



MINISTRY OF EDUCATION OF THE REPUBLIC OF MOLDOVA

MOLDOVA STATE UNIVERSITY

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Approved

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*The Human Resources Strategy for Researchers incorporating
the European Charter for Researchers
and the Code of Conduct for the Recruitment of Researchers
at the Moldova State University*

SUMMARY OF THE INTERNAL ANALYSIS AND ACTION PLAN

This document presents the compliance of the Moldova State University (USM) with the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, and identifies actions for improving adherence to the European Commission's recommendations. The Action Plan provides a framework to increase the attractiveness of the Moldova State University, the vitality and sustainability of the research environment, and to improve the quality and impact of research undertaken by the university staff.

The Moldova State University is one of the oldest and the biggest universities in the Republic of Moldova with full range of curricula and research areas. The MSU nowadays comprises 13 faculties and the academic offer consists of 60 specialties of BSc. degree studies, 76 MSc. programmes and 66 specialties of Ph.D. programs. The research process at the MSU is the fundamental component of the academic process and the MSU is placed among the top spots in the national ranking. University scientific research is a complex activity as the objectives training of future researches, development of creativity, support of innovation, establishment of international cooperation. Presently, the research at the MSU is carried out in the framework of 10 accredited research profiles: theoretical and applied mathematics; current issues of applied computer science; physics and technology of materials, structures, semiconducting optoelectronic devices; technologies and new materials with properties useful for the national economy; biological security and rational use of the natural resources; theoretical and applied linguistics, history and theory of literature; archaeology, interethnic and international relations; contemporary legal issues in the Republic of Moldova; modernization of higher education in the Republic of Moldova in the context of European integration etc. Today, the research in the MSU is conducted in the 59 departments, 6 research centers, and 19 research laboratories. The research potential of the MSU is about 1400 teaching and research staff, including 90 doctors habil. and 400 doctors of sciences, more than 340 Ph.D. students, and about 13000 undergraduate and Master's degree students.

The Senate of the Moldova State University approved on 31 March 2015 the *Research and Innovation Strategy at the MSU for the period of 2015–2020*. The strategy offers the scientific research development at the MSU thus research and innovation to become efficient, effective and also represent an essential support of the training process in order to increase the performance of educational services, with the following milestones:

1. **R&D mission:**

The promotion of state policies in fundamental and applied sciences in accordance with the strategic development directions of science and innovation and ensuring consolidation of interconnection between science and education; the training of students, master's students and doctoral students in research, supporting young scientific researchers; developing national, regional and international collaboration in research, innovation and technology transfer.

2. **Objectives:**

- University affiliation to the integrated information system of the scientific research and national and international competitions launched to obtain projects;
- Information and dissemination of information and best practices in projects management (research, financing, technology transfer, national and European grants, projects from programs Horizon 2020 etc.);
- Scientific research promotion to increase the visibility of the results, the process and the results of the initial training within the framework of the MSU;

- The periodic assessment of the stages of the scientific research process, in order to identify the potential of the scientific research, priority directions, as well as the aim of the restructuring strategies;
- The training of the highly qualified scientific and scientific-didactic staff through doctoral and postdoctoral studies.

3. **Activities:**

- Restructuring the management of the scientific research, technology transfer and make more efficient management of financial allocations for science and innovation;
- Elaboration of the annual and perspective plans of the scientific works and technology transfer at MSU;
- Organization of participation in tenders for programs and projects (grants) at national and international levels;
- Organization of publishing of scientific works and conducting scientific events;
- Organization of accreditation and re-accreditation of the University in research and innovation;
- Organization of certification of the scientific staff and of the competition for occupying vacant posts;
- Organization of the implementation of the scientific achievements and commercialization the scientific results, publishing monographs, articles in magazines in prestigious publications, participation in national and international competitions;
- Coordination of the scientific activity of undergraduate, graduate and postgraduate students;
- State registration of projects and scientific reports;
- Organization of endorsement of the final scientific reports;
- Updating the MSU web page – the divisions of research, doctoral studies and scientific journal „Studia Universitatis Moldaviae”;
- Organization of the admission and evidence of doctoral and postdoctoral students (cycle III, postgraduate studies)

4. The main **university reforming directions** with the reference to European university research are as follows:

- Restructuring and reorganization of the existing institutional structures of universities and research institutions;
- Ensuring better interaction between research, innovation and higher education;
- Diversity promotion in the European university sector;
- Development and implementation of coherent and comprehensive strategies and policies in the field of ”brain circulation”;
- Supporting researchers throughout their career, focusing on creating good framework conditions;
- Ensuring a better interaction between universities and non-academic sector;
- Improving the conditions of the funding of universities;

- Promoting competitive funding models.

The focusing on globalization has brought to the growth of importance of international collaboration, the exchange of the explicit knowledge and has created strong international scientific communities, without reducing the importance that the complex of local factors has in adaptation and exploitation of knowledge. The MSU holds the first place in the top of the higher education institutions from the Republic of Moldova, according to the world ranking Webometrics, performed by the Superior Council of the Scientific Investigations within the framework of the Ministry of Science and Innovation of Spain. The MSU has been accredited as an organization from the sphere of science and innovation with all the rights to perform research, innovation and technology transfer. Within the framework of the MSU there are 6 scientific research centers (SRC) that unite 22 scientific research laboratories (SRL) ¹:

SRC “Semiconductor Materials and Devices

- Physics of Semiconductors;
- Photo-Thermoplastic Recording;
- Physics and Engineering of Nanomaterials and Synergy „Prof. E.Pokatilov”;
- Photonics and Physical Metrology.

SRC „Current Issues in Mathematics and Computer Science”

- Fundamental Mathematical Structures;
- Mathematical Modelling and Optimization;
- Information Technologies;
- Education and Research in Mathematics and Computer Science (CECMI).

SRC „Environmental and Applied Chemistry”

- Environmental Chemistry;
- Redox Processes and Advanced Technologies in Water, Cosmetics, Pharmaceutical and Alimentary Products;
- Advanced Materials in Biopharmaceutics and Technique.

SRC „Life Sciences”

- Algology;
- Ficobiotechnology;
- Human and Animal Ecophysiology;
- Biological Security;
- Plant Biochemistry;

¹ http://usm.md/?page_id=76&lang=ro

- Pedogenic Processes.

SRC „SOCIAL AND ECONOMIC SCIENCES”

- Development of Educational Policies;
- Sociology of Politics.

SRC „Human Sciences”

- Thracology;
- Applied Linguistics and Comparative Literature;
- Institute of Social History “Pro Memoria”.

The human potential involved in research in institutional projects consists of 280 employees (full-time, part-time) for 175 research units. The total area of the spaces meant for research at the MSU is 2435 m², while the average area for a research unit is 20.8 m². The MSU possesses the internal capacity required to realize advanced education programs and individual research programs at doctoral level, including the number of people involved in doctoral studies – 343 doctoral students and 9 postdoctoral students; competent scientific specialties constitute 104 scientific specialties with 207 advisers of habilitate doctors. At present the MSU research is conducted within the 21 institutional research projects, 5 projects under state programs, 7 projects for young researchers, 4 bilateral projects, 3 projects STCU, 2 projects for development of innovation incubator and technology transfer office and 1 project for procurement of the equipment as well as projects for organizing scientific events, works on a contract basis, research conducted at the faculties and departments². From 2014 the performance of researchers’ is appreciated according to self-evaluation form of the scientific activity. The scientific journal of the Moldova State University „Studia Universitatis Moldaviae”³ was founded in 2007, being accredited as the national profile journal of category C. The journal comes out annually in print in 5 series of 2 issues per year. The list of scientific events planned for 2015 within the framework of the MSU contains 10 congresses, international symposia and conferences, 9 congresses, symposia and conferences with international participation, 15 congresses, national symposia and conferences, as well as 25 other events (sessions, seminars, workshops, colloquia)⁴.

At the beginning of 2015, the Moldova State University has launched the process of implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers principles, based on the decision of the University Senate. Accordingly, on 23 March 2015 the MSU Rector, Prof. Gheorghe CIOCANU, signed the Declaration of Commitment to the European Charter for Researchers and Code of Conduct for the Recruitment Researchers⁵. The Centre of International Projects of the Academy of Sciences of Moldova, acting as the EURAXESS Bridge Head Organisation, organized a seminar at the Moldova State University to discuss the internal evaluation process, HRS4R implementation and the benefits of HR Excellence Logo. According to the European Commission’s recommendations, an interdepartmental working group was established to review the Moldovan legislation, as well as the MSU internal documentations (strategies, regulations, procedures) relating to the principles of Charter & Code and to identify which of these principles are already implemented and which of them would need more attention to ensure a good development and implementation of Human Resources Strategy for Researchers

² http://usm.md/?page_id=11181

³ <http://studiamsu.eu>

⁴ http://usm.md/?page_id=10351&lang=ro

⁵ http://ec.europa.eu/euraxess/data/usgn_orgs/MSU_Declaration_of_Commitment.PDF

(HRS4R) at the university. The working group has been established by the decision of the Senate of the Moldova State University no. 01/648 on 31 March 2015. The working group includes:

1. Rector Gheorghe CIOCANU, Prof., Dr. hab.
2. Vice-rector for Research Florentin PALADI, Prof., Dr. hab.
3. Vice-rector for Study Otilia DANDARA, Prof., Dr. hab.
4. Vice-rector for International Relations Angela NICULIȚĂ, Assoc. Prof., Dr.
5. Vice-rector for Social Issues Nicolae SADOVEI, Prof., Dr. hab.
6. Director of Research and Innovation Department Leonid GORCEAC, Assoc. Prof., Dr.
7. Department of Communication and Theory of Information Nelly ȚURCAN, Assoc. Prof., Dr.hab.
8. Head of the Office Protection and Valuation of Scientific Works Tatiana BULIMAGA.
9. Head of Human Resources Department Eugenia BABARĂ.

The internal analysis was carried out by the working group. It consisted in the analysis of the current national legislation and regulations of the MSU relating to the principles of Charter and Code. In order to obtain a feedback from the employees who are involved in research activities and educational process, they were asked to measure the status of implementation of particular principles of Charter and Code. This evaluation has been conducted using a questionnaire based on the 40 principles of the Charter and Code consisting of 4 dimensions: (1) Ethical and professional aspects; (2) Recruitment; (3) Working conditions and social security; (4) Training. Each principle was transformed into a statement. Respondents were asked to evaluate the statements based on a grid between 1 (totally disagree) and 4 (totally agree). These four dimensions are equal to four sections of questionnaire:

1. Open Recruitment and Portability of Grants;
2. Social Security Issues;
3. Attractive Employment and Working Conditions;
4. Enhancing Training, Skills and Experience of Researchers.

Survey results were analyzed and taken into account in the development of the Action Plan to improve the situation and ensure effective implementation of the principles of Charter & Code.

The brief results of the internal analysis are presented according to the above-mentioned four main dimensions:

1. Ethical and Professional Aspects

The research freedom is guaranteed by Article 33 of the Moldavian Constitution, the Statute of the Moldova State University and its Code of Ethics⁶. The Ethics Committee of the MSU Senate has been established in order to monitor the compliance with the University Code of Ethics. We need further to review the university regulations on issues of ethics and professional conduct based on the

⁶ http://usm.md/?page_id=23&lang=ro

principles of Charter&Code, detailing some chapters on conflict and plagiarism preventing and management both for researchers and PhD students and postdocs. The ethical principles for publishing with the university research journal are based on existing Elsevier policies and COPE Best Practice Guidelines for Journal Editors. The Journal is indexed in the international databases. It is mentioned⁷ that the publication of an article in a peer-reviewed journal *Studia Universitas Moldaviae* is an essential building block in the development of a coherent and respected network of knowledge. It is a direct reflection of the quality of the work of the authors and the institutions that support them. Peer-reviewed articles support and embody the scientific method. It is important that articles are published in the journal *Studia Universitas Moldaviae* only after the review of a research expert in the domain (international expert reviewer are also invited). The decision on the publication of articles belongs to the Editorial board of those 5 series of the journal. The MSU offers the possibilities for dissemination of the scientific results through the publication of the scientific research results, so as the information about scientific publications (articles from the scientific journals, as for instance accredited journal at the national level *Studia Universitas Moldaviae*, as well as other MSU scientific journals) is broadcast through the MSU website, as well as through the electronic library (National Bibliometric Tool⁸), that stocks the articles from the scientific journals accredited at the national level. It is therefore important to agree upon standards of expected ethical behaviour for all parties involved in the act of publishing: the author, the journal editor, the peer reviewer, the publisher and the society. The Moldova State University as publisher of the journal takes its duties of guardianship over all stages of publishing extremely seriously and we recognize our ethical and other responsibilities. We are committed to ensuring that advertising, reprint or other commercial revenue has no impact or influence on editorial decisions. In addition, the Moldova State University and Editorial Board will assist in communications with other journals and/or publishers where this is useful and necessary.

The intellectual property and the patent guidelines are detailed in the relevant national intellectual property legislation⁹. The university regularly organizes lectures on intellectual property protection, and a certified person from the university Research and Innovation Department provides permanent assistance for the registration of patents and identifies the intellectual property objects for their protection and further implementation. To support the researchers and didactic-scientific staff the Department of the Research and Innovation in collaboration with the Department of the International Relations of the MSU organize periodic events and thematic workshops which aim is to inform about new European research projects, international project management, external funding opportunities, writing scientific articles for the journals with impact factor etc. The MSU regularly organizes lectures about the legal framework for intellectual property protection, involving professors from the Faculty of Law of the MSU, as well as inviting specialists from the State Agency on Intellectual Property of the Republic of Moldova (AGEPI). Moreover, a number of courses of study on the security of intellectual property are an integral part of the Bachelor and Master's programs. As well, a number of doctoral theses has been defended on intellectual property and copyright. The Office of the Intellectual Property and the Technology Transfer Office have been created within the framework of the MSU, which collaborators provide methodological assistance in the domains of intellectual property, registration of patents, innovation and technology transfer. The academic and didactic-scientific staff of the MSU is informed about the responsibilities, obligations and professional attitude while being recruited (e.g. interview, candidate's file) and subsequently through documents signed while being employed (e.g. job description, individual employment agreement). The researchers are supported in terms of their contractual and legal obligations on projects financed from the state budget and external financing, including the Department of Research and Innovation and the Department of International Relations. The MSU administration efficiently collaborates with the researchers on the administrative support and

⁷ <http://studiamsu.eu/informatii-pentru-autori/principii-etice/>

⁸ <https://ibn.idsi.md/en>

⁹ <http://agepi.gov.md/en/legislation/national.php>

assistance in project proposal writing, as well as realization of the research projects. The MSU administration is also involved in the process of integration and monitoring of the submitted projects; realization stages of the research projects, the analysis of the progress and of the results are systematically discussed at the Councils of the faculties, the MSU Administrative Council and the Senate. The university administration is informed if the research projects are late, drafted, completed, ended ahead of schedule or suspended for various reasons. This allows the administration to support the researchers involved in research projects, if necessary. Moreover, the didactic and research staff is assessed periodically on the basis of the relevant standards and indicators reflected in the internal rules of performance evaluation that were approved by the University Senate and reflected in the self-evaluation/evaluation form of scientific performances.

The Charter of the MSU, as well as the Personnel Policies Strategy at the MSU are at the basis of implementing best practices in research. The MSU systematically monitors the compliance with the health protection and the research staff security. In accordance with the Law no. 133/2011 "On protection of personal data", Government Decision no. 1123/2010 "On Approval Requirements for the assurance of personal data security at their processing within the information systems of personal data and the Government Decision no. 296/2012 "On approval of the Regulation to the Register of personal data controllers" „The institutional regulation on the protection of personal data" was approved at the MSU.

The university offers also many opportunities for the dissemination of scientific results through the organization and co-organization of the above-mentioned national and international conferences for both senior and young researchers (students, master and PhDs). With the purpose of public communication of the research results, the MSU organizes Open Days, public lectures, posts information on the institutional website¹⁰, and on the web pages of the faculties¹¹, organizes seminars, National Olympiads and Weekend Schools for the high school students, such as Weekend schools of Philosophy, Republican Schools and Olympiads of mathematics, computer science, chemistry, history etc.)

The MSU actively participates in various science promotion events, as „Researchers' Night", national competitions: „Doctoral Thesis of Excellence of the Year", „Project Contest for Young Scientists", „Scientist of the Year", „Annual Award of the Municipality of Chisinau for Youth in the Fields of Science, Technique, Literature and Art", „Scholarship of Excellence of the Government and Nominal Scholarship (in domains) for Doctoral Students", interviews in national and international media, radio and TV programs, monthly publications in online editions of „Buletinului Informativ of the MSU¹²" and newspaper „Universitatea¹³" etc.

2. Recruitment

The recruitment of researchers and teaching staff is done according to the national legislation. Each person has equal opportunity to compete freely for each given position according to the Labor Code of the Republic of Moldova and to the Code of Science and Innovation of the Republic of Moldova. Competitions are announced in the national media, such as „Făclia" and/or „Timpul", on the university's website¹⁴ and on the EURAXESS Jobs Portal¹⁵. The procedures of recruitment based on the USM Regulation on the recruitment of researchers¹⁶ are open, transparent and state clearly the rules of selection and employment process. The minimum length of service in the

¹⁰ <http://usm.md/>

¹¹ http://usm.md/?page_id=40&lang=ro

¹² http://usm.md/?page_id=8729

¹³ http://usm.md/?page_id=8487&lang=ro

¹⁴ http://usm.md/?page_id=11110&lang=ro

¹⁵ <http://www.euraxess.md/ro>

¹⁶ <http://usm.md/wp-content/uploads/2015/03/Regulament.pdf>

research field and scientific qualifications required for research vacancies are governed by the Code on Science and Innovation of the Republic of Moldova. The qualifications, competencies and abilities in the vacancy field are most relevant for the selection process. Monitoring the announcing procedures for the vacant places, and organizing contest is the duty of the Contest Commission for the occupation of vacant posts at the MSU. The University will support in continuation the diversification of the recruitment forms by enlarging target groups (its graduates, graduates of other elite universities, including certified foreign specialists). At the same time, primary university academic structures (chairs/departments) from the university framework will develop and approve, at the faculty councils, one in three years, perspective plans for the subdivision staff, correlated with the activity of other faculty structures and the Institute of Research and Innovation of the MSU.

Meanwhile, the university fosters the participation of young researchers at different national and international competitions, as well as studies and internships abroad etc.¹⁷ The Republic of Moldova has signed the Lisbon Convention on Recognition of Qualifications which provides recognition of studies, certificates, diplomas and degrees obtained in another country of the European region. Recognition and equivalence of diplomas and certificates of highly qualified scientific and scientific-teaching activity obtained abroad is regulated by the national legislation, being carried out by the National Council for Accreditation and Attestation of Moldova¹⁸. Currently, the procedures are applicable of recognition of credits for doctoral students who obtained mobility at the universities abroad and who are governed by the organization and functioning of the Doctoral Schools, national regulations on the organization of the doctoral and postdoctoral studies that also provide admission requirements and procedures of realization of the doctoral and postdoctoral studies. In general, the MSU encourages and involves the researchers and welcomes mobility within various mobility programs and projects, as for example Marie Curie Actions People - International Research Staff Exchange Scheme and Erasmus Mundus¹⁹. At the same time, the MSU supports and encourages virtual mobility of the researchers, especially of the young researchers, through the participation in the online courses offered by the universities from abroad. The MSU has adopted the academic mobility management practice and methodology for recognizing the results of the realized mobility provided by the host institution of the Erasmus mobility program. The academic mobility is part of the indicators used in the evaluation of the scientific work of the scientific and didactic-scientific staff and is highly valued in the recruitment of young researchers. The university offers beneficial framework for career advancement as well as mechanisms to stimulate the interest of researchers to develop a successful career in science, especially for young researchers. Within the framework of the MSU are organized the contests to stimulate scientific and didactic performance, e.g. contests “Teacher of the Year”, “The Most Successful Teaching Debut”, Merit Gradation is awarded. As well, the MSU encourages participation of the doctoral students/ researchers in various national and international competitions, as for instance National Award for Youth in the Field of Science and Technology”, “Annual Award of the Municipality of Chisinau for Youth in the Fields of Science, Technique, Literature and Art”, „Scholarship of Excellence of the Government and Nominal Scholarship (in domains) for Doctoral Students”, awards granted by the Academy of Sciences of Moldova, e.g. „Scientist of the Year”, „Young Scientist of the Year”, „For Valuable Scientific Achievements of Scientists”²⁰ etc.

3. Working Conditions and Social Security

In accordance with national and institutional regulations, the MSU employees are represented in all collective decision-making bodies: the MSU Senate, councils and committees. All staff enjoys social protection under the national law. Employment rights, including right to a pension and medical insurance, are also stated in the collective labor contract and individual labor contracts. It is

¹⁷ <http://phys.usm.md/md/news/read/136>

¹⁸ <http://www.cnaa.md/>

¹⁹ http://usm.md/?page_id=60&lang=ro

²⁰ <http://usm.md/?p=11251&lang=ro>

mandatory to instruct a newly-appointed researcher about workplace safety, potential dangers and protective measures. According to the collective labor contract, employees are entitled for maternity leave and free annual medical examination. Remuneration of researchers is done based on the unique tariff grid for scientists approved by the Government. This is a precise grid with clear and transparent internal mechanisms to stimulate researchers, and their promotion from one wage category to another. All employees enjoy equal rights and opportunities, and the principle of non-discrimination is guaranteed by the national legislation (Law on Equal opportunities no. 121 of 25.05.2012), the statute of the university and the collective labor contract. In particular, to promote the health of its employees, the MSU offers a health promotion program for all the members of the University. This program includes access to the services provided by the MSU Sports Center and University Medical Center, which offers a variety of medical and sports programs at reduced rates of 50%.

The MSU offers good conditions for the realization of the research and teaching activities. The University has modern laboratories that allow fundamental and applied research activities. The MSU is equipped with the systems of videoconference/webinar for the organization of the seminars, symposia, round tables with the virtual participation of the professors from abroad, as well as the members of the scientific diaspora. The platform Moodle is also used that allows distance training. The researchers have the possibility to use the MSU Central Library, located in the central campus of the University that has an impressive collection of documents, several reading rooms/halls and a multimedia room. The researchers can also access various data bases to which the University is subscribed both individually and through the REM consortium – Electronic Resources for Moldova, such as EBSCO, Springer Link, Cambridge Journals, IOP Publishing, EU Neighbourhood Info Centre containing the EU Neighbourhood Library etc. The Research and Innovation Department provides assistance and support to scientists during the writing of project proposals, registers and monitors the projects submitted, as well as manage properly the situation if research projects might be delayed, redefined, completed, terminated or suspended for different reasons. Meanwhile, the regular financial and research auditing of university projects managed through the Academy of Sciences of Moldova is heavily bureaucratized and time-consuming, and it is not directly related to the performance appraisal by research results of the performed scientific work.

The University focuses on the research internalization, with this aim being regularly organized information sessions, trainings on mobility programs, funding opportunities. The MSU actively participates in mobility projects. Beginning with 2007 MSU is an active participant of the EU program of academic mobility Erasmus Mundus, being the partner during the period of 2007-2015 in 7 projects. Therefore, the MSU employees have the access to diverse opportunities of continuing professional development (trainings, seminars, continuing education courses, internships) held both by the University and by relevant institutions from our country and abroad. The University permanently identifies individual needs of the researchers. In perspective, the MSU plans to implement an action plan in continuing education of the staff that will be based on the continuing development of research competences, as knowledge on methodological aspect, a better cooperation with the business sector, knowledge on writing projects offers, research projects management. Meanwhile, Continuing Formation Office of the MSU offers doctoral students and young didactic-scientific staff the possibility to attend the psychopedagogical module that is allocated 60 ECTS credits. Doctoral students are given the opportunities to enhance their teaching skills by being employed as university lecturers. They can organize their didactic activity in accordance with the doctoral study contract, limited to 0, 25 didactic load. Didactic activities that exceed this level will be paid according to the legislation in force. The teaching-training courses are taken into consideration when the doctoral thesis is evaluated.²¹

²¹ http://usm.md/wp-content/uploads/2015/02/Regulament_doctorat_USM.pdf

The evaluation standards and indicators are approved by the university's Senate and are being used by the USM for the annual evaluation of researchers. Based on this evaluation, promotion from one wage category to another, awards and wage supplements are granted for the accomplished performance. Thus, the MSU applies various mechanisms to motivate the staff that consists in application of some clear procedures of encouragement and non-discriminatory for the university staff to ensure salary supplements to all staff categories, through the prism of collective performances and objectives of the individually established performances. Moreover, the MSU didactic staff and researchers have the possibility to publish in the journal with the impact factor and merits in scientific-didactic activity, that are foreseen in the Regulation about stimulating authors, who publish in journals with the impact factor (approved by the MSU Senate of 21.06.2012) and the Regulation on the merit gradation of the Moldova State University (approved by the MSU Senate of 28.02.2012).

However, the MSU is planning to improve individual employment agreement, to modernize the equipment infrastructure for research, inclusively, by providing in continuation of the substantial funds from the internal budget of the MSU, to extend partnerships and mobility in research regionally and on the European level.

4. Training

Workshops are organized periodically on European research programs, as well as on project management and funding opportunities etc. In the continuing formation context, the MSU offers at the disposal of the researchers the courses from psychopedagogical module, facilitating their participation in the didactic process.

The following tasks are pointed out in the approved by the university Senate of the *Research and Innovation Strategy at the USM for the period of 2015–2020*²²: promoting doctoral studies in 9 Doctoral Schools of the Research and Innovation Institute of the Moldova State University and application of criteria and performance indicators for the periodic evaluation of doctoral and postdoctoral activities. Superior study programs of doctorate (cycle III) are held in doctoral schools, while the postdoctoral studies are organized with the aim of realizing advanced fundamental and applied scientific research. The Regulation on the organization of the superior doctoral studies, cycle III, was elaborated by the Ministry of Education and approved by the Government Decision (HG No. 1007 of 10.12.2014 on approving the Regulation on the organization of the superior doctoral studies, cycle III, published on 26.12.2014 in the Official Monitor no. 386-396). Doctoral school includes doctoral students and scientific advisers who hold the right to conduct the doctorate. In addition to scientific advisers, some doctoral schools are affiliated and other researchers and/or didactic staff, with or without the right to drive doctorate, involved in the research activities and/or teach in the framework of doctoral school, from the university or from abroad. A doctoral school is equal to a chair or department of the university. Doctoral school is run by a Director of a doctoral school, similar to the director of a department and to a doctoral school council, as a collective administrative body. At the MSU a strong connection of doctoral studies with the research activity is provided by the Institute of the Research and Innovation of the MSU, within which framework doctoral schools and scientific research laboratories are organized and function.

One of the key objectives to assure success to the MSU is the continuing institutional development. In this context, the MSU Senate approved institutional Regulation of organization and functioning of the doctoral studies programs within the framework of the Moldova State University (24.02.2015) and the Regulation on the continuing professional formation of the didactic staff from the Moldova State University (28.08.2012). Continuing professional formation of the didactic and

²² <http://usm.md/wp-content/uploads/2010/09/Strategia-de-cercetare-si-inovare-la-Universitatea-de-Stat-din-Moldova-pentru-perioada-2015-2020.pdf>

scientific staff from the framework of the Moldova State University is obligatory and constitutes the basic component in educational policies of university renovation and of assuring quality to the higher education according to the European Standards and National Framework of Qualification, of developing professional competences of the MSU collaborators. The Continuing Formation Office of the MSU aims at organizing and assuring that continuing formation of the MSU staff is at the highest level. At the same time, it is necessary to diversify continuing formation programs by offering some courses based on the development of the research skills, cooperation with the business sector, project management etc. The University encourages both young researchers and experienced researchers to participate in various events organized by educational and research institutions, specialized authorities in certain areas, in order to obtain transversal skills. Promoting the researchers who are at the beginning of their path is a key objective of the MSU and was included in Research and Innovation Strategy of the Moldova State University for the years 2015-2020 as well as of the MSU Personnel Policies Strategy and the Institutional Regulation of Organization and Functioning of Doctoral Study Programs within the State University of Moldova. The purpose of the MSU is to support young researchers to advance their academic career in high quality doctoral studies. Moreover, the Office of Doctoral Studies, Department of Research and Innovation and the Department of International Relations inform and support the MSU doctoral students and provide tutorials on opportunities and advanced education programs²³. Currently, these services include information and activities on various projects in co-tutelage. However, within the framework of doctoral schools doctoral students will be able to choose a number of free courses / modules of qualification during the doctoral program. Doctoral students can also request, depending on their needs professional courses organized by the Continuing Formation Office of the MSU²⁴.

In order to gain didactic-scientific experience doctoral students can be employed as university lecturers on 0,25 didactic load. Throughout the doctoral program, doctoral students are supported and assisted by highly qualified scientific advisers who are empowered as scientific advisers by the national authority, based on the research performance indicators. The main attributions of scientific advisers are reflected both in the national and institutional regulations, being extended competences and responsibilities of the scientific advisers, while their activity is monitored through periodical evaluation. These modifications are mentioned in the Institutional Regulation of organization and functioning of doctoral study programs at the Moldova State University and Framework Agreement of the superior doctoral studies at the MSU²⁵. However, rights and obligations of scientific advisers must be clearly specified and foreseen in individual employment agreements and in job descriptions.

Action Plan Implementation

The progress of the Action Plan will be reviewed regularly by the above-mentioned working group established by the decision of the Senate of the Moldova State University no. 01/648 on 31 March 2015. The working is chaired by the MSU Rector. The working group will discuss the Action Plan development every six-month period, and will notify the progress of planned actions, the impediments and the problems that might occur, as well as will elaborate proposals for their solution. The implementation progress of the HR Strategy for Researchers at the Moldova State University will be reviewed by self-evaluation after two years in order to adjust, as necessary, the strategy in line with other research policies and practices, both national or/and international, as well as with our researchers feedback, and to highlight the actions for the subsequent two-year period Action Plan. The Final Report and proposed below the Action Plan shall be approved by the University Senate.

²³ <http://phys.usm.md/md/notification/read/108>

²⁴ http://usm.md/?page_id=47

²⁵ http://usm.md/wp-content/uploads/2015/02/Contract_doctorat_USM.pdf

PRINCIPLE	ACTION	RESPONSIBLE	TERM/ DEADLINE	MILESTONES
Ethical and professional aspects (1-11)	Improving or updating of Regulations on scientific research laboratories operation	Director of the Research and Innovation Institute of the MSU, heads of the research laboratories	Q4, 2015	Regulations on research laboratories operation
	Supervision of compliance of practices, standards and fundamental principles of ethics	Ethics Commission of the MSU Senate, the minutes no. 7 dated on 28.02.2012	Systematically	Reports of the MSU Ethics Commission
	Introduction in the employment contracts of the researchers of copyright clauses on use and exploitation of intellectual property objects	Research and Innovation Institute, Office of Human Resources	Q1, 2016	Employment contracts of researchers
	Contracts/agreements of the MSU Doctoral Schools	Councils of Doctoral Schools	Q3, 2015	Doctoral Schools contracts
	Individual employment contracts	Vice-rector for social issues, Office of Human Resources	Q1, 2016	Individual employment contracts/agreements
	Publication of the research results in scientific journals, monographs, collections and their presentation at scientific forums	Project Directors	Permanently	Research papers, monographs, participation in scientific forums
	Completing self-assessment / evaluation form of research performance	MSU Senate, Research and Innovation Institute, project directors	Q4, annually	Self-assessment reports
	Development and approval of the report on research and innovative activity			Report on research and innovative activity
	Preparation/concluding of project financial contracts	Research and Innovation Institute, project directors	Q1, annually	Project financial contracts

Internal audit		Quarterly	Internal audit reports
Monitoring compliance measures required to protect the health and safety	Department of Institutional Development, Trade Union, labour protection engineer	Systematically	
Institutional regulation on personal data protection	Vice-rector for Social Issues, Office of Human Resources	Q2, 2015	Regulation on personal data protection
Development of a guide on dissemination of the research results, which would facilitate the presentation, communication etc.	Research and Innovation Institute	Q4, 2015	Guide on dissemination of the research results
Organizing seminars on writing articles, relevant scientific materials for scientific journals with the impact factor	Research and Innovation Institute, MSU Central Library	Systematically	
Permanent update of the MSU website devoted to the research issues	Research and Innovation Institute, directors of research laboratories and doctoral schools	Permanently	MSU website www.usm.md
Development and policies approval of Open Access of the MSU and of the scientific journal “Studia Universitatis Moldaviae”	Research and Innovation Institute, MSU Central Library	Q4, 2015	Open Access policies of the MSU and, in particular, of the Research Journal “Studia Universitatis Moldaviae” http://studiamsu.eu/
Stimulation of interdisciplinary research	Research and Innovation Institute	Systematically	Interdisciplinary research projects
Popularization of scientific research results in the media (publications, TV and radio programs)	Public Relations Office, MSU newspaper, TV and radio		Popularization articles, and participation in TV and radio programs

	Organization of public lectures and thematic round tables in order to inform the public about scientific achievements of the university	Research and Innovation Institute, MSU 13 Faculties	Systematically	
	Promoting cooperation between the university and the community: organization of volunteering activities with the participation of staff and students of the university, voluntary involvement of researchers and other employees of the university in humanitarian activities and similar civil society activities etc.	MSU Faculties, Research and Innovation Institute		
	Promotion of impartiality and fairness by eliminating all forms of discrimination	Rector's Office, Human Resources Office, Independent Assessment Committee		
	Encouraging participation in various competitions for young scientists/researchers	MSU Senate, Research and Innovation Institute	Permanently	
	Formation of the Independent Assessment Committee	Rector's Office, Vice-rector for research, Director of the Research and Innovation Institute	Q4, 2015	Independent Assessment Committee
	Updating of evaluation form for the research performance of researchers	Vice-rector for research, Director of the Research and Innovation Institute, Heads of research laboratories, Head of the Independent Assessment Committee	Systematically	Evaluation form of the research performance assessment
Recruitment (12-21)	Respecting legal principles and requirements in force of researchers. Ensuring favourable conditions of employment in research and supporting disadvantaged people	Rector's Office, Directorate of the Institute of Research and Innovation, Human Resources Office	Permanently	Report

Ensuring transparency and openness of the recruitment procedures of candidates. Monitoring procedures for job vacancy announcement	Vice-rector for social issues, Human Resources Office, Research and Innovation Institute	Annually	Relevant information published on the university website
Updating and improving of norms and recruitment rules	Vice-rector for social issues, Human Resources Office, Research and Innovation Institute	Q4, 2015	Revised norms and recruitment rules
Development and diversification of the evaluation criteria of researchers. Developing criteria for selecting candidates involving representatives with experience in the field. Preparing and updating practice of selection for assessing candidates	Rector's Office, Research and Innovation Institute, Human Resources Office		Revised internal methodology concerning hiring teaching staff and researchers. Revised evaluation criteria of teaching staff and researchers
Providing free access of researchers to the information about the recruitment process and the criteria for selection of candidates, respecting transparency principles and ensuring the confidentiality of data and information required by law in force	Research and Innovation Institute, Human Resources Office	Systematically	
Updating Regulation on merit gradation of the MSU, and Regulation on stimulating authors who published articles in research journals with impact factor. Stimulating and supporting the experience and creativity of the candidates	Rector's Office, Research and Innovation Institute, Deans of the Faculties	Annually	Revised Regulation on merit gradation of the MSU, and Regulation on stimulating authors who published articles in research journals with impact factor
Valuing abilities and skills of the researchers, acquired during mobilities, in the university activity	Research and Innovation Institute, Human Resources Office	Permanently	

Stimulating and supporting academic mobility and appreciating accumulated experience through researchers' mobility	Research and Innovation Institute, Department of International Relations, Study Office, Department of Quality Management	Q4, 2015	Methodology of the mobility results recognition
Development of the institutional regulation that describes the participation of students (cycles I, II, doctoral studies), researchers and didactic personnel in the academic mobility programs and methodology of the fulfilled mobility results recognition			Regulation on mobility activities
The MSU offers requalification or training/education of some professional competencies through continuing education	Rector's Office, Continuing Education Department	Permanently	Number of requalification or training courses
Making managers responsible for correct evaluation and appreciation of the candidates for the positions according to the gained professional qualifications	Rector's Office, Human Resources Office	Systematically	
Establishing presentation and evaluation criteria of the annual postdoctoral reports	Vice-rector for research, President of the Scientific Council, Directors of Doctoral Schools	Q4, 2015	Revised presentation and evaluation criteria of the annual postdoctoral reports
Development of the framework agreement/contract for postdoctoral studies	Vice-rector for research, Doctoral Studies Office	Q2, 2015	Contract for postdoctoral studies
Improving Regulation on occupation of research positions	Research and Innovation Institute, Human Resources Office	Q4, 2015	Revised Regulation on occupation of research positions

	Ensuring juridical protection of researchers at the level of master's and doctoral university studies, professional advancement through national and international internships, as well as the possibility of the advancement at all levels of the research career, depending on the gained experience, participation and recognition as author of the research products obtained through such activity	Research and Innovation Institute	Permanently	
Working conditions and Social Security (22-35)	Modernization of the equipment infrastructure for education and research, including through ensuring the funding from the MSU budget	Rector's Office, Vice-rector for research, Study Office, Research and Innovation Institute	Annually	List of modern equipment purchased
	Development and application of the evaluation criteria of the scientific activity for its stimulation	Vice-rector for research, Research and Innovation Institute		Evaluation criteria for the research activity
	Extension of the research partnerships, supporting research mobility	Rector's Office, Research and Innovation Institute		Agreements and staff mobility projects
	Ensuring the norms and rules of labour protection	Research and Innovation Institute		Information about norms and rules of labour protection
	Establishing compensations for the employees if working in services in harmful conditions	Research and Innovation Institute, Trade Union		Compensations
	Flexible working program of didactic-scientific staff employed in research	Project Directors		
	Providing favorable conditions for research employees, encouraging creation and free research	Rector's Office, Directorate of the Research and Innovation Institute	Permanently	

Ensuring connection between education, research, business media, labour market	Rector's Office, the MSU subdivisions		Number of students involved in research, number of economic contracts between research groups and companies
Ensuring continuity of the scientific schools and successful bridging the research with doctoral studies within the framework of Doctoral Schools	Rector's Office, Research and Innovation Institute, Doctoral Schools		
Preparation of the projects financial agreements	Research and Innovation Institute, Project Directors		Projects financial agreements
Remuneration based on research performance evaluation	Research and Innovation Institute, Human Resources Office	Q1, annually	Evaluation criteria for the research activity
Application of financial stimulus to encourage the development of skills and competences	Research and Innovation Institute, Accountancy Office, Planning and Finance Office	Permanently	
Promoting and respecting the criteria and requirements to ensure equal opportunities for candidates	Human Resources Office, Research and Innovation Institute	Annually	
Identifying the master students with high performance and promoting them to doctoral studies	Dean's Offices	Periodically	Number of master students with high performance enrolled in the doctoral studies
Encouraging young teachers and research staff with high performance, financially and morally	Rector's Office		Number of young teachers and researchers with high performance results
Performance evaluation of the academic staff / teachers	Department of Quality Management, students	Periodically	Report

Competition-based employment on the basis of research results and academic performance	Independent Assessment Committee	Annually	Report
Development of the Institutional Regulation that describes the mode of participation of students (cycles I, II, and doctoral studies), of the researchers and of the teaching personnel in the academic mobility programs and methodology of the mobility results recognition of the fulfilled mobility	Department of International Relations, Study Office, Department of Quality Management	Q4, 2015	Regulation on the mobility activities
Short-term qualification improvements for the academic staff	Continuing Education Department		Number of courses in progress
Organizing public seminars on intellectual property protection and on copyrights in the research process, reporting and disseminating the scientific results	Research and Innovation Institute	Systematically	Seminars on copyrights and intellectual property protection
Introducing in the employment agreements clauses on copyright, using and exploiting of intellectual property objects	Research and Innovation Institute, Human Resources Office	Q4, 2015	Revised employment agreements
Intensifying collaborations in implementing projects offers by interdisciplinary research groups	Research and Innovation Institute	Q4, annually	Number of interdisciplinary projects
Taking part in conferences and publicating research results both in co-authorships and individually		Permanently	Number of participants in the scientific forums
Judicious correlation of the research and teaching components in the didactic load	Departments' chairs, Study Office	Q3, annually	Staff didactic load
Offering continuing education internships to researchers with the aim of improving teaching skills	Continuing Education Department	Permanently	Number of education internships
Monitoring and supervision of the compliance procedures for notifications of complaints as required by the law in force and by the internal regulations provisions of the MSU	Vice-rector for social issues, Human Resources Office	Systematically	

	Ensuring confidentiality rules and regulations, and promoting the adequate institutional culture on conflict resolution			
	Better collaboration between the decision-making bodies with the didactical and research subdivisions	Rector's Office, Research and Innovation Institute	Permanently	
	Participating in the commissions, committees, and decision-making bodies at the MSU and nationwide			
	Approval of the Doctoral Schools regulations	MSU Senate, President of the Scientific Council of the Research and Innovation Institute	Q3, 2015	Doctoral Schools regulations
	Approval of the Doctoral Schools contracts	Research and Innovation Institute, Doctoral Schools Councils, Doctoral Schools directors		Doctoral Schools contracts
Training (36-40)	Establishing admission requirements for the doctoral studies	Research and Innovation Institute, Doctoral Schools Councils	Q2, annually	Admission requirements for the doctoral studies
	Ensuring adequate organizational and technical conditions for studies and research. Research, teaching, and ethical guiding of the doctoral students	Doctoral Schools Councils, Doctoral Studies Office, Mentoring Committees, doctoral supervisors	Permanently	
	Encouraging lifelong education of researchers in the highly ranked universities and research institutions abroad, as well as in the MSU	Department of International Relations, Continuing Education Department	Systematically	Number of researchers trained

	Organizing methodological seminars for researchers improving competences and updating knowledge on methodological aspects, better cooperation with the business sector, writing projects offers, projects' financial management etc.	Research and Innovation Institute in collaboration with the MSU faculties, Continuing Education Department	Systematically	Number of methodological seminars for the continuing development of the research competences
	Supporting the insertion of the new curricula into the lifelong education program	Continuing Education Department	Q4, annually	Number of the new curricula developed
	Diversifying the activity objectives in the career counseling of researchers	Center of Career Guidance and Labour Market Relations		New activity objectives applied
	Stimulating the reserach staff education in teaching and e-learning activities on the university level	Continuing Education Department	Systematically	
	Encouraging continuous improvement of researchers' competences through various activities and practices	Research and Innovation Institute		Number of seminars and workshops on training researchers
	Improving financial instruments to encourage the development of skills and competences			Number of highly cited papers, research projects with highly rated outcomes
	Selection of scientific advisors	Vice-rector for research, President of Scientific Council of the Research and Innovation Institute, Directors of Doctoral Schools, Doctoral School Councils	Q3, annually	Approved list of scientific advisors