
	Human Resource Strategy for Researchers and Academic Staff of the Technical University of Moldova for 2022-2026	Code: STR-0-HRS4RAS
		Issue 1
		Review 0

Approved at the meeting of the TUM Senate

Minutes nr. 7 of 25 January 2022

**HUMAN RESOURCES STRATEGY
FOR RESEARCHERS AND ACADEMIC STAFF
OF THE TECHNICAL UNIVERSITY OF MOLDOVA
for 2022-2026**

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Strengthening Research Management and
Open Science Capacities of HEIs in Moldova and Armenia


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I. THE CONTEXT AND PURPOSE OF THE STRATEGY

Taking into account the declaration of commitment to comply with the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* adopted by TUM on 19.02.2021, it is necessary to develop the regulatory, monitoring and assessment framework of scientific and scientific-teaching staff. This strategy aims to implement, at the TUM level, the reference framework established by the two documents issued by the European Commission.

Through its commitment to the adoption of the *Charter* and the *Code*, TUM recognizes the importance of European Union standards and policies in academia, reiterating the overall mission of advanced scientific research and education, generating and transferring knowledge to society.

Being the only engineering higher education institution, the alignment of institutional strategies with the fundamental documents of the international academic community reflects the continuing focus of TUM, not only for improving career prospects for researchers and teaching staff, but also for an inclusive development of a common European system in alliance with attractiveness, competitiveness and mobility.

This strategy is developed in accordance with documents adopted by the TUM Senate, which admits to the continuing need to update the internal procedures and performance indicators of an international university.


II. OBJECTIVES

2.1. General objectives

- recruiting, retaining and stimulating high-performing researchers and teaching staff, leading to an improvement in the academic capacity of TUM;
- ensuring and consolidating a long-term infrastructure for the development of researchers at all stages of their career;
- establishing a system that promotes equal opportunities and gender representation;
- promoting career opportunities and presentation of young researchers;
- stimulating the mobility of researchers in line with the standards of the current dynamics of global knowledge.

2.2. Specific objectives


- establishing a methodological framework for recruitment and assessment in the teaching and research career to ensure an open, efficient and integrated work environment;
- providing institutional support for flexible career opportunities, in line with the scientific and educational priorities and concerns of TUM, as well as those of its employees;

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- providing an institutional environment that ensures equal opportunities and gender equality for scientific and scientific-teaching staff;
- establishing a procedural framework for promoting mobility in teaching and research.

III. PRINCIPLES

- *Freedom of research* will be achieved by recognizing the extension of the frontiers of scientific knowledge, ensuring freedom of thought and expression, and respecting globally recognized core values and ethical standards in accordance with prevailing disciplines and codes of ethics and deontology at TUM.
- *Plagiarism* is not tolerated as an academic practice, therefore the idea of professional obligation involves making an effort to generate research that is both relevant to society and original.
- *Professional attitude* refers to the responsibility of teaching staff and researchers to understand and be aware of the strategic objectives governing the relevant research environment and funding mechanisms, while complying with all appropriate regulations before starting research or accessing available resources.
- *Following best research practices* aims at adopting safe working methods in accordance with national and international regulations, including taking the necessary health / safety precautions and retrieving data from technical computer-related accidents. In addition, researchers make sure that the methods of data collection and analysis, as well as the specifics of the data, are available for internal and external audit, at the request of the relevant authorities.
- *Public commitment* requires researchers and teaching staff to ensure that their activities are aimed at society to a diverse audience, so that non-specialists can understand them, resulting in the integration of academic expertise in the economic, medical, political and social areas.
- *Supervision and coordination* aims to raise awareness of the complexity of these activities at TUM, while developing the scale of mentoring, career counseling, project management and scientific communication.
- *Continuing professional development* refers to the ambition of continuous training by constantly updating and improving specific expertise and skills.
- *A dual career* for researchers is to provide a supportive environment for researchers and their families.

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IV. DIRECTIONS OF ACTION

4.1. Consolidation of infrastructure

- *Adequate logistics.* TUM ensures the development of a suitable research environment that offers appropriate equipment, facilities and opportunities, including remote collaboration between networks of researchers.
- *The legislative framework in accordance with European regulations and standards* ensures compliance with national or sectoral regulations on health and safety in research and teaching and the distribution of resources in accordance with the contracted work plan.
- *The dynamic framework for the development of research and teaching.* TUM encourages employees to pursue diverse career interests, moving from an independent, discipline-focused model to an integrated network model designed around thematic research groups that involve researchers from different places in a proactive partnership across different centers and departments.
- *Strengthening the research subdivisions* of TUM in order to increase methodological multi-perspective and provide logistical support to conduct research and obtain scientific results of significant importance, to increase the institutional exposure of TUM, as well as the impact of research in the socio-economic sector.

4.2. Working conditions

- *Recognition of professional qualifications.* TUM researchers and teaching staff are recognized as experts in the field and are treated appropriately. This applies to all stages of the career and covers all levels of research and teaching, regardless of national or international classification.
- *Encouraging mobility.* TUM offers a variety of alternatives in the individual career development strategy, as well as recognizes and builds on any experience of international mobility within the career advancement / assessment system.
- *Supporting the mobility of researchers / teaching staff within the institution.* TUM offers its employees the opportunity to pursue various academic careers in order to increase their personal motivation and scientific production. Moreover, in line with the multidisciplinary requirements of today's scientific world, the goal is to develop interdisciplinary rules and frameworks that allow employees to work in multiple fields / departments / faculties.
- *Access to training in research and continuous professional development.* Professional development opportunities are available to all, including scientific and scientific-teaching staff, regardless of their contractual employment status, through access to strategies and programs for the continuous development of professional competences.
- *Intellectual property rights.* TUM guarantees, by legal protection, that researchers at all stages of their career benefit from capitalizing on research results.



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- *Inclusive conditions for teaching, education and research.* TUM ensures working standards, especially for people with special needs / disabilities, and provides the necessary flexibility for successful research and teaching to ensure the balance between family and professional life, children and career.
- *Financing and remuneration.* TUM provides teaching staff and researchers with more equitable, adequate and attractive, inclusive financing conditions, employees benefit from a comprehensive social security system.
- *Teaching* must be seen as a valuable option in researchers' career. However, teaching responsibilities should not prevent researchers from carrying out their research activities, especially at the beginning of their career.
- *Encouraging teamwork.* TUM encourages its employees to develop collaborative projects in accordance with the multidisciplinary / interdisciplinary practices of current research and the cross-cutting interaction of the constituent faculties / departments.
- *Improving teaching-research performance* through a peer mentoring and assistance system. The role of mentors is to ensure the continuous training of staff, ensuring that trainers are qualified, have the time, skills, expertise and appropriate contributions to inexperienced teaching staff / researchers.
- *Petitions / complaints.* TUM establishes effective protocols for resolving complaints and petitions from researchers and teaching staff, in accordance with the rules and regulations provided by the national law.
- *Participation in decision-making bodies.* Both teaching staff and researchers must be represented in the relevant information, advisory and decision-making bodies to ensure the individual, collective protection and facilitation and the development of the institution.

4.3. Equal opportunities and gender representation

- *Non-discrimination.* TUM does not discriminate against teaching staff and researchers on the basis of gender, age, race, national or social origin, religion or sexual orientation, language, disability, political views, or economic background.
- *Equal contractual rights* are guaranteed by non-discrimination against fixed-term employees in relation to permanent employees; avoiding abuses generated by consecutive fixed-term employment contracts; improving access to training for fixed-term employees and ensuring that temporary staff are aware of available permanent positions.
- *Gender balance.* TUM focuses on procedures governing the equal representation of men and women at all staff levels, including monitoring and management. With regard to gender balance, selection and assessment committees must also be fair.

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4.4. Recruitment and assessment

- *Transparency in the recruitment process* of human resources. The mechanisms for the recruitment and integration of teaching staff and researchers at TUM must be open, efficient and transparent.
- *Synchronization of recruitment practices* with European and international standards. In order to align employment conditions with international recruitment standards, TUM will use all available tools, in particular international or globally accessible online resources.
- *Visibility and accessibility of jobs*. They will provide a broad overview of the expertise and skills required, avoiding highly specialized terminology that could discourage potential candidates. In addition, the announcement will include a summary of working conditions and employee rights, including career development prospects.
- *Maintaining high standards in the recruitment* of teaching staff and researchers. In accordance with the benefits offered by TUM to its employees, the performance levels of the institution must maintain its high standards in relation to the requirements and offer of the universities. In order to enhance performance, the TMU strategy calls for the appointment of world-renowned experts for selected positions on a fixed-term contract.
- *Increasing the efficiency of quality assurance structures* at the faculty level. By involving students in the assessment process, TUM stimulates the work of faculty quality assessment committees as well as other democratic mechanisms.
- *Using transparent and scientometric parameters* for performance assessment. TUM applies and develops stable and quantifiable metrics to measure academic and teaching performance according to the criteria of the international academic circuit: quality and quantity of scientific publications, participation in national and international conferences, relevant achievements and awards in the field of activity.
- *Ongoing assessment*. The quality of the educational and teaching staff, as well as of the research units, will be subject to a regular evaluation (every 5 years, according to the Regulation on research-development-innovation activity at TUM), which will corroborate the performance criteria in force at the national level with the indices established in each field by the academic community of TUM.
- *Stimulating and promoting outstanding scientific and didactic achievements*. TUM recognizes and rewards employees who contribute to the international competitiveness of the institution through a number of specific programs and activities, including financial support for publications indexed in Web of Science or Scopus, for successful participation in fairs and invention exhibitions, for patents obtained etc.

V. FINAL PROVISIONS

This strategy of TUM will be detailed in accordance with the action plan and timetable undertaken by TUM in the letter of commitment to the European Commission - in a series of documents governing internal procedures or administrative tools for implementing a European / global framework of reference and regulation of the academic activity of TUM.