

Summary

Internal Analysis

of the Human Resources Strategy for Researchers of the Academy of Economic Studies of Moldova incorporating The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

RECTOR

of the Academy of Economic Studies (ASEM)

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INTRODUCTION

This document represents the analysis of the compliance of the Academy of Economic Studies of Moldova (hereinafter ASEM) from the perspective of applying the 40 principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers; this analysis also highlights the compliance identified by the ASEM with the principles of the Charter and the Code on the one hand and, on the other hand, it determines the future actions to be taken by ASEM, which will contribute to improving the adherence and implementation of the European Commission recommendations.

The Human Resources Strategy and Action Plan presume a wide and complex range of measures which aim at enhancing the attractiveness of ASEM and ensuring the sustainability of the research environment. Furthermore, it will contribute to the quantitative and qualitative improvement; it will increase the impact of the research conducted by ASEM and its researchers, as well as ensure a remarkable impact on society.

The Academy of Economic Studies of Moldova is a relatively young dynamic university with a multidimensional vision, answering to the society needs, and with a great capacity of reacting to the changes in the social and economic environment. The efforts of the recent years, at all levels of ASEM structures, and infrastructure investments have created the prerequisites for the development of a modern and qualitative education able to integrate into the European education and research framework.

The ASEM is the undisputed leader in the field of economic education in the Republic of Moldova, having a good image and reputation, both within the country and abroad. The institution plays a central role and bears great responsibility for the development of the economic science and education, as well as for their promotion in the European Research Area.

The reality we live in today, globalization and borders eradication, impose some radical changes; therefore, there is a need for new development strategies oriented towards increasing the competitiveness of ASEM in the new conditions of the teaching and research environment.

Furthermore, this supposes a continuous modernization of the education-research process, which in turn requires a *competent, motivated, integral, and therefore competitive* human potential.

The components which would enable ASEM to attract and maintain its competitive personnel are: better working conditions; more transparent and fair recruitment and selection policies for the personnel involved in research; continuous professional development, as well as

recognizing excellence in research and teaching, through a system of rules, regulations and motivating rewards.

In the context of the foregoing, ASEM has started implementing a series of measures aimed at improving the *training* and *research* processes, through evolution to progress changes, through intelligence, professionalism, morality and high responsibility, whilst the "Human Resources Strategy for Researchers of ASEM incorporating The Charter and Code" plays a harmonious part in these intentions.

The Academy of Economic Studies of Moldova was established by the Government Decision no. 537 of 25 September 1991 in accordance with the Faculty of economy and trade economy of the State University of Moldova and on the basis of the Institute of National Economy of the Republic of Moldova.

ASEM is a higher education institution, a legal entity by public law, non-profit, apolitical, with academic economic and financial autonomy, attached to the tradition of free thinking, academic freedom, recognition of human rights and fundamental freedoms, and the rule of law.

The scientific research process is a fundamental component of ASEM activity, and one of the main evaluation criteria for the assessment of qualification and academic performance.

The scientific research within ASEM is a complex activity training the objectives of its future researchers, developing creativity, fostering innovation, establishing international cooperation etc. At present, the scientific research is carried out according to 5 accredited scientific research profiles: Basic and Applied Economics; Information technologies, Economic Statistics and Cybernetics; Finance, Accounting and Financial Analysis; Business and Administration; European Integration and Social Policies.

The Academy features a complete range of curricular areas and research fields. Currently, the ASEM comprises 6 faculties with a highly diversified academic offer consisting of 4 specialties for the basic education (college), 22 specialties for the higher education cycle I; 62 master degree programs and 33 doctoral specialties.

Furthermore, ASEM holds a notable scientific research potential in this field. At institutional level, the total number of active scientific-didactic and research positions constitute about 416 people, of which 338 are staff involved in research and innovation. Of the total number of the research staff (338 people), 34 people have the scientific degree of Habilitated Doctor and 219 are PhDs.

The PhD students, master degree students and cycle I students constitute an important source of development of the research potential of ASEM. The PhD students carry out their research under the guidance of the PhD supervisor and in collaboration with other scientific

researchers. The total number of PhD students in 2016 was 109 people and about 7000 students for cycle I and master level.

The main beneficiaries of the research performed at ASEM are the Ministry of Economics, The Academy of Sciences of Moldova, the Ministry of Finance, the National Bureau of Statistics of the Republic of Moldova, as well as other central and local public authorities.

ASEM has the experience and capabilities needed for the implementation of projects, and can be a reliable partner in the future. The gained experience covers a wide range of fundamental and applied research areas.

The activity of ASEM is focused on achieving increased competitiveness in the economic and socio-economic research, nationally, adapting the research and education programs to the needs of the current/modern science and community, while establishing effective collaboration with other universities, institutes and research centres.

ASEM, through the Institute of Economic Research and European Studies (hereinafter IERES), aims especially at increasing the capacities and experience of the human capital, which will contribute to the improvement of its financial standing, thus developing diverse classic methods and technologies as well as the new ones applied in the research processes. Since ASEM prepares students in doctoral programs (third cycle), it is very important that the education system within ASEM is very modern. Thus, the Academy often invites renowned professors from research centres/institutions and universities from abroad, and organizes trainings/seminars for young researchers and PhD students in the areas of their special interest.

The main government institutions cooperating with ASEM are: the Ministry of Economy, the Ministry of Agriculture and Food Industry, the Ministry of Labour, Family, and Social Protection, the Ministry of Finance, the State Tax Inspectorate, and the National Bank. Therefore, ASEM contributes to the drafting and development of national strategies, guidelines and other important documents for the implementation of state policy in the fields of economics, finance, statistics, and so on. There are also analyses, forecasts and summaries conducted in these areas.

Having a long historical development, ASEM faces the continuous challenges of the post-modern society and the new discoveries. Therefore, the institution promotes the academic mobility, the scientific research and the development of continuous training programs.

From a macroeconomic perspective, the Republic of Moldova supports the European vector, including the research and development field. With reference to the above mentioned reasons, the implementation of the 40 principles of the Charter and Code becomes a priority among the main strategic objectives. The academy tends to acquire and adapt the European

cultural, scientific and educational values to improve the work standards for its researchers and PhD students.

On February 29, 2016, ASEM has launched the process of adaptation and implementation of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, the initiative was voted and approved by the Decision of ASEM Senate. Therefore, on March 22, 2016, ASEM Rector, university professor, habilitated doctor, Gregory Belostecinic, signed the Declaration of Accession to the European Charter and Code of Conduct for the Recruitment of Researchers. Since the signing of the Declaration of Accession to the European Charter and Code of Conduct for the Recruitment of Researchers, ASEM has expressed its commitment to applying the principles of this document as part of its work to join the EURAXESS Network - Researchers in Motion.

Developing the *Human Resource Strategy for the Recruitment of Researchers, encompassing the Charter & Code* requires the following 5 steps:

1. *The Internal analysis, evaluating the ASEM norms and practices, in relation to the C & C principles;*
2. *Publishing the results of the internal analysis and the action plan, regarding the implementation of the European Commission's principles of C & C, on the institution's website (www.ase.md), Academy of Economic Studies of Moldova;*
3. *Confirming the Internal Analysis and of the ASEM Action Plan, on the implementation of the C & C principles, by the European Commission;*
4. *Applying the "Human Resources Strategy for the Researchers of the Academy of Economic studies of Moldova" and the internal self-evaluation (through the existing quality assurance mechanisms);*
5. *The External evaluation by the European Commission, at least every four years.*

In accordance with the recommendations of the European Commission, an interdepartmental working group was created to examine the legislation of the Republic of Moldova in the field of research, education and human resources, as well as the documents and the internal regulations of ASEM (strategies, regulations, procedures, etc.), thus identifying the principles of the Charter and Code which have already been applied and those that need more attention and change to ensure a better development and a successful implementation of the Human Resources Strategy for Researchers (HRS4R) within ASEM. **The working group was confirmed by Rector Order No. 20-ST, from May 12, 2016 and includes key representatives from different levels and departments of the ASEM, as follows:**

1. *ASEM Rector – Grigore BELOSTECINI, Academician, university professor, habilitated doctor.*
2. *First Vice-Rector with Didactic Activity - Ala COTELNIC, university professor, habilitated doctor.*
3. *Vice-Rector with Scientific Activity and External Relations - Vadim COJOCARU, university professor, PhD.*
4. *Director of the Institute for Economic Research and European Studies of ASEM (IERES) - Corneliu GUȚU, associate researcher, PhD.*
5. *Head of the IT Department - Ion COVALENCO.*
6. *Head of the Human Resources Service - Aliona TEACĂ.*
7. *Head of the Legal and Secretarial Service - Silvia MARIAN, PhD.*
8. *Representative of the local EURAXESS Contact Point), ASEM - Ludmila RURAC*
9. *Head of the European Projects and Programs Laboratory, IERES - Nina ROȘCOVAN*
10. *Scientific researcher, IERES - Liliana CONDRAȚCHI*
11. *Director of the ASEM Doctoral School - Eugenia FEURAȘ, university professor, habilitated doctor.*
12. *Director of the ASEM Scientific Library - Silvia GHINCULOV, PhD.*

Within the ASEM, there were held information and discussion sessions on the principles and importance of joining the EURAXESS as well as on the implementation of the principles of the Charter and the Code within the ASEM. The initiation and starting of the work process on obtaining the "HR Excellence" Logo was based on the feedback from ASEM employees. All the steps and results regarding the EURAXESS are reflected on the official website of the institution, www.ase.md, a **EURAXESS dedicated box has been created on the official website: <http://ase.md/ro/euraxess.html>**

METHODOLOGY APPLIED

The process of drafting the Strategy of Human Resources for Researchers, incorporating the Charter & Code (HRS4R), was initiated in May, 2016, by ASEM Rector, academician Grigori Belostecinic, by forming a working group comprising the senior staff, the researchers and the employees directly involved the decision-making process.

The analysis of the current situation (gap analysis) carried out by the steering committee consisted in examining the legislation and the national normative framework, the ASEM principles regarding the Charter and the Code and in relation to the ASEM statutory objectives.

The Internal Analysis was mainly focused on the quantification of certain indicators in order to determine the level at which the 40 principles of the Charter and the Code are applied in the ASEM on the four key dimensions:

- Open Recruitment for Researchers and Portability of Grants,
- Social Security and Supplementary Pensions for Researchers,
- Attractive Employment and Working Conditions,
- Development of Professional Skills and Training Opportunities for Researchers.

In order to determine the real situation in the ASEM on the specific C & C principles, the steering committee started a process of ANONIMOUS questionnaire of the employees involved in research and didactic activities (teachers, researchers, assistants, etc.).

INTERNAL ANALYSIS – HRS4R

As a result of the detailed analysis, it was determined that most of the recommendations of the Charter & Code are applied in the legislation of the Republic of Moldova, as well as in the strategies, regulations, policies and processes within ASEM, such as: *supporting the development and affirmation of students and researchers in the field of economic and administrative sciences, and other sub-areas of social sciences and humanities; promoting the advanced scientific research related to the social requirements through high quality study programs at all levels (bachelor, master, doctorate) and in all forms of graduate and postgraduate training; generating advanced knowledge; continuing adult education and training; ensuring good and fair work environment conditions, in order to provide an attractive career in research and to increase the international visibility of ASEM, which were included in the Research Strategy of ASEM, for the period of 2015-2020.* However, the analysis has revealed several gaps or differences between the principles of the Charter and the Code and the specific the ASEM processes. Therefore, as a complex, basic measure for ensuring an effective strategy in the field of human resources, the ASEM initiated the development, approval and implementation of the Personnel Policy as a key strategic document of the ASEM.

On the real situation regarding perceiving the real level of application of the principles of the Charter and the Code on the four key dimensions in the ASEM institution, there are the results of the questionnaire / survey, organized and carried out on a representative sample of 306 researchers, scientific, didactic and services staff, out of a

total of 338 ASEM employees, personnel involved in research. The interviewing and filling of the questionnaires was conducted from May 15 to June 15, 2016.

The questionnaire included the 40 principles of the Charter & Code, consisting of 4 dimensions: 1. Ethical and Professional Aspects; 2. Recruitment; 3. Working Conditions and Social Security; 4. Training. These four dimensions correspond to the four key dimensions mentioned above.

Therefore, the respondents (researchers, scientific-didactic staff of all the departments, the services and other department staff) were asked to determine a score from 1 to 4 (1 - total disagreement, 2 - moderate disagreement, 3 - moderate agreement, 4 - total / full agreement) for the questions in the survey depending on their opinions regarding the consistency of ASEM policies and practices with the principles of the Charter and the Code. The respondents were also given the opportunity to select 3 statements for each dimension as priority from their perspective. The results of the survey are considered validated, as 306 respondents to the questionnaire represent 90.5% of the total number of ASEM employees involved research-innovation activities (338 people).

The results obtained from the questionnaire were analysed and constituted the starting point in drafting the Action Plan and the Internal Analysis of ASEM, in order to improve the current situation and ensure a more effective implementation of the principles of C & C in the ASEM. The anonymous questioning of ASEM personnel involved in research allowed the understanding of the employees' perceptions of the real situation within the institution, from the perspective of the principles of the Charter and the Code. In conclusion, we can mention that the ASEM personnel involved in research activities appreciates the transparency found in all the processes within the institution. Furthermore, a particular emphasis is placed on good working and research conditions, respecting social security rights etc. ASEM is promoted as an entity that does not accept any form of discrimination. Particular efforts will be directed towards the issues mentioned by the respondents, ASEM employees involved in research. Moreover, the ASEM being at the early stage of implementing the 40 principles of the Charter and the Code, will promote practices that are new for the Republic of Moldova, such as involvement in pan-European retirement systems for researchers, supplementary pension schemes, sabbatical leaves etc.

On the assumption that the majority of the processes stipulated in the 40 principles of C & C are relational and interdependent, governed by common laws, the laconic conclusions of the internal analysis are presented below in accordance with the 4 main dimensions mentioned above:

1. Ethical and professional aspects

1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non-discrimination; 11. Evaluation/ appraisal systems.

The freedom of research is guaranteed by **Article 33 of the Constitution of the Republic of Moldova**, the Charter of the Public Institution of Academy of Economic Studies of Moldova (approved by the ASEM Senate and endorsed by the Ministry of Education of Moldova), the Internal Regulations of ASEM (approved by the ASEM Rector Order no. 167A of 25 November, 2008) and the Code of Academic Ethics of the Academy of Economic Studies of Moldova.

At the same time, the ethical principles and ethical provisions are stipulated in the Code of Professional Ethics and Deontology of researchers and academics (Decision no. AT -3/1 of 23 May 2012) and adopted by the National Council for Accreditation and Attestation of the republic of Moldova. The Code takes into account the international regulations and standards on ethics in the scientific research and didactic activity, including the Charter of Fundamental Rights of the European Union, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, the Best Practices for ensuring the scientific integrity and preventing incorrect conduct, and the Good practices in the scientific research field.

There is a need to continuously review ASEM regulations on matters of ethics and professional conduct, based on the principles of the Charter and Code, which details some chapters on conflict prevention, plagiarism and their management, both for the researchers and the scientific-didactic staff, doctoral students, as well as post-doctoral students.

The process of scientific research is a fundamental component of ASEM activity and represents one of the main evaluation criteria of qualification and of the academic performance assessment.

Following the assessment of the scientific activity established by the National Commission for Certification and Accreditation of Moldova, ASEM has been evaluated by the National Board for Certification and Accreditation in the highest "A" category - international recognition, occupying the first places in the national ranking (www.cnaa.acad.md).

Increasing globalization has resulted in an enhanced importance of international collaboration, explicit knowledge sharing and creation of a strong international scientific community.

According to the world ranking **WEBOMETRICS**, the ASEM holds the third position in the top higher education institutions in the Republic of Moldova (www.webometrics.info).

The research activity in the ASEM is carried out individually or in research teams within the departments and the Institute of Economic Research and European Studies, Research Centres (22) and laboratories (4), services and faculties, which form joint research teams together with scientific researchers from other institutions. According to the **Research Strategy of ASEM (for the years 2015-2020)** and the adopted priority research directions, ASEM promotes and supports **excellence, interdisciplinarity and competition in the field of scientific research.**

The total space intended for scientific research activities, equipped with all the necessary supplies, constitutes about 40 560 m², while the average room for a researcher is about 60 m².

The individual employment contract stipulates the requirements related to the professional attitude, the main responsibilities of academic researchers, and correspond to the ethical norms accepted by the international scientific community. However, it still requires a detailed review, supplementing it with some procedural aspects pertaining to the breach of professional ethics, conflict management and prevention, the implementation of new measures on preventing and punishing plagiarism, etc.

The strategic research directions and objectives of the chairs, departments, research centres and laboratories are approved annually by the ASEM Senate and are placed on the institution's website (www.ase.md), the research section.

The dissemination of the scientific results obtained by the scientific-didactic staff and ASEM researchers occurs in the framework of national and international conferences, as well as by publishing in scientific journals in the field, which can also be accessed electronically.

The ASEM offers the possibility to disseminate the scientific research findings by publishing them in scientific journals as: nationally accredited scientific journals «Economica», Annals of ASEM as well as other ASEM scientific journals as the Eastern European Journal of Regional Studies etc., another possibility is placing and disseminating information via the ASEM website (www.ase.md) and through the electronic library (Bibliometric National Instrument).

The ASEM is the founder of the scientific journal "Economica" in 1991 (category-B, Peer-Review journal, ISSN - 1810-9136 (printed version), ZIP Index: PM - 31627. Coverage: 4 times a year, in Romanian and English. Online version: [http:// ase.md/publicatii/revista-economica.html](http://ase.md/publicatii/revista-economica.html)). The articles published in this journal correspond to a high scientific level of the "B" journal category. The theoretical formulations are confirmed by practical calculations. These works are of interest to a very diverse environment. Since 2005, the «Economica» journal is published in two languages (Romanian and English) and since 2015 it is indexed in the

international database: DOAJ - Directory of Open Access Journals. We would like to mention that publishing articles in a peer-reviewed journal (reviewed by experts) is an essential element in developing a coherent and respected knowledge network, and it is a direct reflection of the quality of the work of the authors and the institution they promote. Thus, the articles are only published after being reviewed and examined by a specialist / expert researcher in the field (or an invited international expert). The final decision on publishing articles directly belongs to the **Editorial Board of the "Economica" journal**. It is therefore important to agree on the standards of ethical behaviour for all the parties involved in the act of publishing: **the author, the Editorial Board of the journal, the reviewer, the editor in chief and the community**.

The ASEM, as the editor of "Economica", takes responsibility over all stages of publication and acknowledges the ethical and other responsibilities recognized and enforced at national and international levels. The ASEM and the Editorial Board of the journal provide assistance in the process of communication/collaboration with other journals and/or publishing, in case there is a need or demand.

The Code on science and innovation of the Republic of Moldova, chapter VII, regulates the use of scientific and technological results. The regulations on the exploitation of intellectual property and patents are stipulated and detailed in the legislation on Intellectual Property (<http://agepi.gov.md/en/legislation/national.php>).

The intellectual property and patent guidelines are represented in detail in the NATIONAL INTELLECTUAL PROPERTY LAW. The ASEM regularly organizes lectures on intellectual property protection. Furthermore, within the ASEM, namely in the IERES – the Institute of Economic Research and European Studies, an authorized/certified person will be appointed, and he/she will provide methodological assistance in the field of intellectual property, patents registration, innovation and technology transfer, the identification of the intellectual property objects, having as a goal their protection and implementation.

The ASEM regularly organizes lectures on the legal framework of intellectual property protection, involving professors from the Faculty of Law and the Faculty of Business and Administration, also, specialists of the **State Agency on Intellectual Property of RM (AGEPI)** are invited. Moreover, courses on the security of intellectual property are organized as an integrated part of the license (cycle I) and master (cycle II) programs.

The researchers are assisted by IERES, in terms of contractual and legal obligations, on projects financed by the state budget as well the ones with an external financing. ASEM administration and IERES effectively collaborate with the researchers and the scientific-pedagogical staff, giving them administrative support and assistance in writing project proposals

and in research projects. The administration of the ASEM is also involved in the integration and the monitoring of the submitted projects; the research projects stages, the analysis of the progress and results, which are discussed systematically at the **Faculty Council**, the **Administration Council** and **ASEM Senate**. The ASEM administration is informed when the research projects are completed prematurely, executed, prepared, or completed late, or suspended for various reasons. This enables the administration to provide assistance to the researchers engaged in research projects.

In support of the researchers and scientific-didactic staff, the IERES, in collaboration with other Departments and Services, will regularly hold events and thematic workshops, which will target the dissemination of information about the new calls for research projects, the management of international projects, external funding opportunities, as well as writing articles for scientific journals with an impact factor.

The external assessment indicators of the organizations in the field of science and innovation and the research staff (in the context of providing degrees and scientific titles) were developed by the National Council for Accreditation and Attestation, the same indicators are used by ASM for the annual science evaluation report of the ASEM. At the same time, the scientific-didactic staff and the researchers are periodically/annually evaluated based on the standards and the relevant indicators, reflected in the regulatory framework for the internal assessment of scientific performance, which was approved by the ASEM Senate and implemented in the form a self-evaluation report on the scientific performance.

In accordance with the **Law no. 133/2011 "On the protection of personal data"**, the **Government Decision no. 1123/2010 "On approval requirements to ensure the safety of personal data information and their processing in the information system of personal data"**; the **Government Decision no. 296/2012 "On the approval of Regulation registry for the operators of personal data"**; the **Security Policy of the personal data at their processing within the information systems managed by ASEM** was approved by the ASEM Senate on 12/24/2014. All these regulations, ordinances and laws, ensure the protection of personal data of ASEM employees, therefore the employees are being familiarised with all of the provisions of the national and internal laws.

The ASEM also offers many opportunities for the dissemination of the scientific results through organizing and co-organizing national and international conferences, both for young researchers (license, master and doctoral students) and for those with more experience. For the public communication of the research results, the ASEM organizes Open Days, public lectures,

organizes seminars, National Olympiads, and Weekend Schools for students, pupils, and places information on its institutional sites, and the websites of its faculties.

The ASEM actively participates in various events promoting science. Some of these are: "Researchers' Night"; national competitions such as "PhD Thesis Excellency"; "Projects for Young Researchers' Contest"; "The Researcher of the Year"; "Annual Award of Chisinau municipality for Youth in Science, Engineering, Literature and Arts, as well as Civic Activism"; "Excellence Scholarship of the Government of the Republic of Moldova" and "Nominal Scholarship (by fields) for PhD students"; media and radio interviews, national and international TV programs; publication in the "Economic Courier" of ASEM etc.

II. Recruitment

12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code).

The recruitment of the researchers and the scientific-didactic staff shall be carried out in accordance with the legal framework at national level (the Labor Code of the Republic of Moldova, the Education Code and the Code of Science and Innovation of the Republic of Moldova). In this regard, the ASEM offers each candidate an equal opportunity to compete democratically for any position in accordance with the law.

The recruitment process is transparent and the competition conditions are announced in the national media (The "Economic Courier" - the ASEM newspaper) in regulated terms, as well as on the website of the institution (www.ase.md). It is also necessary to inform the candidates for any position about the ASEM expectations, and also to publish all relevant information on job vacancies on the EURAXESS Jobs Portal website.

During the recruitment process, ASEM acts under the provisions of the legal framework at the national level, but has no specific internal regulation on the organization of the employment and recruitment of the researchers and the scientific-didactic staff. This regulation would become the basis of an open, transparent recruitment, harmonized to the international experience; therefore, it shall clearly specify the tools and methods of selection and recruitment of staff in science and innovation, on a competitive basis. Thus, one of the priorities of the ASEM is to develop and implement the Regulation for the organization of the contest for the scientific vacancies within the ASEM, which would comply with the principles of the C & C.

Furthermore the Regulation must lay down any variations in the chronological order of the CV as well as apply the recognition of mobility. Currently, the national regulations require the procedure of recognition of doctoral exams and of credits for the PhD students who have been on mobility programs in universities abroad. The ASEM encourages the involvement of researchers, particularly at the early stage of developing their research career, and promotes and welcomes the mobility of all researchers. However, the experience gained through mobility does not present a primary indicator of recruitment during the selection process; this downside should be eliminated and included as a provision in the rules and regulations of the internal recruitment code.

The Code on science and innovation of the Republic of Moldova and the Education Code regulate the minimum length of time in research and the scientific skills required for the vacancies in science. Thus, the hiring and promotion of the young researchers is a problem of the selection process, the young researchers are hired only if they meet the minimum seniority requirements.

The qualifications, skills and abilities for the open vacancy are the most relevant to the selection process. The monitoring of the announcement procedures for the vacancies and the organization of the contest is the responsibility/duty of the ASEM Contest Commission. The ASEM will provide ongoing support to the diversification of the forms of recruitment by expanding the target groups (its graduates, the graduates of other top universities, including foreign certified specialists).

Generally ASEM encourages, involves and welcomes researchers' mobility in the various mobility programs and projects, for example: **Marie Skłodowska Curie Actions, which is an International Program of Research Staff Exchange, and the Erasmus Mundus Program.** Meanwhile, ASEM supports and encourages researchers' virtual mobility, especially of young researchers, by participating in online courses offered by foreign universities.

The ASEM will adopt, as soon as possible, **the academic mobility management practice as well as the methodology recognizing the outcomes of the mobility**, which was carried out by the host institution in the Erasmus mobility program.

The academic mobility is one of the indicators used in the evaluation of the scientific work of researchers and the scientific-didactic personnel; therefore it is highly valued in the recruitment of young researchers.

The Republic of Moldova signed the Lisbon Convention on Qualification Recognition, which requires the recognition of the studies, certificates and diplomas obtained in another country of the European region.

The ASEM provides a beneficial framework for career advancement, as well as the mechanisms that encourage researchers' interests to develop a successful career in science, particularly for young researchers.

Furthermore, ASEM organizes competitions to stimulate the scientific and educational performance; "The Teacher of the Year" is a bold example. Also ASEM encourages the participation of PhD students and researchers at various national and international competitions, such as the National Award for Youth in Science and Technology, The Annual Award of Chisinau municipality for Youth in Science, Engineering, Literature and Arts, The Excellence Scholarship of the Government of the Republic of Moldova and the Nominal Scholarship (by fields) for PhD students, as well as prizes awarded by the Academy of Sciences, for example "The Scientist of the Year", "The Young Researcher of the Year".

III. Working conditions and social security

22. Recognition of the profession; 23. Research environment; 24. Working conditions; 25. Stability and permanence of employment; 26. Funding and salaries; 27. Gender balance; 28. Career development; 29. Value of mobility; 30. Access to career advice; 31. Intellectual Property Rights; 32. Co-authorship; 33. Teaching; 34. Complains/appeals; 35. Participation in decision-making bodies.

The ASEM provides all the necessary conditions for the development of the research and teaching activities. In accordance with the national laws and regulations, the academy provides research facilities endowed with modern equipment, enabling basic and applied research activities. The ASEM is equipped with **video/webinar conferencing systems**, helping to organize seminars, symposia, and round tables with the virtual participation of teachers from abroad, as well as the members of the scientific diaspora. The institution focuses its efforts on the internationalization of the scientific research, by regularly organizing events in collaboration with other organizations. Some of the events are: information sessions, mobility programs trainings, funding opportunities, etc. Furthermore, ASEM employees have unlimited access to the opportunities for continuous development (trainings, seminars), organized both by ASEM and the relevant institutions in the country and abroad.

The researchers from the ASEM are free to use the ASEM Central Library, located in Block F, C, and B, and which has an impressive collection of books and documents, several reading rooms and a multimedia room.

The researchers can also access various databases to which the ASEM is subscribed, both individually and through the ERM (Electronic Resources for Moldova) consortium, such as EBSCO, Springer Link, Cambridge Journals, etc.

IERES provides assistance and support to researchers in the process of writing project proposals; it registers and keeps track of the submitted projects, as well as, it properly manages the situations when the research projects may be delayed, may be terminated or suspended for various reasons. At the same time, the process of the periodic financial audit of the research projects within the ASEM is managed by the Academy of Sciences of Moldova, and it is highly bureaucratic and time-consuming. We can also mention that this audit is not always seen as a way of evaluation of the research results performance and of the scientific work carried out.

Since 2005, the ASEM is an active participant in EU programs, academic mobility programs as Erasmus Mundus (EMERGE, EMP), and TEMPUS. The institution has been a partner in 26 projects in the period of 2005-2016.

The employees of the higher education institution have access to various opportunities for continuous professional development (**trainings, seminars, and internships**), which are held both within ASEM and in other relevant institutions in the country and abroad. The ASEM is constantly seeking to identify the researchers' individual needs in order to effectively design and implement a feedback-based action plan on continuing training of employees. In perspective, the Academy of Economic Studies intends to implement an Action Plan in the field of the **continuous education/training of personnel**, which will be based on the continuous development of researchers' skills and knowledge, regarding the methodological aspects, a better cooperation with the business/non-academic environment, the development of knowledge in project proposal writing and the management of the research projects.

Meanwhile, the Centre for Continuing Education of the ASEM offers PhD students and young scientific-didactic staff the opportunity to participate in the psycho-pedagogical module, and which encompasses 60 ECTS credits. PhD students are also given the opportunity to improve their teaching skills, being employed as university lecturers. In accordance with their contract of doctoral studies, their didactic activity is limited to 0.25 teaching load.

In order to motivate its staff, the ASEM applies various mechanisms which consist of the application of clear encouragement and non-discrimination of staff employed, through collective performance and individual goals that determine this performance, and by providing salary supplements for all personnel categories.

Moreover, the scientific-didactic staff and the researchers of the ASEM have the opportunity to publish their works in journals with an impact factor; the incentives will be

provided in the **Regulation on the stimulation of authors who publish in journals with an impact factor**, and which will be approved by the ASEM Senate as soon as possible.

In accordance with the national and international regulations, ASEM employees are represented in all bodies of collective decision making by: **the ASEM Senate, the councils and the committees**. All employees receive social protection under the existing national legislation. The employment rights, including the pension rights and the compulsory medical insurance, are also mentioned in the collective agreement and the individual employment contracts. The researchers' workplace safety is compulsorily established, eliminating/preventing all potential hazards and enhancing the protective measures. Based on the collective agreement and the current legislation (the Labor Code of the Republic of Moldova, etc.), the employees are entitled to maternity leave and paid holidays.

The researchers' remuneration is based on the single network tariff salary approved by the Government of the Republic of Moldova. This is a precise grid, with clear and transparent internal mechanisms to stimulate the researchers and to ensure their promotion from one salary category to another; it also stipulates the awards, the bonuses, and the supplements given for the achieved performance. All ASEM employees benefit from equal rights and opportunities, also non-discrimination is guaranteed by **national legislation (the Law on equal opportunities, no. 121 of 25.05.2012), the Statute of the ASEM and the Collective Labor Agreement**.

Nonetheless, the ASEM plans to improve the individual employment contract, to modernize its infrastructure and research equipment, by ensuring a continued provision of substantial funds from the budget of the ASEM, and to expand its partnerships and research mobility at regional and European level.

IV. Training

36. Relation with supervisors; 37. Supervision and managerial duties / Managerial and mentoring duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision / Access to guidance services.

Due to the ongoing institutional modernization and development, the ASEM is able to hold its place among the top universities in the Republic of Moldova.

During their PhD studies, the young researchers are supported and assisted by highly qualified doctoral supervisors, who are accredited by the national authority (the Ministry of Education, Order no. 848 of 24.08.2015), based on clear performance indicators. The main duties of the PhD advisers are specified in the national and the internal regulations. The internal

analysis pointed out the need of expanding the powers and responsibilities of the PhD/training advisers, as well as of monitoring their activity through a periodic evaluation procedure. All these changes shall be clearly specified and agreed in the individual employment contracts. At the same time, it is necessary to develop a consulting methodology, which would help to prevent and remedy any conflicts, which may arise between the young Ph.D. and his scientific advisor.

The stipulated actions and priorities are based on the principles of the continuing research education and professional development.

Periodically, the Academy organizes **Workshops** on the European Research Programs, as well as on project management and funding opportunities. In the context of the continuing education, ASEM offers the psycho-pedagogical training module to its researchers and scientific-didactic personnel, facilitating their participation in the teaching process.

The higher education doctoral programs (third cycle) are organized in doctoral schools, while the post-doctoral programs are set to accomplish fundamental and advanced scientific research. The Regulation on the organization of Doctoral studies, third cycle, was drafted by the **Ministry of Education and was approved by Government Decision (GD no. 1007 of 10.12.2014 On approval of Regulation on the organization of Doctoral Studies, cycle III, published on 26.12.2014 in the Official Gazette no. 386-396)**. A Doctoral School comprises PhD students and their scientific advisors, who have the right to monitor PhD candidates. In addition to scientific advisors, some doctoral schools have additional affiliated research and teaching staff involved in research and / or teaching in the doctoral school, within the ASEM or abroad.

A doctoral school is equivalent to an Office or a University Department. The Doctoral School is headed by a Director and a Scientific Council of the Doctoral School, as a collective administrative body. The IERES and the ASEM Research Centers ensure a strong connection between the doctoral studies with the research activity.

The Continuing professional development of the research and the scientific-didactic personnel is mandatory, and forms the centerpiece of the educational policy of the academy and its higher education quality assurance, in accordance with the **European standards and the National Qualifications Frameworks**, regarding the development of professional skills of ASEM collaborators. The **Center for Continuing Education** aims at organizing and providing continuing training to ASEM staff at the highest level. At the same time, it is still necessary to further diversify the training programs by offering courses on developing research skills, on the cooperation with non-academic/business environment, and on project management.

The ASEM encourages both its young researchers and experienced researchers to participate in various events organized by educational and research institutions, as well as the specialized authorities in some fields, having an aim of achieving the transversal competences. The promotion of novice researchers presents a key objective of the ASEM and was included in the Research Strategy for the years of 2015 -2020, in the **Personnel Policies Strategy of ASEM**, and in the **Institutional Regulation on the organization and functioning of the doctoral programs of the ASEM**. The purpose of the Academy of Economic Studies is to support young researchers in their academic career advancement and to help them obtain studies of the highest quality. Moreover, the Doctoral Schools, IERES and the External Relations Service inform and support the PhD students by giving them advice on educational opportunities and programs. Nonetheless, the PhD students will be able to choose from a number of free courses and qualification modules during their doctoral studies/PhD program. Depending on their needs, the students can also request professional courses organized by the Centre for Continuing Education of the Academy of Economic Studies, the IERES or the Doctoral Schools.

In order to gain scientific-didactic experience, the PhD students shall be employed as university lecturers on a 0.25 teaching load. Throughout the PhD program, the PhD students are supported and assisted by scientific advisers who are empowered in their capacity as scientific advisors by the national authorities on the basis of the Research Performance Indicator. The main attributions of the scientific advisors are reflected in the national and the institutional regulations; the scientific adviser's powers and responsibilities, as well as their work, is monitored and assessed regularly. However, the scientific advisors' rights and obligations must be clearly specified and need to be set out in the individual employment contracts and in the job description.

As a result of the profound Internal Analysis and based on the Human Resources Strategy incorporating The Charter and the Code, an Action Plan to improve the situation within Academy of Economic Studies was drafted. It specifies the necessary actions, where appropriate, and it details and lists the timeframes and the appointment of officers. The Action Plan is structured on the basis of the 4 chapters of the Charter and Code principles:

1. Ethical and professional aspects;
2. Recruitment;
3. Working conditions and social security;
4. Training.

MONITORING OF THE IMPLEMENTATION OF THE ACTION PLAN

The progress of the **Action Plan** (Annex 1) will be regularly reviewed and monitored by the working group, which was established by **Rector Order, no. 20-ST, of May 12, 2016**, which also has a Monitoring Committee role, is chaired by the Rector of the Academy of Economic Studies, Academician, university professor, habilitated doctor, Gr. BELOSTECINIC.

The Working Group shall discuss the development and the evolution of the Action Plan every six months, thereafter, it will take notice of the advancement of the planned actions, notify the impediments and problems that might be encountered, and come up with solutions. The progress of the implementation of the **Human Resources Strategy for Researchers of the Academy of Economic Studies of Moldova** will be examined through self-evaluation in two years. It will take into consideration the degree of achievement of results, aiming to adapt it to the needs and the requirements of the moment. The final report of the Internal Analysis and the proposal of the Action Plan were approved by the Senate of the Academy of Economic Studies of Moldova.

Order	Activity	Start Date	End Date	Responsible	Status
1
2
3
4
5
6
7
8
9
10

Results: SAMPLE ERROR - 0.97% (confidence level - 95%, sample size - 306 people (90.5%) of the total number of researchers, scientific and didactic staff involved in research and innovation activities (total - 338 people).

CHESTIONAR

cu privire la implementarea inițiativelor EURAXESS, în cadrul ASEM, lansate de către Comisia Europeană pentru promovarea carierei în cercetare și facilitarea mobilității cercetătorilor în spațiul european

DIMENSIUNEA 1 – RECRUTAREA DESCHISĂ A CERCETĂTORILOR ȘI PORTABILITATEA GRANTURILOR

Indicatorii care vor fi analizați pentru autoevaluare (1 - dezacord, 2 - dezacord moderat, 3 - acord moderat, 4 - acord deplin):

1. Conținutul și transparența anunțurilor (apelurilor de concurs); selecția și metode de evaluare a candidaților		1	2	3	4	Marcați topul a trei indicatori (1.1. – 1.9)
1.1	Posturile de muncă vacante pentru diferite niveluri profesionale (anunțurile indică numărul de poziții și sunt deschise pentru o perioadă rezonabilă de timp) sunt promovate adecvat la nivel național.	21	46	146	93	75
1.2	Posturile de muncă vacante pentru diferite niveluri profesionale (anunțurile indică numărul de poziții și sunt deschise pentru o perioadă rezonabilă de timp), sunt promovate adecvat la nivel internațional prin intermediul portalului EURAXESS.	107	71	108	20	199
1.3	Competențele și aptitudinile solicitate încurajează participarea unui număr mare de candidați.	36	76	144	50	77
1.4	Comitetul de selecție informează candidații, după finalizarea procesului de selecție, despre avantajele și deficiențele cererii lor de angajare.	63	101	72	70	168
1.5	ASEM se asigură de faptul că comitetele de selecție țin cont de potențialul candidaților în calitate de cercetători, mai ales de gradul lor de creativitate și independență.	28	72	135	71	97
1.6	Criteriile de selecție, condițiile de muncă și drepturile – precum și perspectivele de evoluție pe scară profesională – competențele și abilitățile pe care trebuie să le întrunească candidații sunt descrise detaliat în anunțurile de posturi vacante.	23	75	133	75	111
1.7	Comitetele de selecție obișnuiesc să includă noi membri din alte țări.	76	110	99	21	86
1.8	Comitetele de selecție obișnuiesc să includă noi membri din afara universității (de ex: companii private, instituții publice de cercetare).	60	95	122	29	56
1.9	Comitetele de selecție sunt constituite pe principiul echilibrului între genuri.	31	74	131	70	49

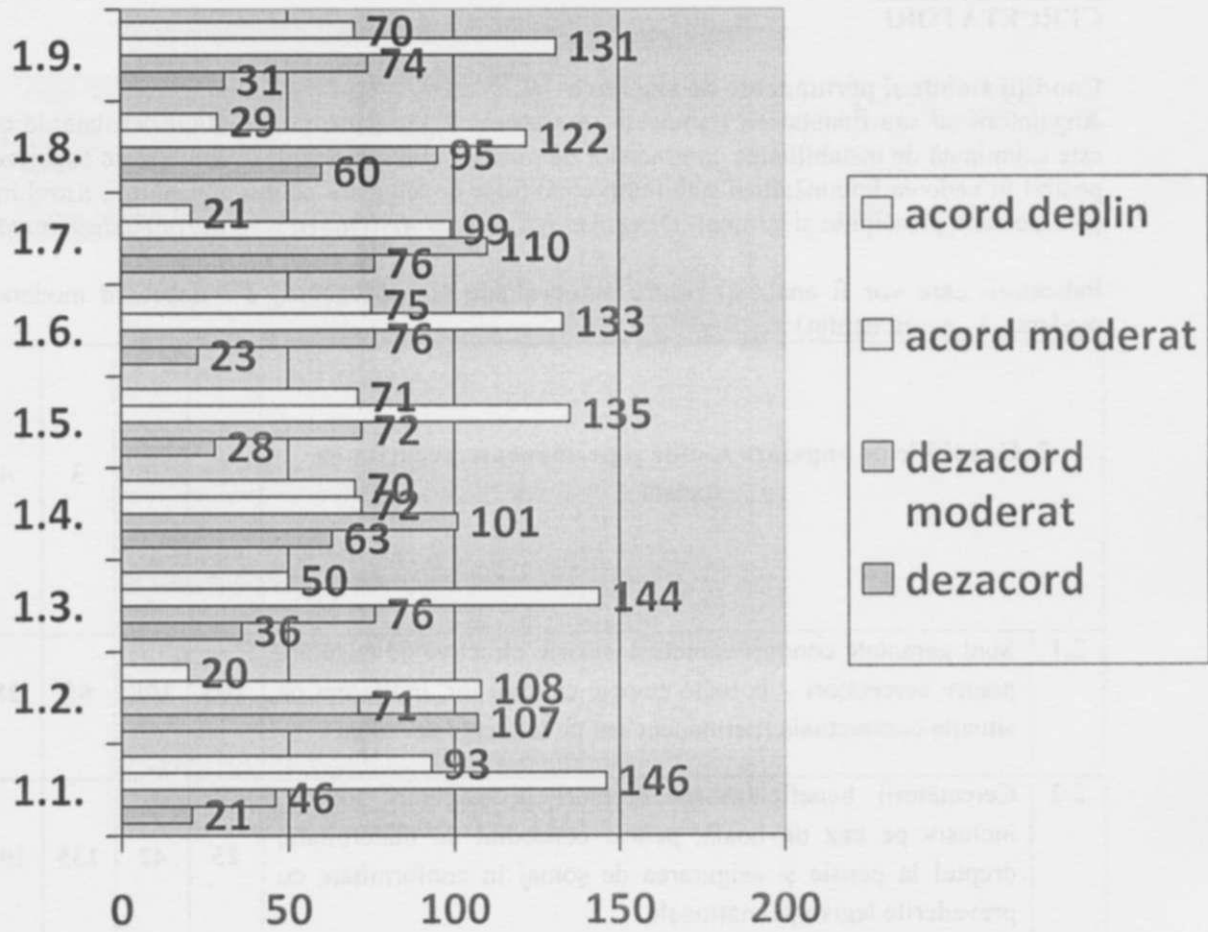


Figure 1. Results of the ASEM survey at Dimension 1 of the questionnaire

DIMENSIUNEA 2 – SECURITATEA SOCIALĂ ȘI PENSIILE SUPLIMENTARE PENTRU CERCETĂTORI

Condiții stabile și permanente de angajare

Angajatorii și/ sau finanțatorii trebuie să se asigure că performanța activității derulate de cercetători nu este subminată de instabilitatea contractelor de muncă și, în consecință, trebuie să se angajeze cât de mult posibil în vederea îmbunătățirii stabilității condițiilor de angajare pentru cercetători, astfel implementând și respectând principiile și termenii *Directivei UE privind Activitatea pe o durată determinată de timp*.

Indicatorii care vor fi analizați pentru autoevaluare (1 - dezacord, 2 - dezacord moderat, 3 - acord moderat, 4 - acord deplin):

		1	2	3	4	Marcați topul a trei indicatori (2.1. – 2.6)
2. Condițiile de angajare stabile și permanente, securitatea socială						
2.1	Sunt garantate condiții corecte și salarii atractive de angajare pentru cercetători – la toate etapele carierei lor, indiferent de situația contractuală (permanent sau pe termen determinat).	105	108	65	28	259
2.2	Cercetătorii beneficiază de drepturi la asigurări sociale, inclusiv pe caz de boală, pentru concediul de maternitate, dreptul la pensie și asigurarea de șomaj în conformitate cu prevederile legislației naționale.	25	42	135	104	163
2.3	ASEM facilitează accesul cercetătorilor la drepturile de securitate socială.	13	53	155	85	108
2.4	ASEM încurajează adoptarea noilor sisteme pan-europene de pensionare a cercetătorilor.	71	88	103	44	159
2.5	Se depun eforturi de a elabora prevederi ce țin de drepturile cercetătorilor la pensiile suplimentare.	67	121	97	21	143
2.6	Sunt asigurate drepturile la sănătate și securitate în conformitate cu reglementările la nivel național sau sectorial	18	73	134	81	86

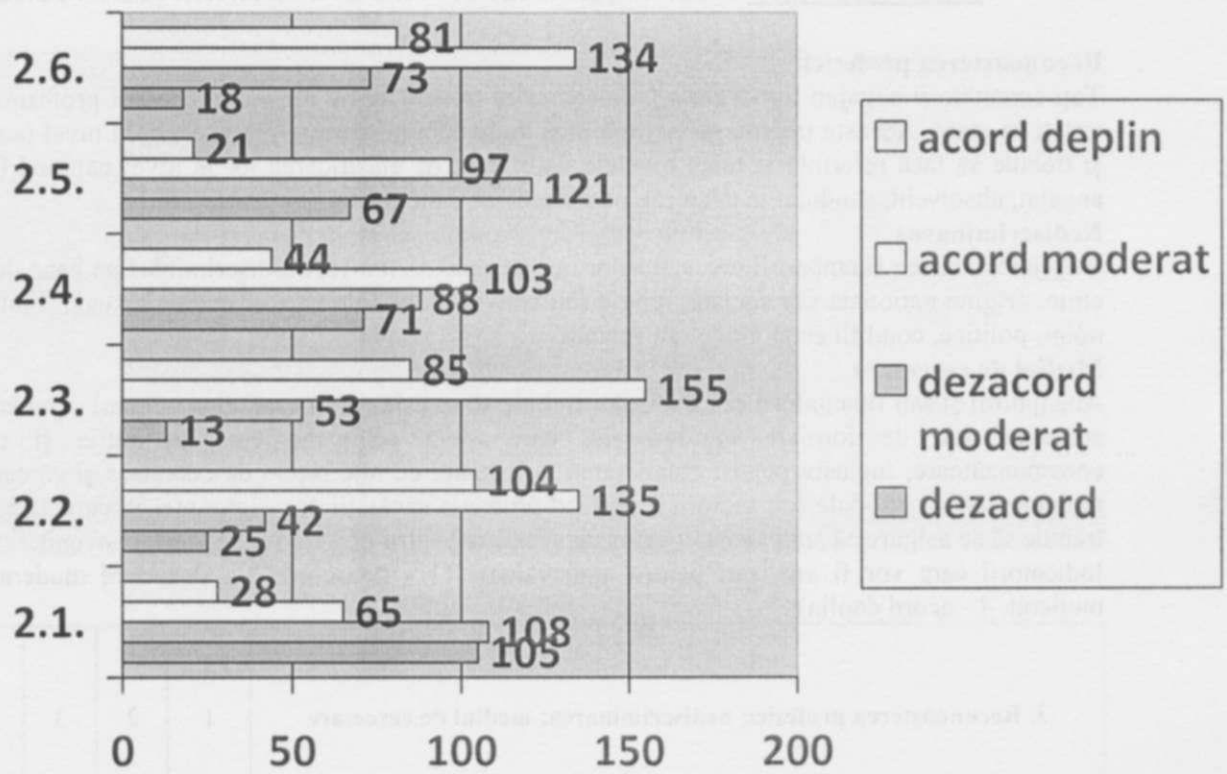


Figure 2. Results of the ASEM survey at Dimension 2 of the questionnaire

DIMENSIUNEA 3 – CONDIȚII ATRACTIVE DE ANGAJARE ȘI DE MUNCĂ

Recunoașterea profesiei

Toți cercetătorii angajați într-o carieră de cercetare trebuie să fie recunoscuți drept profesioniști și să fie tratați ca atare. Aceasta trebuie să înceapă încă de la debutul carierei, în special, la nivel post-universitar și trebuie să facă referință la toate nivelele, indiferent de clasificarea lor la nivel național (de exemplu: angajat, absolvent, candidat la doctorat, post-doctorat, funcționari publici).

Nediscriminarea

Angajatorii și/sau finanțatorii cercetătorilor nu vor face niciun fel de discriminări pe bază de sex, vârstă, etnie, origine națională sau socială, religie sau convingeri ideologice, orientare sexuală, limbă, handicap, opinii politice, condiții economice sau sociale.

Mediul de cercetare

Angajatorii și/sau finanțatorii cercetătorilor trebuie să se asigure că este creat cel mai stimulat mediu de cercetare sau de formare în domeniu, care oferă echipamentele, facilitățile și oportunitățile corespunzătoare, inclusiv pentru colaborarea la distanță cu alte rețele de cercetare și că sunt respectate reglementările naționale sau sectoriale privind protecția sănătății și a siguranței în cercetare. Finanțatorii trebuie să se asigure că sunt alocate resursele necesare pentru programul de lucru convenit.

Indicatorii care vor fi analizați pentru autoevaluare (1 - dezacord, 2 - dezacord moderat, 3 - acord moderat, 4 - acord deplin):

3. Recunoașterea profesiei; nediscriminarea; mediul de cercetare		1	2	3	4	Marcați topul a trei indicatori (3.1-3.9)
3.1	Se acordă atenție sporită pentru a evita orice fel de discriminări pe bază de sex, vârstă, etnie, origine națională sau socială, religie sau convingeri ideologice, orientare sexuală, limbă, handicap, opinii politice, condiții economice sau sociale.	21	46	146	93	76
3.2	Este promovată autonomia și creativitatea tuturor cercetătorilor, atât a celor debutanți, cât și a celor cu experiență de până la patru ani.	107	71	108	20	199
3.3	Balanța gender/egalitatea de șanse este promovată la toate nivelele de angajați, inclusiv în rândul celor ce dețin funcții de monitorizare și management.	36	76	144	50	76
3.4	ASEM și departamentele de cercetare asigură un mediu stimulat de cercetare și de formare în domeniu.	63	72	101	70	168
3.5	Este garantată participarea cercetătorilor în comitetele de luare a deciziilor.	28	72	135	71	96
3.6	Sesizările/ reclamațiile cercetătorilor, inclusiv cele ce țin de conflictele dintre mentori și debutanți sunt soluționate echidistant și pe cale amiabilă.	23	75	133	75	111
3.7	Se efectuează sistematic evaluarea activităților profesionale (predare, cercetare) ale tuturor cercetătorilor.	76	110	99	21	87
3.8	Activitățile de predare nu prevalează asupra celor de cercetare, mai cu seamă la debutul carierei în cercetare.	60	95	122	29	56
3.9	Există mecanisme suficiente care încurajează atât femeile, cât și bărbații, de a combina familia și serviciul (de ex., angajare part-time, activități online, concedii sabatice, existența spațiilor pentru copii etc.).	31	74	131	70	49

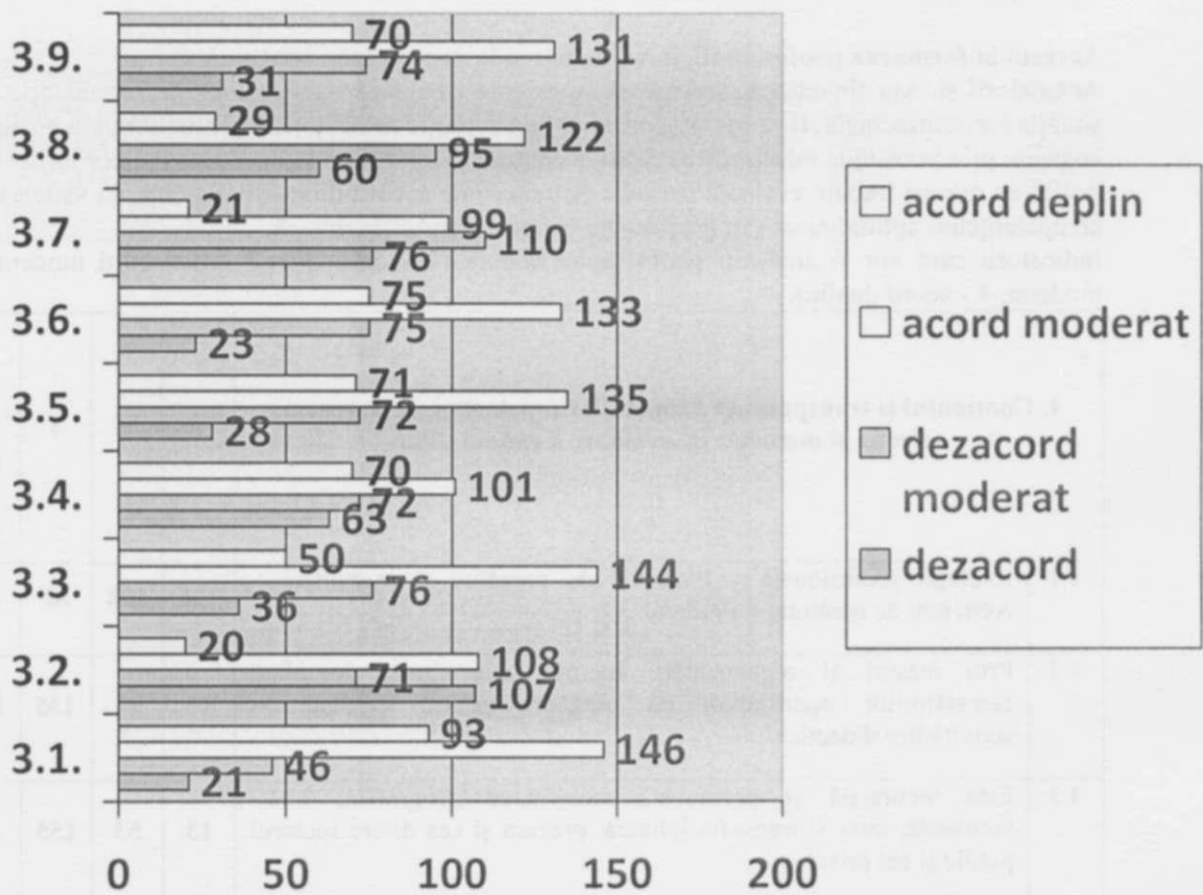


Figure 3. Results of the ASEM survey at Dimension 3 of the questionnaire

DIMENSIUNEA 4 – PREGĂTIREA ȘI EVOLUȚIA COMPETENȚELOR ȘI EXPERIENȚELOR CERCETĂTORILOR EUROPENI

Accesul la formarea profesională în cercetare și la dezvoltarea continuă

Angajatorii și/ sau finanțatorii trebuie să se asigure că tuturor categoriilor de cercetători, indiferent de situația lor contractuală, li se oferă oportunități de evoluție profesională și ameliorare a posibilității lor de angajare prin accesul la măsuri de dezvoltare continuă a aptitudinilor și competențelor lor.

Astfel de măsuri trebuie evaluate periodic pe criterii de accesibilitate și eficiență, în vederea valorificării competențelor, aptitudinilor și a gradului de ocupare a forței de muncă.

Indicatorii care vor fi analizați pentru autoevaluare (1 - dezacord, 2 - dezacord moderat, 3 - acord moderat, 4 - acord deplin):

4. Conținutul și transparența anunșurilor (apelurilor de concurs); selecția și metodele de evaluare a candidațiilor		1	2	3	4	Marcați topul a trei indicatori (4.1 – 4.6)
4.1	Evoluția profesională – Planurile de pregătire și mobilitate – Activități de mentorat – Predare.	105	108	65	28	259
4.2	Prin măsuri și reglementări interne, universitatea le oferă cercetătorilor oportunități de pregătire pentru desfășurarea activităților didactice.	25	42	135	104	163
4.3	Este încurajată și promovată mobilitatea geografică, inter-sectorială, inter și trans-disciplinară, precum și cea dintre sectorul public și cel privat.	13	53	155	85	108
4.4	Există mecanisme interne, la nivelul ASEM, pentru a dezvolta aptitudinile și competențele necesare evoluției în cariera de cercetător	71	88	103	44	159
4.5	Mentorii sunt persoane ce dispun de timpul, cunoștințele și experiența necesare pentru a realiza un asemenea tip de activitate și sunt capabili să ofere cercetătorului debutant sprijinul corespunzător.	67	121	97	21	143
4.6	Cercetătorii cu experiență sunt informați și beneficiază de oportunități de evoluție a competențelor lor de mentorat.	18	73	134	81	86

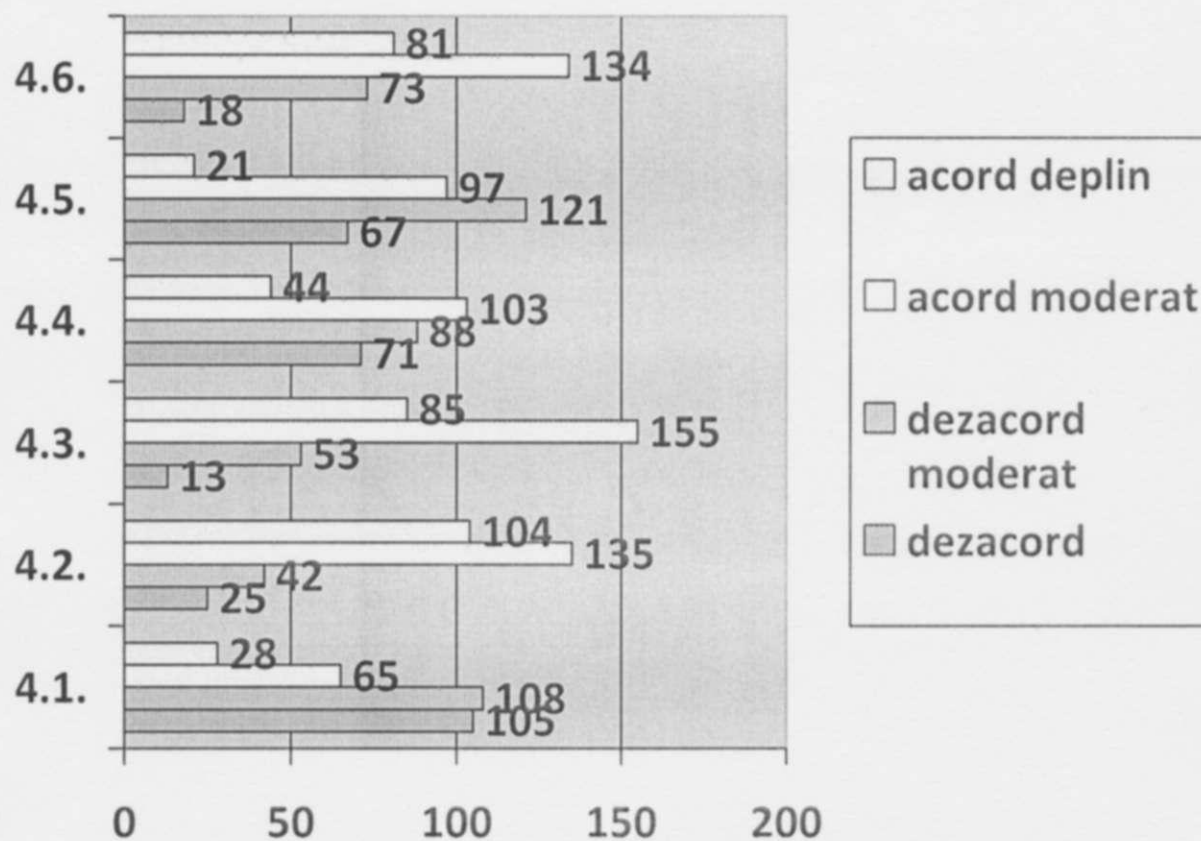


Figure 4. Results of the ASEM survey at Dimension 4 of the questionnaire