



HUMAN RESOURCES STRATEGY

2019 – 2022

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

Introduction

This strategic document is the result of an analysis of the activity of the Romanian Philology Institute "Bogdan Petriceicu-Hasdeu" from the perspective of applying the principles of the European Charter of Researchers and the Code of Conduct for the Recruitment of Researchers.

The Institute of Romanian Philology "Bogdan Petriceicu-Hasdeu" (IRP "B. P. Hasdeu") is a legal entity with the status of a public institution in the field of research and innovation that carries out fundamental and/or applied research, implementation of scientific results and innovations, training and improvement of scientific staff in the fields of linguistics, literary science, folklore and terminology.

The Institute 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 acts, including those of the Ministry of Education, Culture and Research, based on the Statute of the Institute. The Institute's mission is to strengthen and enforce a research institution by delivering tangible results in fundamental and applicative research projects with sustainable cultural development.

The IRP "B. P. Hasdeu" has been accredited by CNAA in May, 2013.

I. Purpose and strategic objectives

The Human Resources Strategy of the IRP "B. P. Hasdeu" 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 Statute of the Romanian Philology Institute "Bogdan Petriceicu-Hasdeu".

The Human Resources Strategy of IRP "B. P. Hasdeu" aims to establish basic directions and components in the field of human resources development in research.

Strategic objectives:

- Promoting 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 IRP 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 philological science into the European research area.

II. Regulatory framework and institutional context

Starting March 2019, the Institute of Romanian Philology initiated the procedure for adhering to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Thus, on April 8, 2019, the director of the Institute, Habilitated doctor Nina Corcinschi signed the endorsement of the 'Charter and Code' principles and commitment to the implementation of the HRS4R, and on the 15th of April 2019, the European Commission acknowledged the institution's endorsement of the 40 principles and approved the process of obtaining the "Excellence in Research" award.

According to the recommendations of the European Commission, a working group was set up, its mission was pointed out: analysis of the national legislation, internal analysis of the Institute's documentation (regulations, contracts, procedures, Integrated Management System (IMS)), analysis of the principles of the Charter Code to be adjusted and implemented.

Information and discussion meetings on the principles and importance of EURAXESS were organized within the Institute.

Based on feedback from IRP employees, the procedure for joining the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers was initiated in order to obtain the HR Excellence Logo.

The internal analysis focuses on the quantification of some indicators to determine the level at which the Charter and Code principles are applied to the four key dimensions in R&D institutions.

In accordance with the existing national and institutional framework, the recruitment of the scientific staff is based on competition. The institution's human resources policy does not impose gender or age restrictions on researchers. The recruitment and employment policy also do not

impose any restrictions on foreign researchers other than those stipulated by the Labour Code of the Republic of Moldova.

Internal regulations contain provisions that offer attractive work conditions for researchers: creative days in libraries, inter-academic mobility, flexible work arrangements.

The level of qualifications required corresponds to the requirements of the position and does not constitute a barrier to apply.

Human potential

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	57
Of whom are international (i.e. foreign nationality)	0
Of whom are externally funded (i.e. for whom the organization is host organization)	4
Of whom are women	34
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	18
Of whom are stage R2 = in most organizations correspond with postdoctoral level	18
Of whom are stage R1 = in most organizations correspond with doctoral level	17
Total number of students	4
Total number of staff (including management, administrative, teaching and research staff)	66

III. Strategic fields

Strategic areas in human resources development are correlated with the Charter and Code principles: Open Researchers' Recruitment and Grant Portability/Social Security/Attractiveness of Employment and Working Conditions/Developing Professional Skills and Training Opportunities for Researchers.

1. Ethical and professional principles

The analysis of the national framework and internal normative acts has shown that the freedom of research is guaranteed by Article no.33 of the Constitution of the Republic of Moldova, the IRP Statute and its Code of Ethics. In addition to internal regulations, the principles of ethics and deontology are defined in the Code of Ethics and Professional Deontology of Researchers and Teachers adopted by the National Council for Accreditation and

Attestation. The Council consider international regulations and standards on ethics in scientific research and teaching, including the principles of the Charter and the Code.

Information on professional attitudes, primary responsibilities of researchers aimed at ensuring the compliance of scientific work with the ethical norms accepted by the international scientific community is reflected in individual work contracts and detailed in the Job Description.

Upon hiring, researchers sign the Code of Ethics for the researcher and respect the fundamental ethical principles applicable to their field of research. Within the institution, the Ethics Commission operates on the basis of an Organization and Functioning Regulation. One of the committee's basic concerns is to identify plagiarism and to recommend sanctions when it is found.

The purpose and principal directions of scientific research are found in the IRP Statute. Provisions on the responsibility of researchers are stipulated in Art. 130 (first) on the Responsibility of Scientific and Researcher Groups of Research and Innovation in the Code of Science and Innovation of the Republic of Moldova.

Employee safety is one of the priorities of IRP management. Researchers operate with verified work methods developed in accordance with national law: Occupational Safety and Health Act from 10.07.2008 and the corresponding GH. Each researcher is trained in accordance with the Instructions for Scientific Researchers and Typists Protection and after training session.

The employer, according to the Organization and Functioning Regulations, ensures proper working conditions, and also protection and confidentiality of personal data. In accordance with the principles of the Charter and the Code, personal data can be processed only after the employee's written consent.

The Institute offers researchers the opportunity to publish the results of their activities in scientific journals of the Institute and it also facilitates the publication of scientific materials in other journals both at home and abroad. In order to promote research, the Institute organizes scientific events annually.

The IRP tackles the issue of discrimination with utmost responsibility. Internal regulations provide facilities for people with disabilities. Specific provisions on the principle of non-discrimination are to be introduced in the IRP Statute.

2. Recruitment and employment

Employment of researchers within the IRP is done in accordance with national law and institutional regulations, allowing each individual to compete freely for each function in

accordance with the Labour Code of the Republic of Moldova and with the Code of Science and Innovation of the Republic of Moldova.

The contest for positions is announced in the national media and on the IRP website. In the IRP, the Contest Regulation is functioning. However, its provisions do not expressly refer to recruitment conditions. It is necessary in the nearest future to develop and implement a regulatory framework for recruitment that respects the principles of the Charter and the European Code. Recruitment procedures must be open, transparent and comparable to international practice. It is necessary to clarify clearly the rules of selection, recruitment, employment and recognition of qualifications and previous traineeships according to the CV.

The Republic of Moldova signed the Lisbon Convention on the Recognition of Qualifications to recognize studies, certificates, diplomas both domestic and those obtained in European countries. Recognition and equivalence of diplomas and certificates of highly qualified scientific and teaching activity obtained abroad is regulated by national legislation and approved by the National Agency for Quality Assurance in Education and Research.

The minimum period of activity in the field of research and scientific qualifications necessary for filling vacant positions are regulated by the Code of Science and Innovation of the Republic of Moldova. Thus, in order to avoid discrimination against young researchers during the selection process, the former will be considered only if the researchers meet the minimum of working experience. In this respect, qualifications, skills and abilities necessary for the announced vacancies are extremely relevant to the selection process.

The assessment of staff qualification is stipulated in the institutional Regulations concerning attestation of personnel, which however is not being implemented on a regular basis. In the process of implementation of the principles of the Charter and the Code it is important to obtain systematization and unification of procedures concerning recruitment, employment and evaluation in the existing institutional documents by updating them.

This process should also report on the performance of staff on the basis of the *Framework Regulation on how to determine the performance bonus for staff in the budgetary units* and on the institutional Regulation on how to establish the performance bonus, based on the Evaluation Form.

3. Working conditions and social security

According to the Labour Code and the Statute of the Romanian Philology Institute "B. P.-Hasdeu", the employees' career is recognized and the researchers are treated accordingly as professionals. IRP researchers benefit from a research-friendly environment, including flexible work hours and remote collaboration opportunities. The Internal Regulations stipulate the

employer's obligations to ensure appropriate working conditions and to train employees in the field of occupational safety under a special program.

Though job security is stipulated in the Labour Code, employees are vulnerable to national reforms. As far as funding and wages are concerned, researchers benefit from them in combination with social security (including health and family allowances, right to pension and unemployment pay-off) in accordance with individual labour contracts and national legislation in force.

As a result of staff analysis, it was found that employment within IRP takes place on non-discriminatory gender principles, so gender balance is respected at all levels of staff.

IRP researchers benefit from multiple career development opportunities, being evaluated periodically to enhance their professional efficiency, but there is still no unified training plan.

The institution's accreditation regulation stipulates the recognition of mobility experience, but there are no similar provisions in the institutional accreditation regulation.

The IRP guarantees at all stages of career that researchers benefit from the exploitation of R&D results, in compliance with the Regulation on Registration of Copyright and Related Rights, developed by AGEPI, and has a favourable attitude towards co-authoring, based on Law no. 939-14 of 20.04.2000 on the editorial activity and Decision no.641 of 12.07.2001 on the minimum rates of the authors' remuneration. Existing IRP institutional documents lack any mention of co-authoring, which requires the introduction of these provisions in institutional policy documents.

Given that education is a means of structuring and disseminating knowledge, the IRP encourages the engagement of researchers in the teaching field, as stipulated in its Regulations on Organization and Functioning, according to the Education Code of the Republic of Moldova (Article 119, Article 120, Art. 113, 134)

The Code of Ethics and Professional Ethics, developed in accordance with the Moldovan legislation in the field of research, innovation and education, sets out principles, responsibilities and procedures so that IRP research and innovation can be conducted in accordance with the requirements of the European Knowledge Area and with ethical principles accepted by the international scientific community.

Based on the Code of Ethics, the IRP has set up an Ethics Committee to coordinate procedures for detecting deviations and identifying inappropriate scientific conduct and to apply sanctions based on the severity of the offenses committed.

In order to protect and promote individual and collective professional interests of researchers and to actively contribute to the functioning of the institution, employees have an opportunity to participate in decision-making, being represented at the level of decision-making

bodies of the institution. For example, the Scientific Council consists of a Director, Deputy Director for Scientific Activity, Scientific Secretary, a representative of the Ministry of Education, Culture and Research (MECR), Heads of Centres, a trade union representative and a representative of young researchers.

4. Professional development

A key element of IRP's success is the permanent development of human potential. In this context, the Institute aimed to ensure continuous improvement of researchers at the highest level. The Institute encourages researchers to participate in various institutional scientific events, as well as in other events organized by other research institutes both in the country and abroad. Researchers have full freedom for continuous improvement by improving their skills at all stages of their professional career.

In order to optimize this dimension, it is proposed to include in the research strategy an obligation to draw up annual plans for continuing professional training, and also to periodically update the IRP website with information on vocational training.

IRP has a clear structure established through an organization chart approved by the MECR, and employee job descriptions clearly establish working relationships and managerial duties. Researchers have well-established relationships with heads of subdivisions, and their activity is planned in the individual plans. Periodically, the progress and the results achieved are collected and analysed by the leadership of the subdivision. Reports lead to metering objectives and scientific research.

In IRP practice there is no mentoring practice in the classical sense of the word. At the same time, the empowerment with the right to supervise doctoral research implies coordination activity of young researchers and it is stipulated in the job descriptions and in Decision no. 1007 of 10.12.2014 for the approval of the Regulation on the organization of doctoral studies, the third cycle and in the Regulation regarding the organization of the doctoral programs.

Thus, during the PhD program, researchers are encouraged and assisted by highly qualified staff: PhD advisors and consultants who are appointed for this position by the National Authority (ANACEC). The main duties of doctoral supervisors/consultants are reflected in both national and internal legislation. Assessment and monitoring of competences and responsibilities of doctoral supervisors is expected via periodic evaluation procedure. All these changes must be clearly specified and stipulated in individual labour agreements.

IV. Implementation of human resources strategy

For the successful implementation of the HR strategy, a prior risk and cost analysis and punctual assignment of responsibilities is required.

In the process of implementation of the HR Strategy, a number of **risks** can be estimated:

- Difficulties in mobilizing the budgetary resources needed to finance own initiatives
- Difficulties in the equitable application of performance evaluation processes due to the existence of facilities for retirement age staff
- Institutional changes that may affect strategy implementation.

Costs

The implementation of the HR strategy must be interlinked with the process of implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which would reduce implementation costs by engaging the institution's employees in working groups and Contest Committee.

In order to train staff, it is necessary to sign partnership agreements with public institutions empowered to organize such trainings according to their profile, without additional costs.