and conditions and procedures are available on the ESEULisboa website. • Internationalisation / Mobilities are recognised in staff performance assessments for career progression. • Recently, the School of Nursing enrolled its first PhD student with a fellowship to pursue doctoral studies in a non-academic setting and intends to continue attracting more doctoral candidates to such environments. New Proposals: i. To develop a formal internationalisation/mobility institutional strategy with emphasis on the dissemination of mobility initiatives (A10).

Status

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Limited training opportunities in sustainability practices in research.	Initiatives undertaken: • Since 2021, structured efforts have been undertaken to promote the sustainability of research at ESEULisboa. These include the recruitment of three permanent researchers, engagement with open science, support for researchers to strengthen their capacity to prepare and submit applications for external funding, and a commitment to alignment between research projects, among other initiatives included in the institutional strategic and activity plans. The overarching aim of this investment is to secure the research unit's accreditation and multiannual funding from the national agency, which is essential for its sustainability within the national scientific system. • There is an institutional environmental sustainability culture at ESEULisboa as it has been an Eco-School since 2018. Eco-Schools programme is an international initiative by the Foundation for Environmental Education, implemented in Portugal since 1996 by the European Blue Flag Association (ABAE). The programme aims to encourage actions and recognise the quality work carried out by schools in the field of Environmental Education for Sustainability. https://enfermagem.ulisboa.pt/node/7601 https://enfermagem.ulisboa.pt/node/9136 • ESEULisboa Presidency consistently integrates strategic objectives and indicators for the promotion of environmental sustainability into its strategic and action plans, demonstrating a strong institutional commitment to this area. • Since 2022, ESEULisboa has received funding and carried out projects to improve the energy sustainability of its buildings through Portugal's Recovery and Resilience Plan, funded by the European Union (e.g. https://enfermagem.ulisboa.pt/node/7822 https://enfermagem.ulisboa.pt/node/7819 https://enfermagem.ulisboa.pt/node/7821). • ESEULisboa is currently implementing its ECO.AP 2030 Efficiency and Decarbonization Plan 2025–2027, which can be accessed here: https://enfermagem.ulisboa.pt/node/9200 During the coming year, preparations for the 2028–2030 triennium will already begin. • CIDNUR actively promotes the alignment of its research projects with the Sustainable Development Goals (SDGs), as evidenced in CIDNUR's mission to advance fundamental, applied, and experimental nursing research, in line with the SDGs and the principles of Open Science. • Regarding social security provisions, all researchers, including fellows, are supported by the Portuguese social security system in accordance with national legislation. New Proposals: i. To promote awareness-raising and capacity-building initiatives in the scope of sustainability practices in research, including the use of ULisboa SUSTENTA Network (A11).

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Research activity evaluation within the teaching staff performance assessment tends to place a stronger emphasis on quantitative metrics, with comparatively less consideration given to qualitative dimensions. The ongoing revision of the teaching staff performance assessment regulation represents an opportunity for further improvement in this regard. ii. Ongoing development in the performance assessment of research staff regulation is expected to strengthen and fully encompass this principle.	Initiatives undertaken: • Research activities have been systematically included within the teaching staff performance assessment framework at ESEULisboa. • As the first research assistant was recruited in 2022, their first full evaluation, following the probationary period, is scheduled for 2028. • Both the teaching and research staff performance assessment regulations are currently under development within the context of the integration of ESEULisboa into the University of Lisbon in 2025. For this purpose, two working groups have been established at ESEULisboa. • In Portugal, efforts to address the precariousness of researchers have been implemented through a coordinated set of legislative measures, structural reforms, and funding programmes, particularly since 2016. More recently, in 2025, a new Scientific Research Career Statute was enacted, requiring the revision of existing regulations across universities and their respective schools. In this context, the ESEULisboa research staff performance assessment regulation is being jointly developed in collaboration with the University of Lisbon and its schools. This process represents an important opportunity to further enhance this and other regulatory frameworks governing research careers. New proposals: i. To continue the revision process of the teaching staff performance assessment regulation, ensuring alignment with the principles of the European Charter for Researchers (A12). ii. To further develop the research staff performance assessment regulation, ensuring alignment with the principles of the European Charter for Researchers (A13).

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Lack of an internal guide setting out clear OTM-R procedures and practices for all types of positions. ii. Need for OTM-R training for staff involved in the process. iii. Lack of systematic monitoring indicators (KPIs) for Open, Transparent and Merit-Based Recruitment (OTM-R). iv. Strengthen the international visibility and attractiveness of ESEULisboa's recruitment processes through the strategic use of EURAXESS and other international researcher recruitment and mobility networks.	Initiatives undertaken: • Recruitment processes in ESEULisboa follow applicable legislation and internal regulations, which closely align with the OTM-R policy. Legislation: - Statute of the Scientific Research Career (published in 2025). - Statute of the Polytechnic Higher Education Teaching Staff Career Internal regulations: - General regulations for recruitment competitions for researchers and academic staff that are currently being revised following the integration of the ESEULisboa into the University of Lisbon, in 2025. New proposals: i. To produce and disseminate an internal guide setting out clear OTM-R procedures and practices for all positions (A14). ii. To promote OTM-R training for staff involved in recruitment processes (A15). iii. To develop and implement a system for the evaluation and monitoring of OTM-R, including KPIs related to candidate diversity, internationalisation, time-to-hire, and candidate satisfaction, to assess whether OTM-R delivers on its objectives (A16). iv. To strengthen the already significant use of EURAXESS and enhance alignment with other international networks to expand the outreach of the recruitment notices (A17).

Status

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Continued efforts to enhance gender balance in selection panels would be beneficial, taking into account field-specific constraints such as the availability of male specialists in nursing.	Initiatives undertaken: • Selection committee appointments, composition and functioning follow applicable legislation and internal regulations, which closely align with the OTM-R policy. Legislation: - Statute of the Scientific Research Career (published in 2025). - Statute of the Polytechnic Higher Education Teaching Staff Career Internal regulations: - General regulations for recruitment competitions for researchers and academic staff that are currently being revised following the integration of the ESEULisboa into the University of Lisbon, in 2025. New proposals: i. To set a gender balance target for selection panels, along with a mitigation plan when this is not feasible (e.g., external pools, rotation mechanisms, expert databases) (A18).

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. Ongoing development in the research staff career regulation is expected to strengthen and fully encompass this principle.	Initiatives undertaken: • In Portugal, career progression for research and teaching staff in public universities is regulated under respective statutes, the Scientific Research Career Statute and the Higher Education Teaching Career Statute https://diariodarepublica.pt/dr/detalhe/lei/55-2025-916177977 https://diariodarepublica.pt/dr/legislacao-consolidada/decreto-lei/1981-213109341 • In accordance with the Statutes framework, progression in remuneration levels is foreseen within the same career category. Institutions are responsible for developing their own regulations governing performance assessment and career progression for both academic and research staff. • Progression between different career categories for research and teaching staff should also be ensured by the institution through the opening of competitive recruitment procedures for positions in higher categories, as has been the established practice at ESEULisboa. • Both the teaching and research staff career regulations are currently under development within the context of the integration of ESEULisboa into the University of Lisbon in 2025. For this purpose, two working groups have been established at ESEULisboa. • In Portugal, efforts to address the precariousness of researchers have been implemented through a coordinated set of legislative measures, structural reforms, and funding programmes, particularly since 2016. More recently, in 2025, a new Scientific Research Career Statute was enacted, requiring the revision of existing regulations across universities and their respective schools. In this context, the ESEULisboa research staff career regulation is currently being jointly developed in collaboration with the University of Lisbon and its schools. This process represents an important opportunity to further strengthen this and other regulatory frameworks governing research careers. New proposals: i. To further develop the research staff career regulation, ensuring alignment with the principles of the European Charter for Researchers (A19).

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...	Gaps: i. Teaching and research staff are remunerated according to a standardised salary scale. There is an opportunity to consider recognition and incentive mechanisms, financial or non-financial, in accordance with applicable legislation, particularly those linked to the ability to attract external funding, in the teaching and research staff assessment regulations. ii. There is an opportunity to strengthen administrative and research support further to enhance overall efficiency.	Initiatives undertaken: • ESEULisboa provides its research staff and all its employees with good working conditions. The Regulation on the Duration and Organisation of Working Time covers everything from working time arrangements to teleworking, as well as the balance between professional, family, and personal life. • ESEULisboa has been supporting sabbatical leaves. • Regarding material conditions, ESEULisboa offers adequate conditions for the development of research activities, with the School having invested, notably through European funds, in the modernisation of various spaces, such as laboratories, and in the acquisition of informatics and other equipment. • Concerning participation in governing bodies, and in accordance with ESEULisboa's Statutes, teaching and research staff take part in the School Council, the collegiate governing body of ESEULisboa, and in the Technical-Scientific Council, and may even be elected as President. • Concerning salaries, as a public entity, ESEULisboa must comply with the applicable legislation in this area. Information on careers and respective remuneration is public and consolidated within the SRAP – Public Administration Remuneration System (https://www.dgaep.gov.pt/upload/catalogo/SRAP_2026.pdf) • At ESEULisboa, a Gender Equality Commission, a Gender Equality Plan (https://enfermagem.ulisboa.pt/node/7617), and a Code of Conduct Against Harassment and Discrimination (https://enfermagem.ulisboa.pt/sites/default/files/C%C3%B3digo_Conduta_Assedio_ULisboa.pdf) are in place, including a formal reporting channel (https://denuncias.enfermagem.ulisboa.pt/#/). Students, including PhD students, can use these channels or the Student Ombudsperson to submit their complaints • The establishment of a mental health and well-being service aimed at the school's students and staff is underway New proposals: i. To consider other forms of recognition and incentive mechanisms, financial or non-financial, in accordance with applicable legislation, in the Research and Teaching Staff Assessment Regulations, to reward strong research performance (A20). ii. To assess staffing needs in the Project Management Office and, where feasible, recruit or reallocate additional staff to strengthen support for research management and external funding applications (A21).

Status

14. STABILITY OF EMPLOYMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	ESEULisboa was the first school of nursing in the country to contract research staff with open-ended public employment contracts, which provide job stability. Nowadays, there are 3 auxiliary researchers with open-ended public employment contracts working at ESEULisboa. Recently, there has been a significant number of retirements among ESEULisboa's teaching staff, and all these vacancies have been filled with open-ended public employment contracts, following a three-year probationary period, in accordance with the law. No significant gaps regarding this issue were identified by interviewees.	ESEULisboa has maintained a policy of filling the positions included in its staffing plan with open-ended public employment contracts, thereby ensuring long-term job stability and aligning with European Charter for Researchers on countering employment precarity in academia. In line with these principles, the School actively promotes employment security by prioritizing permanent recruitment procedures and systematically filling available vacancies. This approach reinforces transparency, supports fair access to opportunities, and reflects the institution's commitment to stable and sustainable professional careers.

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. There is an opportunity to raise access to national, sectoral, and institutional regulations governing training and working conditions, alongside targeted training initiatives, particularly in light of the significant number of recently integrated teaching staff and researchers.	Initiatives undertaken: • National, sectoral, and institutional regulations are available on the website of the institution. • With the integration of ESEULisboa into the University of Lisbon, efforts have been made to update the regulations and promote their dissemination. • The ESEULisboa Library team sends a daily email with the main regulatory publications from the Official Gazette (Diário da República). • The information on employment contracts is clear, and there are references to the regulations that govern them. Contracts include clauses with different regulations: confidentiality, intellectual property, etc. • An updated version of the existing Welcome Guide for researchers is in development. New proposals: i. To systematise access to national, sectoral, and institutional regulations governing training and working conditions through the ESEULisboa website, enhancing transparency and usability (A22).

Status

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Gaps: i. Training in intellectual property can be further enhanced to support technicians' and researchers' awareness and competencies in this area. ii. There is an opportunity to establish a dedicated intellectual property support team within ESEULisboa, strengthening guidance and support for researchers in this area.	Initiatives undertaken: • ESEULisboa has their own open-access scientific journal, Pensar Enfermagem, which is indexed in Scopus (https://pensarenfermagem.enfermagem.ulisboa.pt/index.php/esel/index). • There is institutional financial support for open access publishing. • There are national transformative agreements with scientific journal publishers in place for open access publishing with APC exemption or discounts (b-on/FCT/FCCN - https://www.b-on.pt/acesso-aberto/#acessoaberto). • CIDNUR has a Citizen Council, which meets twice a year to reflect on the CIDNUR action plan and activity report, while discussing ways to promote Citizen Science. • ESEULisboa recently adopted and disseminated the Intellectual Property Regulation of the University of Lisbon (https://www.ulisboa.pt/documento/regulamento-de-propriedade-intelectual-da-universidade-de-lisboa). • The recent integration into the University of Lisbon may represent an important opportunity in this context, enabling the promotion of collaborations with other units, such as law faculties or institutes with greater experience in the development of medical devices and technological innovation. New proposals: i. To promote ESEULisboa technical and academic staff training on intellectual property, commercial exploitation and technology transfer (A23). ii. To establish a dedicated intellectual property support team within ESEULisboa (A24).

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...	Gaps: i. Opportunity to enhance awareness of the value of diverse research careers.	Initiatives undertaken: • ESEULisboa brings together researchers from a wide range of scientific fields, with diverse professional backgrounds and training, spanning multiple disciplines and areas of knowledge. This diversity of profiles and career pathways fosters a richer, more interdisciplinary, and innovative research environment. • ESEULisboa actively values and promotes a broad spectrum of academic and professional activities, including teaching, skills development, peer review, leadership and management, supervision, mentoring, knowledge valorisation, technology transfer, entrepreneurship, industry collaboration, evidence-based policymaking, science communication, societal engagement, open science practices, and teamwork, including through performance evaluation processes that have long recognised these contributions. • ESEULisboa supports and promotes diverse forms of mobility, including international, national, intersectoral, interinstitutional, interdisciplinary, transdisciplinary, and virtual mobility (e.g. https://enfermagem.ulisboa.pt/node/9187). • Both the teaching and research staff assessment regulations are currently under development within the context of integration into the University of Lisbon. To this end, two working groups were established at ESEULisboa. This constitutes an opportunity to actively recognise and value the diversity of research careers and adopt an inclusive and quality-focused approach to research assessment, emphasising talent, diverse contributions, and responsible use of metrics. New proposals: i. To continue the process of revising/developing the teaching and research staff assessment regulation, ensuring alignment with the principles of the European Charter for Researchers (A12 and A13).

Status

18. CAREER DEVELOPMENT AND ADVICE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. There is an opportunity for the implementation of systematic counselling on individual career development plans, aligning personal goals and institutional development.	Initiatives undertaken: • In Portugal, career progression for research and teaching staff in public universities is regulated under respective statutes, the Scientific Research Career Statute and the Higher Education Teaching Career Statute https://diariodarepublica.pt/dr/detalhe/lei/55-2025-916177977 https://diariodarepublica.pt/dr/legislacao-consolidada/decreto-lei/1981-213109341 • In accordance with the Statutes framework, progression in remuneration levels is foreseen within the same career category. Institutions are responsible for developing their own regulations governing performance assessment and career progression for both academic and research staff. • Progression between different career categories for research and teaching staff should also be ensured by the institution through the opening of competitive recruitment procedures for positions in higher categories, as has been the established practice at ESEULisboa. • Both the teaching and research staff career regulations are currently under development within the context of the integration of ESEULisboa into the University of Lisbon in 2025. For this purpose, two working groups have been established at ESEULisboa. • In Portugal, efforts to address the precariousness of researchers have been implemented through a coordinated set of legislative measures, structural reforms, and funding programmes, particularly since 2016. More recently, in 2025, a new Scientific Research Career Statute was enacted, requiring the revision of existing regulations across universities and their respective schools. In this context, the ESEULisboa research staff career regulation is currently being jointly developed in collaboration with the University of Lisbon and its schools. This process represents an important opportunity to further strengthen this and other regulatory frameworks governing research careers. • There is a strong mentoring culture at ESEULisboa. New proposals: i. To systematically integrate counselling on individual career development plans into a mentoring framework, ensuring alignment between personal goals and institutional development (A25).

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. There is an opportunity to further strengthen training provision through a coordinated approach.	Initiatives undertaken: • There are opportunities and incentives for the development of skills, both in the field of research and in other complementary areas, through internal and external training offers. • ESEULisboa incentives training and participation in scientific events. Financial support is available for teaching and research staff to attend training activities. • Support to participate in academic juries. • ESEULisboa has been supporting sabbatical leaves. • ESEULisboa has been taking strong partnerships with companies that allow training periods for students in those companies and the possibility to develop some practical work for their thesis. New proposals: i. To structure and evaluate continuing professional development, aligned with performance assessment processes (A26).

Status

20. SUPERVISION AND MENTORING

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gaps: i. There is an opportunity to systematise and formalise a mentoring framework.	Initiatives undertaken: • Strong proximity between supervisors and supervisees and effective supervision in the Doctoral Programme, with continuous support, regular encouragement, periodic meetings, and an annual report, which allows for the assessment of the progress of the thesis and the identification of aspects to be revised or further developed. • At present, a close relationship of support, guidance, and assistance is fostered among researchers. This proximity enables effective follow-up, suited to the current size of the unit and the level of interaction among its members. This is an aspect that can and should be improved as the unit grows. • There is a strong mentoring culture at ESEULisboa, which operates simultaneously with a formal integration and tutoring program for new teaching staff. New proposals: i. To systematise a mentoring framework, including information about well-being, communication and conflict resolution (A27).