



Ministry of Education and Research of Republic of Moldova

Moldova State University



HR EXCELLENCE IN RESEARCH

HUMAN RESOURCES STRATEGY FOR RESEARCHERS (2025-2027)
reviewed and extended version

(based on the European Charter for Researchers and the
Code of Conduct for the Recruitment of Researchers)

Introduction

This strategic document is an extension of the MSU Human Resources Strategy (approved in 2023) and is the result of an analysis of the activity of Moldova State University from the perspective of applying the principles of the European Charter of Researchers and the Code of Conduct for the Recruitment of Researchers.

Moldova State University is a public higher education institution dedicated to:

- Preparing highly qualified professionals equipped to adapt to evolving societal and market economy demands.
- Conducting fundamental and applied research to address contemporary socio-economic challenges and facilitate the technological transfer of university-driven innovations.

Currently, Moldova State University serves approximately 14200 students enrolled in over 100 undergraduate and master's programs across 11 faculties, 1 institute and 4 doctoral schools. In 2022, the university expanded its academic and research capacity by merging with 13 research institutes previously under the Ministry of Education and Research.

MSU operates in accordance with the provisions of the Constitution of the Republic of Moldova, the Code of Science and Innovation, the Education Code, the international treaties to which the Republic of Moldova is a party and other normative act, including those of the Ministry of Education and Research.

I. Purpose and strategic objectives

The Human Resources Strategy of MSU is based on the international and national strategic documents in the field, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, the R & D Strategy of the Republic of Moldova and is designed in accordance with the provisions of the Code on Research and Innovation of RM and the Internal regulations of MSU.

The MSU Human Resources Strategy aims to establish basic directions and components in the field of human resources development in research.

Strategic objectives:

- Promoting career researchers based on internationally recognized professional performances;
- Supporting and encouraging academic mobility;
- Intensifying and diversifying recruitment policies to attract young doctoral students, postdoctoral researchers, as well as experienced researchers;
- Intensifying collaborations with the scientific diaspora and its involvement in institutional and international projects;
- The periodic assessment of the scientific results in order to ensure the directions of the Institute's activity.
- Informing the researchers with the updated tendencies in project management.
- Development of international collaboration and support for participation in research programs and projects.

From a conceptual point of view, the MSU Human Resources Strategy is based on the following principles:

- the principle of academic freedom and personal autonomy;
- the principle of professional ethics, professional and civic honesty;
- the principle of developing the human potential in the spirit of competitiveness;
- the principle of non-discrimination;
- the principle of integration of MSU researchers into the European research area.

II. Regulatory framework and institutional context

Starting 2015, MSU initiated the procedure for adhering to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Thus, the endorsement of the 'Charter and Code' principles and commitment to the implementation of the HRS4R was

signed, therefore the European Commission acknowledged the institution's endorsement of the 40 principles, which later led to the awarding of "Excellence in Research" logo.

After the merge of MSU with the 13 research institutes due to a national reform, a new internal analysis was carried out and the Human Strategy for Researchers was **reviewed and extended**.

III. Internal analysis

Note. In 2019, at the request of the Ministry of Education and Research (MEC), research and higher education institutions in the Republic of Moldova developed institutional human resources strategies aligned with the principles of the European Charter for Researchers and the Code of Conduct. These strategies included an action plan, leading most research institutes to adapt their regulations and practices to comply with C&C principles.

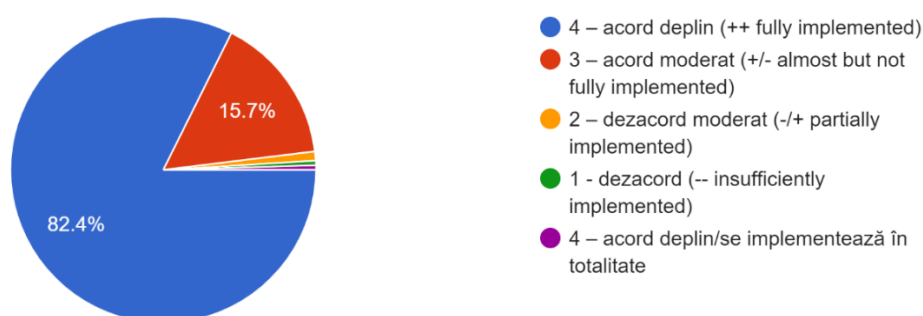
Since all higher education institutions and research institutes developed Human Resources Strategies and Action Plans based on the same criteria set by national regulations, a comprehensive and reliable analysis of the current state became possible. This, in turn, enabled the integration of previous documents into a unified strategy and the establishment of a common action plan.

a) Ethical and professional aspects

Freedom of research is guaranteed by Article 33 of the [Constitution of the Republic of Moldova](#), by the [Internal Regulations of the MSU](#). Additionally, ethical and deontological principles are outlined in the [Code of Ethics and Professional Deontology of Scientific and Scientific-Didactic Personnel](#), adopted by the ANACEC of the Republic of Moldova, and aligned with international research and academic ethics standards, including the principles of the **European Charter for Researchers** and the **Code of Conduct for the Recruitment of Researchers**. These principles are further reinforced by the **Code of Ethics and Academic Integrity of Moldova State University** and the **Code for Learning and Communication in the Digital Era**. Researchers' adherence to ethical practices is illustrated in the attached diagram:

2. Vă conformați practicilor și principiilor etice instituționale, naționale și internaționale (You comply with institutional, national and international ethical practices and principles)

414 responses



Individual employment contracts and job descriptions define professional responsibilities and expected ethical conduct in scientific research, in line with internationally accepted standards. However, a more detailed revision is needed to address procedural aspects related to breaches of professional ethics. This includes enhancing mechanisms for managing and preventing conflicts, strengthening measures against plagiarism, and implementing improved sanctions to uphold research integrity.

Freedom of research is expressed by: 1) freedom to identify methods to achieve the objectives of ongoing projects, within the limits of the budget and existing infrastructure; 2) freedom to develop project proposals that are relevant to society and/or expand the frontiers of scientific knowledge.

Dissemination of scientific results take place within the framework of national and international conferences, through publications in national and international scientific journals, accessible also in electronic format. All published scientific articles are peer-reviewed. [The Code on Science and Innovation of the Republic of Moldova](#) (Chapter VII) regulates the use of scientific and technological results. Regulations on the exploitation of intellectual property and patents are stipulated in detail in the [Intellectual Property Legislation](#) and researchers are encouraged to participate in AGEPI events. With regard to this principle, it should be mentioned that each institute of the MSU has at least one scientific journal (categories A, B+, B, in total 19 scientific journals), indexed in various international databases https://cercetare.usm.md/?page_id=374.

Researchers are also free to express their opinion on certain aspects of research in the media, by publishing popular science articles, participating in various radio and TV programmes, events organised by national and local public authorities, NGOs.

Within the University Institutes, researchers are offered methodological support in the development of research projects, for example, setting project objectives in correlation with the main research directions of the institute that they are a part of, identifying national and international partners, budget planning, registration and submission of projects, including in online systems. During the course of the projects, there take place Working Groups and Scientific Councils meetings in order to properly monitor projects' progress, financial reports, etc. Researchers are also involved in planning, executing and reporting the results throughout the project. Annually, scientific reports are heard by members of the MSU Senate for approval/disapproval.

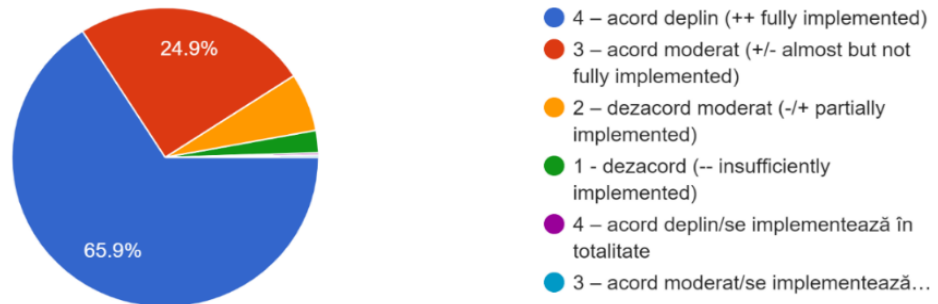
At the same time, teaching and scientific personnel are periodically assessed on the basis of individual reports on scientific activity. Prior to the merger, the institutes were periodically reaccredited by the ANACEC based on clear performance criteria regarding research areas within the institutions. These criteria include the dimensions of international performance and visibility, scientific contribution and national recognition, economic relevance and social relevance.

Upon hiring, researchers are informed about the provisions of the [MSU Code of Ethics and Academic Integrity](#), thus committing themselves to observe the fundamental ethical principles applicable to their field of research. Within the university, the [Ethics and Academic Integrity Commission](#) operates based on the Code of Ethics, serving as a guiding framework for intervention, evaluation, and the assessment of the moral conduct of the scientific community. Grounded in universal standards that benefit both individuals and society, the Code seeks to balance competition and cooperation, individualism and mutual support, as well as regulation and free will—ultimately safeguarding individual freedom, dignity, and the public good. Additionally, the Code of Ethics includes mandatory rules, violations of which may result in disciplinary, administrative, or legal sanctions.

The issue of discrimination is addressed with the utmost responsibility and such provisions are included in the [MSU Internal Regulation](#) and the [Collective Labour Agreement](#).

10. Angajatorul nu aplică nicio formă de discriminare în raport cu angajații (The principle of discrimination does not apply to researchers)

414 responses

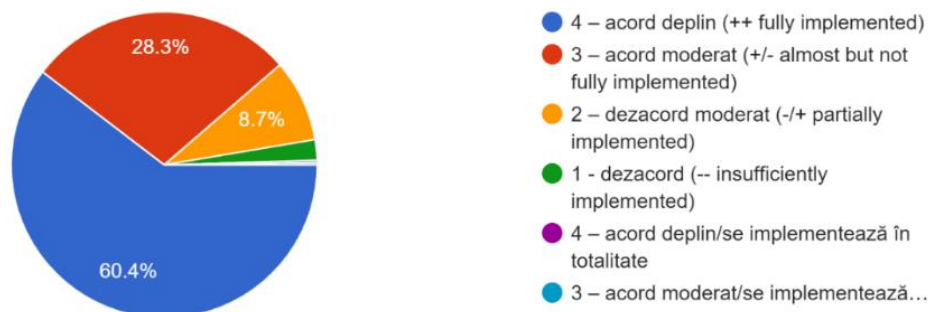


b) Recruitment and selection

The recruitment process of researchers is transparent, open, merit-based and is carried out in accordance with the legislation in line, offering equal opportunities and chances to all, based on the rules of the [Labour Code of the Republic of Moldova](#) and reflected in the internal regulations of the institutes. The conditions for filling scientific positions are laid down in Article 105 of [Code on Science and Innovation of the Republic of Moldova](#).

13. Procedurile de angajare sunt deschise și transparente (Recruitment procedures are open and transparent)

414 responses



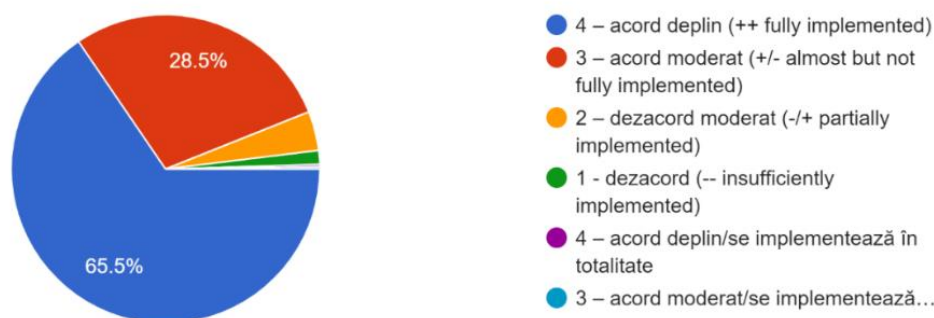
In accordance with the Code on Science and Innovation, as well as the Statutes and Regulations of the Institutes, scientific positions are filled through a competitive process organized by the Institutes' management, in compliance with labour legislation. The competition is conducted transparently and publicly announced in national media. Any individual who meets the eligibility criteria outlined in the regulatory framework may participate. The recruitment process is designed to be open, transparent, and effective, following the provisions of the Institutional Regulations governing the competition. In alignment with the principles of the Charter and the Code, a [Recruitment Policy](#) has been established. As part of this commitment, MSU has developed and implemented a Regulation for researchers' recruitment, ensuring clear, open, and effective procedures that are internationally comparable and tailored to different types of vacancies. Additionally, the Regulation accounts for variations in CV chronology and recognizes mobility experience. Furthermore, MSU is committed to enhancing visibility by posting job vacancies on specialized national platforms and the EURAXESS portal.

The evaluation of the performance of the scientific personnel takes place based on the [Framework Regulation performance bonus of the personnel of budgetary units](#) (Government Decision No 1231 of 12.12.2018) and the previous Regulations on how to determine the performance increase, which is recognized as valid under the [Institutional Regulation on performance bonus of MSU](#).

According to MSU [Academic Mobility Regulations](#), researchers are encouraged to undertake research mobility at any stage of their scientific and teaching activity.

18. Orice experiență de mobilitate este considerată ca o contribuție valoroasă la dezvoltarea profesională a cercetătorului (Any mobility experie...n to the professional development of a researcher)

414 responses



The recognition and equivalence of diplomas and certificates of highly scientific and scientific-didactic activity obtained abroad is regulated by the national legal framework and is carried out by the ANACEC of the Republic of Moldova. At the institutional level, these provisions are stipulated in the [REGULATION on the Recognition and Equivalence of Study Documents Obtained Abroad](#), based on the national legal framework and the provisions of international treaties to which the Republic of Moldova is a party.

By Government Decision no.499 of 29.05.2018 on the approval of the [Regulation on the organization and conduct of postdoctoral programs](#), the Institutes approved regulations on the organization and conduct of doctoral programs. A similar document was also approved by the MSU - [MSU Regulation on the organization and conduct of postdoctoral programs](#), adapted to the new requirements in the field of research at the national and international level establishing the unitary character of the training of highly qualified scientific personnel in the Republic of Moldova. Accordingly, this Regulation aims to establish a single reference framework for the organization, conduct and funding of postdoctoral programmes, as well as to promote uniform procedures and principles for quality assurance in the organization and conduct.

c) Working conditions and social security aspects

Employees of the Institutes are remunerated according to the provisions of [Law no 270 on the unitary payroll system in the budgetary sector and related regulatory framework](#). On its basis, a number of internal documents have been drawn up and approved: [Collective Labour Contract](#), [Institutional Regulation on the regulation of scientific and teaching activity within the MSU](#), which clearly stipulate the clauses regarding working conditions, salary and other rights and obligations arising from legal employment reports.

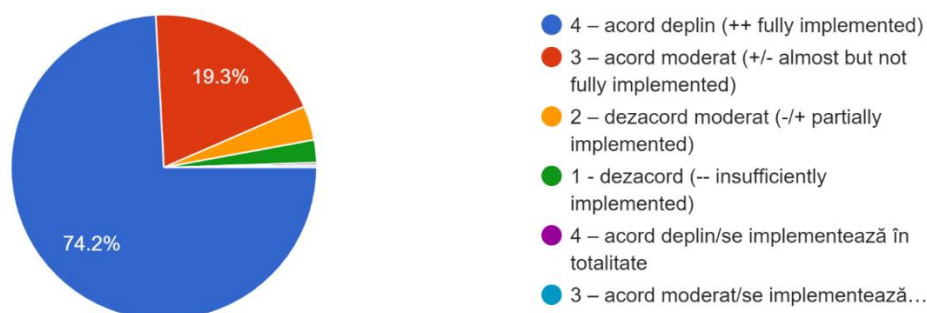
According to these regulations, researchers benefit from social security (including health insurance and family allowances, pension rights and unemployment benefits) and certain categories of employees, depending on their age, state of health and working conditions are granted certain facilities.

The organization of safety and health at work is carried out in accordance with the provisions of Labour Code of the Republic of Moldova, the Law on Safety and Health at Work No. 186-XVI of 10 July 2008 and other normative acts in the field of safety and health at work. [The Collective Labour Agreement](#) ensures that the administration and the Trade Union Committee, through the Labour Safety and Protection Bureau, is obliged to take necessary measures to ensure normal (harmless) working conditions, with the aim of reducing harmful effects, preventing accidents at work. Thus, employees working in unfavourable working conditions are provided with individual means of protection (including pandemic) in accordance with the legislation in force. For the same category of employees, compensation bonuses are established in accordance with the provisions of the [Regulation on the assessment of working conditions at workplaces and the application of the branch lists of works for which compensation bonuses may be established for work performed under unfavourable conditions](#), approved by Government Decision No 1335 of 10 October 2002. According to this decision, compensation for work performed under unfavourable conditions is granted based on the degree of harmfulness of the work, as determined by workplace certification results. Compensation corresponds to the actual time worked under such conditions and is provided following an assessment of occupational risks.

As a result of the analysis of the workforce, it was found that employment is carried out in accordance with the principles of non-discrimination on the basis of sex, so that the gender balance is respected at all levels of personnel. Hence, employees benefit from equal rights and opportunities, as well as the principle of non-discrimination, which is guaranteed by the [Law on Ensuring Equality](#) No. 121 25.05.2012 and the Gender Equality Plan has been recently developed and approved.

27. Principiile egalității de gen sunt respectate (Gender equality principles are respected)

414 responses

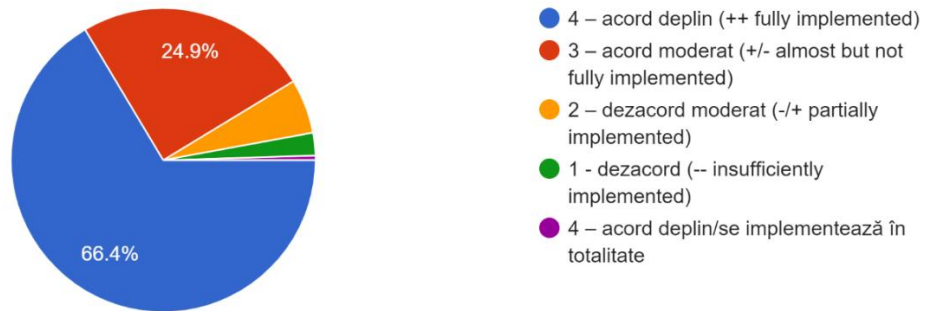


Researchers are offered multiples career development opportunities and are regularly assessed to confirm their professional efficiency, yet there is no unified plan for continuing training. Therefore, we propose to identify learning needs through the regular application of a questionnaire.

The employer adheres to national legislation on intellectual property rights, including copyright, so that researchers benefit from the exploitation of the results of innovative work. However, individual employment contracts and job descriptions must be supplemented with provisions specifying the rights of researchers and the employer regarding intellectual property rights.

31. Drepturile de proprietate intelectuală sunt respectate (Intellectual property rights are respected)

414 responses

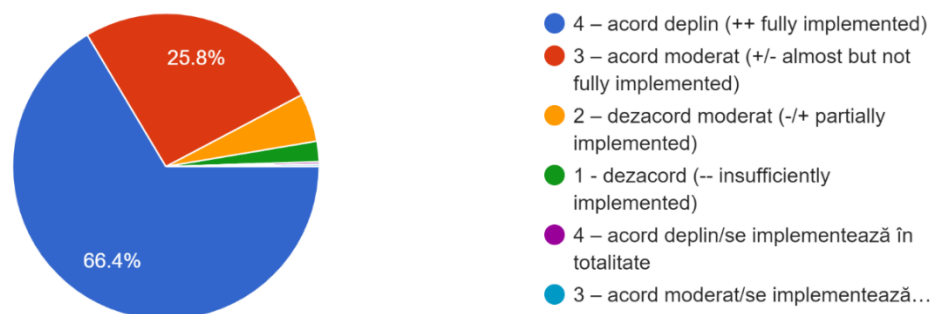


Researchers conduct their work within a research, development, and international framework, collaborating with colleagues across laboratories, sectors, institutes, and other research and innovation organizations. Co-authored scientific publications are recognized in the evaluation of both individual performance and the performance of laboratories and institutes, based on thematic relevance and reference indications in the publication. This reflects a supportive attitude toward research co-authorship based on the [Law No. 939-14 of 20.04.2000 on publishing activity](#), but some existing documents of the institutes did not include mentions of co-authorship, thus the introduction of such provisions in institutional policy was absolutely necessary.

Given that education is a means of structuring and disseminating knowledge, Institutes encourage the training of researchers in the teaching sphere, which is stipulated in some of their organizational and operational regulations, according to the [Education Code of the Republic of Moldova](#) (art. 119, art. 120, art.113, art.134). Currently, all MSU institutes have scientific and didactic personnel working in various educational institutions across the country. Teaching activities are integrated with research by establishing priorities, work schedules, and individual objectives.

33. Vi se respectă alegerea de a desfășura activitate didactică pe lângă activitatea de cercetare (Teaching is considered a valuable option within the researchers' career paths)

414 responses



Career development in research and innovation is very important, especially in changing the attitude of young researchers towards career training opportunities. At the moment, a significant part of researchers has developed their careers in Institutes or other research and innovation

organizations and have completed all stages, meeting the requirements for filling the position. Regardless of the contractual status of the researchers, at all stages of their career, they are offered career guidance support, which is stipulated in the Job Descriptions.

Institutes recognize the value of academic, intersectoral, interdisciplinary, transdisciplinary and virtual mobility. During the period of academic mobility, researchers benefit from social facilitations in accordance with national legislation and the **Collective labour contract**. From a regulatory point of view, however, not all Institutional Regulations prior to the merger contained provisions on the recognition of mobility experience.

According to the national legislation, PhD supervisors are habilitated, based on the decision of the ANACEC, and are entitled to be appointed as scientific supervisors (consultants) of a PhD theses or habilitated PhDs. A substantial number of researchers hold habilitation certificates with the right to be a PhD supervisors in different specialities and are involved in the training process. This activity is included as a criterion for assessing individual performance.

Employees have the right to submit complaints to the Ethics Commission, as well as to address concerns directly with their employer through open discussions, email, operational meetings, or general collective meetings. However, it is essential to establish formal conflict resolution procedures and develop confidential support measures for addressing work-related disputes, conflicts, and threats in the performance of professional duties. These measures should be incorporated into the relevant regulations.

Additionally, the merger of institutes within MSU need revising the composition of the Ethics Commission to include representatives from the newly integrated institutes. In accordance with national and internal regulations and to safeguard and promote both individual and collective professional interests, researchers are encouraged to actively participate in decision-making processes. The Scientific Councils of the Institutes comprise the Director, the Scientific Secretary, heads of Centres and working groups (sectors, laboratories), a trade union representative, and a representative of young researchers. Furthermore, employees are encouraged and recognized for their participation in various external committees and working groups.

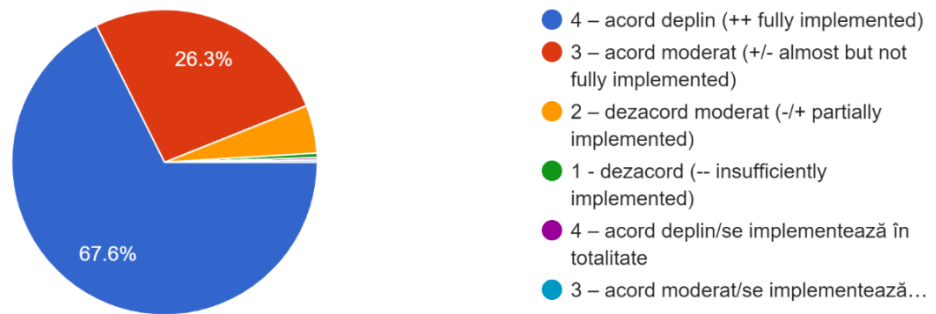
d) Training and development aspects

A core priority of the Institutes is the continuous development of human potential. In this regard, the Institutes are committed to fostering the professional growth of researchers at the highest level. Researchers have full freedom to enhance their skills throughout their careers, with unrestricted access to continuous development opportunities – including training sessions, seminars, and professional courses – offered by the Institutes, MSU, and other relevant national and international institutions.

To support this commitment, the Institutes actively identify individual learning needs and implement tailored action plans for continuous training based on researcher feedback. To further optimize this process, a structured approach is proposed, including the use of questionnaires to assess learning needs and regular updates to the action plan in alignment with researchers' evolving professional requirements.

38. Vă perfecționați în permanență prin formări, seminare, conferințe, evenimente online etc. (You are constantly improving yourself through trainings, seminars, conferences, online events, etc.)

414 responses



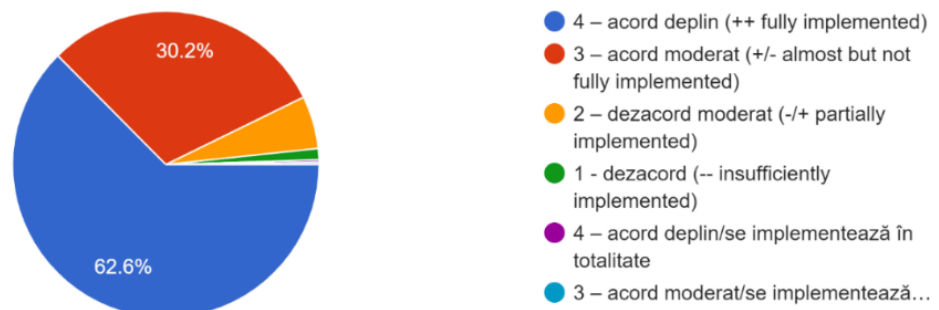
Each institute has a clearly established structure and the job descriptions of employees explicitly state reporting relations and managerial duties. Researchers collaborate with the heads of subdivisions (sectors, laboratories, centres), and their work is stipulated in their individual plan/job description. Progress and results are periodically collected and analysed by the management/head of the subdivision. The reports allow the objectives to be counted and the conduct of scientific research to be monitored.

The Institutes' activities do not involve mentoring in the traditional sense; however, through their extensive work in research and innovation, experienced researchers are encouraged to lead centres, laboratories, teams, and research projects. In accordance with the Code on Science and Innovation and the Individual Employment Contract, researchers are required to contribute to the training of young scientific researchers, sharing their knowledge and expertise in research and innovation.

As research mentors, experienced researchers are expected to foster constructive and positive relationships with junior researchers, creating an environment conducive to effective knowledge transfer and supporting the career development of emerging scientists.

40. Se oferă suport din partea cercetătorilor coordonatori sau consultanți științifici (You have access to appropriate support from supervisors or more experienced researchers)

414 responses



In this respect, we can also mention the qualification with the right of PhD supervisor, which involves the activity of coordinating young researchers, and the requirements are stipulated in the

Job Descriptions, in the Decision no. 1007 of 10.12.2014 for the approval of the [Regulation on the organization of doctoral studies](#) and [Institutional Regulation on the organization of doctoral studies](#). Thus, during the doctoral programme, researchers are supported and assisted by highly qualified persons: doctoral supervisors, consultants, who are approved in that position by the national authority ANACEC. The main duties of doctoral supervisors/consultants are reflected in both national and internal legislation: establishing the research methodology, objectives and the ways of settlement in obtaining the expected results.

At the same time, the Institutes are designated as internship partners by signing contracts for the organization and conduct of internships of students from different universities, in order to strengthen theoretical knowledge and training of practical skills in the field of vocational training of students.

In order to stimulate young and senior researchers to develop a successful career in science, participation in various national competitions is encouraged (Excellence Scholarship offered by the Government of the Republic of Moldova, ASM Award for scientific achievements of young researchers, Municipal Award for Youth in Science and Technology, National Award) and international ones (Excellence Scholarship awarded by the World Federation of Scientists). For exceptional achievements in scientific activity, researchers are nominated for awards from the Academy of Sciences of Moldova (ASM), state distinctions, and honorary titles such as Academician or Corresponding Member of ASM, as well as state titles like Emeritus Man.

Reviewed and extended Action Plan for implementing the C&C principles

The in-depth analysis of the current state has established the framework for the next action plan and the subsequent steps to be taken.

Action	GAP Principle(s)	Time frame	Responsible Unit	Indicators/ Target(s)
Hiring international researchers/experts in research activities within MSU	7. Good practice in research	Regularly	International Cooperation Department MSU subdivisions	International experts hired
Using EURAXESS opportunities to attract diaspora members to the MSU research process	7. Good practice in research	Periodically	International Cooperation Department	Diaspora experts hired
Developing the Code for Learning and Communication in the Digital Age	1 Research freedom 2 Ethical principles	Q I, 2025	International Cooperation Department Quality Management Department	Developed code
Informing researchers about the Code of Ethics	2 Ethical principles 3 Professional responsibility 4 Professional attitude	Yearly	Human Resources Department MSU Subdivisions	Informed researchers Information package for researchers
Creating a favourable and attractive environment for research	3 Professional responsibility	Regularly	Rector's Office Human Resources Department	Information package for researchers

by applying the correct principles of deontology and ethics in research	4 Professional attitude 5 Contractual and legal obligations		MSU Subdivisions	
Continuous information and logistical support for participation in calls for competitions	1 Research freedom	Regularly	International Cooperation Department MSU subdivisions	Information tools: pages on different networks; Information sessions Webinars Submitted projects
Stimulation of interdisciplinary research by signing interdisciplinary agreements	1 Research freedom	Regularly	MSU Senate, Research and Innovation Department, project directors	Interdisciplinary projects
Joining national and international scientific consortia	1 Research freedom	Regularly	Research and Innovation Department, project directors	New national and international scientific consortia
Development and approval of the report on research and innovative activity	6 Accountability	Q4, annually	MSU Senate, Research and Innovation Department, project directors	Report on research and innovative activity
Organizing seminars on writing scientific articles, relevant scientific materials for scientific journals with the impact factor	38. Continuing Professional Development	Periodically	Research and Innovation Department, MSU Central Library	Seminars
Update of the MSU website related to research issues	6 Accountability	Regularly	Research and Innovation Department, directors of research institutes and laboratories and doctoral schools	MSU website http://usm.md/ Updated webpage
Organization of public lectures and thematic roundtables in order to inform the audience about the scientific achievements of the university	6. Accountability	Regularly	Faculties and Institutes	Public lectures and thematic roundtables

Promoting cooperation between the university and the community: organization of volunteering activities with the participation of university staff and students, voluntary involvement of researchers and other employees of the university in humanitarian activities and similar civil society activities etc.	8. Dissemination, exploitation of results 9. Public engagement	Regularly	MSU Faculties, Research and Innovation Department, Research Institutes	Volunteering activities
Promotion of impartiality and fairness by eliminating all forms of discrimination	10. Non-discrimination 27. Gender balance	Regularly	Human Resources Department, Independent Assessment Committee	Information on employment etc.
Encouraging participation in various competitions for young scientists/researchers	10. Non discrimination	Regularly	MSU Senate, Research and Innovation Department	Information on competitions, support letters etc.
Continuous information and logistical support for participation in national and international scientific events	8 Dissemination, exploitation of results	Throughout the year	International Cooperation Department	Participation in events promoting research results
Encouraging and promoting the publication of monographs at international and national publishing houses	8 Dissemination, exploitation of results	Throughout the year	Vice-rector for research MSU subdivisions	Published monographs
Encouraging and promoting publications in impact-factor journals	8 Dissemination, exploitation of results	Throughout the year	Rector's Office MSU subdivisions	Publications in impact-factor journals
Identifying and integrating research results into the university curriculum: strengthening the "Education-Research-Innovation" knowledge triangle	8 Dissemination, exploitation of results 9 Public engagement	April-May annually	Study Department, MSU Faculties, Project Coordinators	Identified results, Modernized curricula

Dissemination of research results in impact-factor journals, various research portals (ResearchGate, Academia.edu, Google Scholar, etc.), inclusion of works in international databases, etc.	8 Dissemination, exploitation of results	Regularly	Research and Innovation Department Editorial Boards of Scientific Journals, Subdivision Coordinators	Disseminated results
Updating the institutional repository of the USM	8 Dissemination, exploitation of results	Q3, annually	MSU library Faculties, research institutes	Updated institutional repository
Ensuring transparency and openness of the recruitment procedures of candidates. Monitoring procedures for job vacancy announcement	15 Transparency (Code)	Regularly	Human Resources Department	Relevant information published on the university website
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	12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code)	Regularly	Human Resources Department MSU faculties and research institutes	The information about the recruitment process
Valuing abilities and skills of the researchers, acquired during mobility, in the university activity	18 Recognition of mobility experience (Code)	Regularly	Human Resources Department Assessment Committee	Abilities and skills applied
Offering requalification or training/education of some professional competencies through continuing education	38 Continuing Professional Development 39 Access to research training and continuous development	Regularly	Continuing Education Department	Requalification or training courses
Modernization of the equipment infrastructure for education and research, including funded by the MSU budget	23 Research environment 24 Working conditions	Annually, according to the MSU Senate schedule	Rector's Office Project managers Directors of MSU faculties and research institutes	List of modern equipment purchased

Consolidation of research infrastructure, development of a modern platform for the MSU community, as well as connection to the national research infrastructure platform	23 Research environment 24 Working conditions	Q4, 2025	Digitalization Department Rector's Office	Research infrastructure platform
Acquisition and use of international databases	23 Research environment 24 Working conditions	Annually	MSU Central Library Rector's Office	Purchased databases
Establishing compensations for the employees working in harmful conditions	24 Working conditions 7 Good practice in research 26 Funding and salaries	Annually, according to the MSU Senate schedule	Research and Innovation Department, Trade Union	Compensations
Flexible working program of didactic-scientific staff	24 Working conditions 33 Teaching	Regularly	Project Directors Directors of MSU research institutes	Flexible working program
Providing favourable conditions for researchers, encouraging creation and free research	1 Research freedom 23 Research environment	Regularly	Rector's Office, the MSU subdivisions	Good conditions for research
Ensuring connection between education, research, business media, labour market	8 Dissemination, exploitation of results 9 Public engagement	Regularly	Research and Innovation Department, project directors, MSU subdivisions	Performance indicators included in the regulation/methodology for employee incentives Number of licensing or commercialization contracts for research results
Encouraging participation in technology transfer projects calls in partnership with economic agents	8 Dissemination, exploitation of results 9 Public engagement	Regularly	Technology Transfer Office Project Coordinators Research and Innovation Department	TT projects

Preparation of project's financial agreements	5 Contractual and legal obligations 6 Accountability	Regularly	Research and Innovation Department, Project Directors	Projects financial agreements
Remuneration based on research performance evaluation	11 Evaluation/ appraisal systems	Quarterly	Research and Innovation Department, Human Resources Department	Evaluation criteria for the research activity
Promoting and respecting the criteria and requirements to ensure equal opportunities for candidates based on their research merits	16 Judging merit (Code)	Regularly	Human Resources Department, Research and Innovation Department	Updated criteria and requirements
Identifying learning needs for continuous improvement by applying a questionnaire	28 Career development 38 Continuing Professional Development 39 Access to research training and continuous development	Periodically	Research and Innovation Department Continuing Development Department	Questionnaire developed. Learning needs identified.
Stimulating the activity of patenting scientific results and obtaining intellectual property objects	31 Intellectual Property Rights	Throughout the year	MSU Subdivisions	Invention applications submitted for examination Patents obtained
Organizing public seminars on intellectual property protection and copyrights in the research process, reporting and disseminating the scientific results	31 Intellectual Property Rights	Periodically	Research and Innovation Department	Seminars on copyrights and intellectual property protection
Taking part in conferences and the research results publication both in co-authorships and individually	32 Co-authorship	Regularly	Research and Innovation Department	Participants in the scientific forums
The correlation of research and teaching components in the didactic load	33 Teaching	Q3, annually	Departments' chairs, Study Department	Correlated didactic load

Offering continuing education internships to researchers with the aim of improving teaching skills	28 Career development 33 Teaching	Regularly	Continuing Education Department	Education internships
Ensuring confidentiality rules and regulations, and promoting the adequate institutional culture on conflict resolution	34 Complains/appeals	Regularly	Human Resources Department Ethical commission	Information on conflict resolution etc.
Better collaboration between the decision-making bodies and the didactical and research subdivisions	35 Participation in decision-making bodies	Regularly	Rector's Office	Researchers and teachers in the decision-making bodies of USM
Participating in the commissions, committees, and decision-making bodies at the MSU and nationwide	35 Participation in decision-making bodies	Regularly	Rector's Office MSU Subdivisions	Researchers and teachers in the decision-making bodies
Encouraging lifelong education of researchers in the highly ranked universities and research institutions abroad	38 Continuing Professional Development 39 Access to research training and continuous development	Regularly	Department of International Relations, Continuing Education Department	Trained researchers
Providing career counselling for researchers	28 Career development 30 Access to career advice	Regularly	Centre for Career Guidance and Labour Market Relations	Carrier counselling provided
Encouraging continuous improvement of researchers' competences through various activities and practices	38 Continuing Professional Development	Regularly	Continuing Education Department	Seminars and work-shops on training resear-chers
Organization of info seminars on the use of MSU databases (doctoral schools)	7 Good practice in research	Regularly	Central University Library	Number of Seminars
Launch of the STEP IN program – internship and mentoring program within research laboratories for	36 Relation with supervisors 37 Supervision and managerial duties 40 Supervision	Regularly	MSU subdivisions	Program developed and launched Number of program beneficiaries

students/master's students				
Encouraging participation in COST Actions in order to ensure visibility and access to the best scientific and technological networks in Europe	1 Research freedom	Regularly	Department of International Cooperation MSU subdivisions	Number of researcher participating in COST Actions
Increasing the number of researchers participating in national training programs and international mobility programs in the European Research Area	1 Research freedom	Regularly	Department of International Cooperation MSU subdivisions	Researchers involved in mobilities
Involving researchers in bilateral projects	1 Research freedom	Regularly	Department of International Cooperation MSU subdivisions	Bilateral projects

IV. Implementation of human resources strategy

The objectives outlined in the USM Strategy regarding human resources will be implemented through the following actions:

- Implementing the Action Plan which is interlinked with the process of observing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers
- Establishing the necessary conditions for achieving the Strategy's objectives by ensuring appropriate legal and regulatory support.
- Ensuring effective management and monitoring of the implementation process by designating responsible individuals for organizing and overseeing the activities outlined in the Strategy.
- Providing the financial and material resources required for the successful execution of the Strategy's provisions.
- Guaranteeing the sustainability of the implemented strategic objectives to support the long-term development of university human resources policies.