

# GAP ANALYSIS

*The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.*

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**Name Organisation under review:** Armenian State University of Economics

**Organisation's contact details:** Nalbandyan 128, Yerevan, Yerevan, 0025

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## EUROPEAN CHARTER FOR RESEARCHERS AND CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS : GAP ANALYSIS

### OVERVIEW

#### 1. RESEARCH FREEDOM

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

++ = fully  
implemented

The participation and free involvement in the EU research and innovative programs is highlighted according to Armenia-EU Comprehensive and Enhanced Partnership Agreement ([https://www.mfa.am/filemanager/eu/CEPA\\_ARM\\_1.pdf](https://www.mfa.am/filemanager/eu/CEPA_ARM_1.pdf), Article 79.c).

The Republic of Armenia promotes the development of science and innovation in the country, as well as aims to improve the mechanisms of intellectual property usage and commercialization.

([http://www.translation-centre.am/pdf/Trans\\_ru/EVRAZES/paymanagir\\_am.pdf](http://www.translation-centre.am/pdf/Trans_ru/EVRAZES/paymanagir_am.pdf), Article 89, point 2.1, 2.2).

The Constitution of the Republic of Armenia protects the right to education. According to the latter, the universities have the right to self-governance, as well as the right to academic and research freedom

(Constitution of the Republic of Armenia, <https://www.president.am/en/constitution-2015/>, Article 38, point 3).

According to the RA Law on Scientific and Scientific-technical activities, the researcher has the right to free use, dissemination or exchange of scientific information, except for the information considered to be state, official or commercial secret defined by the RA legislation. (<https://www.arlis.am/DocumentView.aspx?docid=804>, Article 5, point 1.i).

There are no thematic restrictions for conducting the university research, if they definitely do not harm the nature and the humanity, and correspond to the professional orientation of the university. The University invests continuous efforts for the improvement of the research freedom in "Amberd" research center. In particular, as a result of the survey conducted within the framework of the ASUE Faculty and researchers in 2020, more than 88% of the participants are convinced that the basic principles of research freedom are generally highlighted at ASUE (possibility of free choice of research topics, directions, methodology, and free expression of will).

## 2. ETHICAL PRINCIPLES

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

-/+ = **partially**  
implemented

According to the RA Law on Scientific and Scientific-technical activities, the scientist or the researcher must obey the rules of research ethics and respect intellectual property rights (<https://www.arlis.am/DocumentView.aspx?docid=804>, Article 5, point 2b). The establishment of the principles of academic ethics and social responsibility is one of the main goals of the University according to ASUE 2018-2022 Development strategy and Action plan (<https://asue.am/upload/files/about/decisions-extracts-1/Razmavarakan%20cragir%202018.pdf> ).

In the frames of the anti-corruption measures, research articles at the university are evaluated by the "blind" review method. Essays written by PhD students during their studies are also subject to review.

According to the survey conducted within the framework of the ASUE Faculty and researchers, 85% of the participants are generally aware and maintain the ethical principles and standards for research conduct at the university, sectoral, national and institutional levels.

### **Initiatives undertaken and/or suggestions for improvement:**

The research ethics norms of the university are currently in the development phase in order to improve research implementation at the university.

The establishment of the Ethics Committee at the university is in the process.

The University is deeply interested and is actively involved in the establishment of an anti-plagiarism system.

In addition to above-mentioned regulations, ASUE is planning to develop a “Code of Good Research Practice”.

### 3. PROFESSIONAL RESPONSIBILITY

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.

They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.

Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

+/- = **almost but not fully** implemented

Copyright on the results of the works of the scientific sphere is protected according to the Law of the Republic of Armenia on Copyright and Related Rights (<https://www.aipa.am/en/Copyrightlaw/>, Article 1a).

According to the ASUE 2020-2024 strategic plan for the development of research activities (<https://asue.am/upload/files/documents/STRATEGIC-PLAN-FOR-SCIENTIFIC-RESEARCH-ACTIVITY-DEVELOPMENT-2020-2024.pdf>), the establishment of the anti-plagiarism system and its normative-legal basis is considered to be one of the priority tasks of the University. The University promotes the research activity for the benefit of the development of the society and the expansion of the scope of science.

Despite all the endeavors, a lot of work still needs to be done in terms of raising the awareness and trust, which is shown in the results of the survey. In particular, only half of the respondents think that the rules of plagiarism prevention and academic ethics are maintained during the scientific and research activities implementation at ASUE.

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#### **Initiatives undertaken and/or suggestions for improvement:**

It is planned to organize awareness-raising events both for staff and among newly admitted young researchers and graduate students, which guarantee that researchers follow the legislation and rules on ethical principles and raising the professional responsibility among them.

#### 4. PROFESSIONAL ATTITUDE

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.

They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

+/- = **almost but not fully** implemented

ASUE Strategic plan 2020-2024 for the development of research activities (<https://asue.am/upload/files/documents/STRATEGIC-PLAN-FOR-SCIENTIFIC-RESEARCH-ACTIVITY-DEVELOPMENT-2020-2024.pdf>) includes the policy of science development.

One of the priorities of the university is the monitoring of research financing. The copyright of the researchers at the University is protected in accordance with the RA Law on Copyright and related rights (<https://www.aipa.am/en/Copyrightlaw/>). Any research program implemented at the University includes information on the objectives of the research, the requirements for the participants, their rights and responsibilities, funding conditions, and accountability mechanisms. All the researchers should get familiar with the above-mentioned requirements beforehand. However, as the results of the survey show, not everyone is aware of the requirements. Only 43% of the respondents state that they are definitely aware of the requirements. 10% are not aware at all, and just follow the instructions of the research project supervisor.

#### **Initiatives undertaken and/or suggestions for improvement:**

It is recommended to implement trainings for the administrative staff and the researchers on how to apply for projects, funding, and preparing reports.

It is also recommended to increase the volume of involvement of international and national funds, which will allow to involve more researchers in the research activities.

**5. CONTRACTUAL AND LEGAL OBLIGATIONS**

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

**++ = fully implemented**

Contracts are signed with all the researchers, the provisions of which are based on national, sectoral and university regulations.  
 Presentation of the research results is prescribed by the contracts (dissertation, publications, reports, development of new products, etc.).  
 The researchers are informed in advance of their rights and responsibilities.  
 Working conditions are also regulated by law; they must be respected by both the employer and the employee.  
 The university is aimed at including effective and practical provisions in the contracts concluded with the academic staff.  
 The university regularly organizes trainings to raise the level of awareness on the legal and contractual obligations of the researchers.  
 One of the strengths of the University is the existence of interdisciplinary and international agreements, and grants within the framework of research activities funding.  
 However, according to the results of the survey, 1/3 of the respondents are definitely aware of the legal provisions regulating the research process (national, sectoral, institutional regulations, intellectual property rights, etc.), 51.2% know them with some reservations (more yes than no). There are no researchers who do not know the legal provisions regulating the research process.

## 6. ACCOUNTABILITY

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

+/- = **almost but not fully** implemented

According to the RA Law on Higher and postgraduate professional education (<https://www.arlis.am/documentview.aspx?docid=25820>, Article 4, point 4) transparency and publicity are considered to be the principles of the policy of the development of higher and postgraduate professional education.

The researchers are accountable to the University or the ordering organization for the received funding. University researchers carry out scientific work not only for the University but also for the external clients, such as the Central Bank of the Republic of Armenia, the Ministry of Economy, the Ministry of Finance, and etc.

Therefore, the content and financial basis of researchers' research is subject to both internal and external audits. The researchers regularly report on their research activities to their team supervisors and the ASUE Academic Council.

A working plan is prepared in advance for every research group, and the researchers are obliged to report to the client organizations on the implementation of their plans.

All the research revenues should be presented in details and explained per sources. The university has a special advisory body in this regard, headed by the Vice-Rector for Science. The chairs present an annual plan on what is planned to be published, who will publish, what measures will be taken in this direction. Then, at the end of the year, the planned outcomes of the plan and the actual achieved results are compared with each other.

International and national external audit organizations regularly monitor the research activities, programs, and financial operations in general at the University. Researchers are accountable to the public, and the scientific research has an open access. However, only 34% of respondents are definitely convinced that the university has a transparent system of accountability for research activities carried out with internal and external funding, 46% believe that the system works, but there are some shortcomings (more yes than no).

### **Initiatives undertaken and/or suggestions for improvement:**

It is recommended to increase the awareness of the reports and discussions of the research works carried out at the university. Results of research should be available transparently in commonly used e-spaces.

## 7. GOOD PRACTICE IN RESEARCH

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

-/+ = **partially**  
implemented

The security and the health of the researchers are protected by the Labour code of the Republic of Armenia (<http://www.irtek.am/views/act.aspx?aid=150003>). ASUE ensures the maintenance of safety rules at the university, creates all the necessary conditions in order to make the work safer. The university staff data are protected by the RA Law on Protection of personal data (<https://www.arlis.am/DocumentView.aspx?docID=98338>). The research works are also digitally stored both at "Amberd" Research center and the chairs, The survey results among the researchers also state that the university generally ensures the working conditions in this regard. In particular, 43.3% of the researchers definitely state that the university provides a proper level of working conditions and information security. 42.7% also believe that the necessary measures are taken in this direction, not excluding the possibility of certain shortcomings.

### **Initiatives undertaken and/or suggestions for improvement:**

Organize courses on Open science, which will provide greater opportunities to become more competitive on international scientific platforms.



## **8. DISSEMINATION, EXPLOITATION OF RESULTS**

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

+/- = **almost but not fully** implemented

In order to publish the research activity of the university, “Banber” (Messenger) university journal (<https://asue.am/en/science/banber>) is being published. The university also publishes “Young scientist” periodical (<https://asue.am/en/science/young-scientist>).

According to ASUE Scientific council decision “Amberd” bulletin (<https://asue.am/en/amberd/bulletin>) is published every two months, which makes the most popular university articles more public. The university actively uses its official website, [www.asue.am](http://www.asue.am) to disseminate the research results. The webpage has a separate science section, which presents the work of the researchers to public. The university has “Tntesaget” (Economist) publishing, which publishes the research works and scientific literature of the university.

Nevertheless, according to survey results, not everyone realizes and invests consistent efforts to disseminate (raise the awareness of) the results of their own research. In particular, only 23.8% of the researchers invest consistent efforts to disseminate (raise the awareness of) the results of their own research, their practical application and commercialization. At the same time, 46.3% think that even though such measures are taken by them, they are not yet complete.

According to 15.9% of the respondents, such measures are of a very limited and sectoral nature, and 0.6% sincerely admit that measures aimed at the dissemination (raising of awareness), practical application and commercialization of the research results are not definitely taken by them.

### **Initiatives undertaken and/or suggestions for improvement:**

In order to more effectively disseminate the research work, it is recommended to conduct trainings on the commercialization of research results.

The lecturers of the chairs have been required to register in search engines, so that they can upload their articles, for example, in “Google scholar” or in another search engine, which will also increase the number of links provided to the university.

## 9. PUBLIC ENGAGEMENT

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

+/- = **almost but not fully** implemented

ASUE Marketing and Public Relations Department ensures a constant communication between the University researchers and the public. The research work of the researchers, as well as other academic staff of the University becomes more accessible and public via "Tntesaget" university journal (<https://asue.am/en/media/tntes>), through which the researcher-society relationship becomes more direct and targeted.

The university regularly organizes public discussions, which are aimed at not only the identification of the needs and requirements of the society, but also at the publicization of the research conducted by the university.

<https://asue.am/en/news/public-discussion-on-food-issues>,  
<https://asue.am/en/news/public-discussion-on-wheat-flour-markets>,  
<https://asue.am/en/news/public-discussion-on-garbage-collection-issues> and etc.

The defense of the PhD dissertations is open to the public and the media.

In order to strengthen public relations, the University signs memoranda of cooperation both with business and non-profit organizations.

University researchers participate and often organize discussions on the issues of public concern in the RA National Assembly. The university actively cooperates with various ministries and different state agencies, which submit both dissertation and chair topics for the research activities of the university.

ASUE cooperates on a competitive basis with external stakeholders and clients, thus developing the researcher-society connection. The necessity of maintaining and strengthening the link with the society was highlighted by the participants of the survey. 70% of the respondents say that they generally ensure the public access to the results of their research.

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### Initiatives undertaken and/or suggestions for improvement:

Take steps to encourage and motivate researchers to be more willing to make their research accessible to the public and receive feedback.

## 10. NON DISCRIMINATION

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

**++ = fully implemented**

Any kind of discrimination at the university is prohibited by international, national and university normative legal acts. According to the RA Constitution (<https://www.president.am/en/constitution-2015/>, Chapter 2, article 29) people shall enjoy legal equality regardless of their race, sex, language, religion, world view, political or other views, belonging to a national minority and property status, and have the same rights, freedoms and responsibilities, and are equally protected by law without any discrimination.

The rights of all the researchers are fully protected at the university, there is no gender discrimination, which is evidenced by the gender ratio of the university staff. The university recruits researchers based solely on their knowledge and skills, never on age, sex, national or sexual orientation or other discrimination. Corruption, dishonesty, discrimination or violence are highly unacceptable by the University. All the employees of the University have the right to complain or appeal in case of the violation of their rights.

According to the survey results of the ASUE Faculty and researchers, 75% of the respondents are sure that ASUE encourages non-discriminatory attitude towards the researchers, without conditioning it on gender, age, sexual orientation, political views, socio-economic status.

## 11. EVALUATION/ APPRAISAL SYSTEMS

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results,

**+/- = almost but not fully implemented**

The evaluation of the researchers is carried out on the basis of national and ASUE internal regulations. National legal regulations define the procedures for regular evaluation of the PhD students, external researchers, doctoral students, as well as the criteria and procedures for career advancement of the Faculty.

In particular;

- According to the RA Regulation on "The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia" ([https://www.bok.am/sites/default/files/inline-files/aspir\\_karg\\_0\\_0.pdf](https://www.bok.am/sites/default/files/inline-files/aspir_karg_0_0.pdf)) PhD students and external researchers are attested once a year by the chair, and the ASUE Council is reported to by the researcher once a year.
- According to the RA Regulation on "Conferring academic titles of professor and associate professor on scientific-pedagogical staff in the Republic of Armenia" (<https://www.bok.am/sites/default/files/inline-files/Kochumneri->

e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

karg\_1.pdf) career advancement is based on the assessment of the researcher.

The scientific title of Associate professor is awarded on the basis of the achievements in the educational and research spheres (academic degree, scientific-pedagogical experience, professional publications, monographs, educational manuals).

The academic title of Professor is awarded on the basis of the above-mentioned factors, as well as on the experience of supervising dissertations, and publications in foreign journals. ASUE internal regulations add to the defined assessment systems also student survey results for each semester, and class hearings (at least once in 2 years). The regulations which form the legal framework are the following procedures; "Conducting class hearings at ASUE and the analysis of their results" (<https://asue.am/upload/files/scientific-board/Dasalsumneri%20yntacakarg%2007.03.2019.pdf>) and "Conducting student surveys for the evaluation of the implementation of classes" (<https://asue.am/upload/files/about/decisions-extracts-1/129-harcman%20anckacman%20yntacakarg-05.03.2018.pdf>).

In addition to the above-mentioned evaluations, the results of the research are also subject to separate evaluation before the publication, which is carried out by the relevant chair, the faculty council, and ASUE Scientific Council.

Nevertheless, only 35.4% of the respondents definitely state that ASUE regularly and transparently evaluates the researcher's activity (research, teaching activity, scientific supervision, national and international cooperation, and mobility). 39% are convinced that there are still some shortcomings in that process, while 9.1% are skeptical about the fact of regular and transparent evaluation of the researcher's activity by ASUE. The survey results indicate the insufficient level of the publicity of the evaluation system.

#### **Initiatives undertaken and/or suggestions for improvement:**

To develop a concept that will clarify and regulate the appraisal systems ("Handbook for Performance Appraisal Interviews"). These interviews addresses the research and other activities of the employee, the personal development and/or training of the employee, and feedback to the manager.

## 12. RECRUITMENT

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

**++ = fully implemented**

The recruitment process is regulated both at the national level (RA Labor Code (<https://www.arlis.am/DocumentView.aspx?docid=142152>), RA Law on Higher and Postgraduate Professional Education (<https://www.arlis.am/documentview.aspx?docid=25820>), and by ASUE internal legal documents.

According to the RA Law on Higher and Postgraduate professional Education (Article 19, point 4), as well as ASUE Charter ([https://asue.am/upload/files/asue\\_CHARTER.pdf](https://asue.am/upload/files/asue_CHARTER.pdf), section 7, point 61) the recruitment process is carried out on open competition, and the employment contract is signed for up to 5 years, after the expiration of which the new contract can be signed based on the evaluation of the results of the scientific and pedagogical activities.

Admission process is regulated by the Regulation on “Formation of the “Armenian State University of Economics” State Non-Commercial Organization Academic Staff” (<https://asue.am/upload/files/documents/regulation.pdf>), which clearly defines the selection criteria, based on the professional compliance and working experience. The recruitment announcement is posted on ASUE website, where the information on the vacancies and the necessary documents for the application are presented, and the admission process is described (the announcement posted on 22.05.2019 can be found [here](#)).

During the competition of the teaching vacancies of the 2019/2020 academic year 457 applications were received, 130 of which were from the external applicants.

PhD and doctorate admission is carried out according to legal acts defined at the national level. The RA procedure on “The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia” ([https://www.bok.am/sites/default/files/inline-files/aspir\\_karg\\_0\\_0.pdf](https://www.bok.am/sites/default/files/inline-files/aspir_karg_0_0.pdf)) clearly defines the admission process and criteria, which in case of PhD are composed of the following components; Master's degree, foreign language proficiency (TOEFL iBT, IELTS, TCF, DaF), sufficient level of computer proficiency, and the results of the professional exam.

The competition for the relevant places is based on the results of the professional exam, though the other components are also obligatory, which become competitive in case of the equal results of the professional exam.

A contract is signed with the researchers admitted to the PhD program on the basis of state scholarship, which prescribes a mutual commitment of the scientific and pedagogical work for a period of 3 years between the researcher and the university. The transparency of the recruitment process is evidenced by the participants of the survey as well. In particular, 40.9% of the Faculty and 64% of the researchers are convinced that the recruitment process of the researchers, including PhD admission, is based on clearly defined criteria; it is open, transparent, effective and is in accordance with international standards. Instead, 5.5% believe that even if such mechanisms operate at the university, they are mostly rare and have a sectoral nature. However, there were no comments from the respondents indicating the complete absence of the process.

### 13. RECRUITMENT (CODE)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

+/- = **almost but not fully** implemented

According to the RA procedure on “The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia” ([https://www.bok.am/sites/default/files/inline-files/aspir\\_karg\\_0\\_0.pdf](https://www.bok.am/sites/default/files/inline-files/aspir_karg_0_0.pdf)), the questionnaire of the PhD professional exam is posted one month before the exam, and the information on the day, time and place of the exam is posted one week before. Vacancy announcements are posted on the ASUE website and in the relevant labour market platforms. The announcement for the 2019/2020 competition can be found [here](#).

A part of the ASUE research programs is implemented within the framework of "Amberd" research center founded in 2013. The research at the center is carried out by the “Amberd” staff and invited experts. Additionally, the center regularly conducts intra-university research grant competitions, through which representatives of the Faculty, PhD students and students are involved in. For this purpose, the procedure on "The formation of research topics and groups of the ASUE “Amberd” research center and the involvement of PhD students and students in them" ([https://asue.am/upload/files/documents/AMBERD\\_RESEARCH-CENTER-PROCEDURE.pdf](https://asue.am/upload/files/documents/AMBERD_RESEARCH-CENTER-PROCEDURE.pdf)) defines the criteria of forming research groups, submitting and selection of research proposals, as well as research conduct procedures and standards. The evaluation of the proposals is carried out by 3 experts invited by the center, and the results are approved by the center's Expert council.

During 2020, 10 research topics competitions were announced within the

framework of the “Amberd” Research center, 3 of which were only for groups of students and PhD students. The announcements were posted on ASUE webpage, which are available [here](#) and [here](#).

38.4% of the surveyed Faculty representatives are convinced that the recruitment announcements at the university definitely describe the required skills and knowledge, as well as working conditions and functions, and the period between the announcement of the job and the competition day is realistic to apply.

About 40.2% of the respondents also think that the mentioned procedure is maintained, but with some shortcomings. Simultaneously, 6.7% tend to think that the recruitment procedures are not well developed yet, the usage of certain elements of them is not permanent and uninterrupted.

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**Initiatives undertaken and/or suggestions for improvement:**

The OTM-R policy is being developed.

Boost the international dissemination practice of selection process.

#### 14. SELECTION (CODE)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

+/- = **almost but not fully** implemented

The process of the selection of the scientific-pedagogical staff is regulated according to Regulation on “Formation of the “Armenian State University of Economics” State Non-Commercial Organization Academic Staff” (<https://asue.am/upload/files/documents/regulation.pdf>). The regulation defines 6 selection criteria, the compliance of which is determined through a reliable document.

According to Regulation on " The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia" ([https://www.bok.am/sites/default/files/inline-files/aspir\\_karg\\_0\\_0.pdf](https://www.bok.am/sites/default/files/inline-files/aspir_karg_0_0.pdf)) the commission responsible for conducting the professional exam for the PhD admission consists of 3-5 members who have a scientific title or degree.

According to Regulation on "The formation of research topics and groups of the “Amberd” research center and the involvement of PhD students and students in them" ([https://asue.am/upload/files/documents/AMBERD\\_RESEARCH-CENTER-PROCEDURE.pdf](https://asue.am/upload/files/documents/AMBERD_RESEARCH-CENTER-PROCEDURE.pdf)) the selection of the research group and the individual junior researcher is carried out on a competitive basis, based on the submitted proposal. 3 experts are involved in the evaluation of the proposals, two of which are from the stakeholder organization and one from the ASUE staff. Experts are informed accordingly about the evaluation process and criteria.

The proposal of the experts is evaluated anonymously, and the members of the group and the head are evaluated by the ASUE staff.

The experts evaluate the proposal on the basis of 14 criteria on a scale of 0 to 5 points. The results of the evaluation are approved by the Center's Expert council, and the grant is awarded to the group with the highest score.

Despite the existence of the selection mechanisms, however, as the results of the survey show, there is a problem with the candidates' confidence in the objectivity of the selection process.

Particularly, 34.1% of the respondents are convinced that the commissions responsible for recruitment at ASUE, including PhD admission, have a balanced and qualified staff in terms of professional skills, gender, professional experience, and carry out the evaluation of the candidates objectively.

This opinion is shared by 41.5% of the researchers with some reservations, while 4.3% have a more pessimistic view on the issue.



**Initiatives undertaken and/or suggestions for improvement:**

Training and methodological materials for HR officers: it is recommended to undertake training needs survey among human resources management.

**15. TRANSPARENCY (CODE)**

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

++ = **fully**  
implemented

Regulation on "The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia" ([https://www.bok.am/sites/default/files/inline-files/aspir\\_karg\\_0\\_0.pdf](https://www.bok.am/sites/default/files/inline-files/aspir_karg_0_0.pdf)) defines fully transparent processes for the PhD admission. The professional exam, the result of which is the basis of the competitive selection, is carried out in a transparent manner for the participants of the competition. In particular, all the applicants are present during the exam at the same time, and the competition process is recorded. The participants of the competition can appeal the results to the admission committee, which can only raise the grade or leave it the same.

The criteria for the admission process and the selection are clearly defined by the Regulation on "Formation of the "Armenian State University of Economics" State Non-Commercial Organization Academic Staff" (<https://asue.am/upload/files/documents/regulation.pdf>).

Since career advancement is mainly based on state-level legal framework and objective criteria, career prospects are predictable.

According to 30.5% of the researchers, they have received sufficient information on the admission criteria and procedures (number of vacancies, career prospects, proper post competition feedback on the strengths and weaknesses of the candidate) before taking part in the vacancy competition. About 40.9% received the above-mentioned information, but not completely, and 7.3% tend to think that the information received on the admission criteria and process was superficial and insufficient. 1.2% think that such information was either not provided or was definitely not enough.

## 16. JUDGING MERIT (CODE)

The selection process should take into consideration the whole range of experience 15 of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

+/- = **almost but not fully** implemented

According to the RA Labor Code (<https://www.arlis.am/DocumentView.aspx?DocID=139117>) it is prohibited to establish any other conditions that are grounds for discrimination, except for professional features, professional training and qualification in recruitment competitions and employment relationships.

The selection of the teaching staff at ASUE is carried out on a competitive basis. Not only the candidate's teaching experience and title are taken into account, but also participation in trainings, conferences, seminars, grant programs, working experience and skills of the candidate (Regulation on "Formation of the "Armenian State University of Economics" State Non-Commercial Organization Academic Staff" (<https://asue.am/upload/files/documents/regulation.pdf>)) are emphasized.

As a result of the competition, the research groups of ASUE include undergraduate students of the final academic year, as well as Master students and PhD students. The teaching staff of the University also participates in the work of the research groups on a competitive basis.

During the competition the scientific achievements of the head of the research group and the researchers are evaluated. In the absence of some specialists at the university, it is planned to include external employees in the research groups, if it contributes to the improvement of the research result.

(Regulation on "The formation of research topics and groups of "Amberd" research center and the involvement of PhD students and students in them", [https://asue.am/upload/files/documents/AMBERD\\_RESEARCH-CENTER-PROCEDURE.pdf](https://asue.am/upload/files/documents/AMBERD_RESEARCH-CENTER-PROCEDURE.pdf))

Nevertheless, according to the participants of the survey the process of the evaluation of the candidates has some shortcomings.

In particular, 23.8% of the researchers are convinced that the requirements for recruitment at ASUE are definitely sufficient to maximally evaluate the skills, abilities, experience and achievements of the candidate. 48.2% are generally satisfied with the requirements though they do not exclude some shortcomings.

Instead, 11% believe that defined recruitment requirements only contribute to the evaluation of the candidate's skills, abilities, experience and achievements at a minimum level. And 1.8% are convinced that they do not contribute in any way to the assessment of the merits of the candidates.

**Initiatives undertaken and/or suggestions for improvement:**

Improvement of the attestation process and creation of tools for better evaluation procedure of the academic staff.

**17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVS (CODE)**

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

++ = fully implemented

The RA Labour Code (<https://www.arlis.am/DocumentView.aspx?DocID=139117>) provides for both pregnancy and maternity, childbirth and care of a child under three years of age leave, and for educational, state or public duties implementation leave, as well as an unpaid leave for a maximum period.

**Termination of an employment contract upon the initiative of the employer is prohibited during the period of temporary disability/incapacity of the employee and during the leave of the employee, except for the cases prescribed by law.**

A person who is looking for a job while on child care leave before the age of three has the right to assistance in organizing child care in parallel with the work in accordance with the laws accepted by the Government of the Republic of Armenia.

In addition to the cases prescribed by the RA legislation, the criteria of competitive selection of the ASUE staff take into account the participation in professional trainings, international conferences, seminars, international grant educational programs, the existence of internationally recognized degree certifying professional qualification (CFA, PMP). (Regulation on “Formation of the “Armenian State University of Economics” State Non-Commercial Organization Academic Staff” (<https://asue.am/upload/files/documents/regulation.pdf>)).

ASUE employs people with two statuses; selected and by contract. However, the circumstance of the termination of the employment after the expiration of the contract of the contract-based employee does not hinder their re-employment. There are no restrictions conditioned with the work termination at the university, because the interruptions of working experience are not taken into account, instead, the achievements are highlighted. However, we believe that there is a lack of information about this question among the researchers at the university, as many of them found it difficult to answer this question (50.6%) and only 22.6% gave a definitely positive answer.

**Initiatives undertaken and/or suggestions for improvement:**

As evidenced by the survey the majority of ASUE employees are not informed enough about methods and criterias of CV analysis and evaluations. It is thus recommended to organize information sessions on this topic. Also, it would be better to create a QA section on the ASUE official website.

**18. RECOGNITION OF MOBILITY EXPERIENCE (CODE)**

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

**+/- = almost but not fully**

ASUE not only accepts the certificates of the exchange programs, but also gives a special evaluation unit to them. ASUE employees actively participate in Erasmus, Fulbright, DAAD and other exchange research programs. A number of exchange scientific and research projects are being implemented in the frames of the cooperation with the EAEU countries (<https://asue.am/en/news/one-month-scientific-educational-program-in-russia>). International mobility in education, science and research spheres is also encouraged at the state level, thus creating favorable conditions for the recognition of the work carried out abroad. The Government of the Republic of Armenia and the RA Ministry of Education, Science, Culture and Sport have a set of agreements (<https://www.arlis.am/DocumentView.aspx?DocID=21048>) with the relevant bodies of a number of countries in the frames of which the parties agree to encourage and facilitate the development of the exchanges and the research in the field of science and technology on the issues of mutual interest, including direct cooperation between scientific and research institutes in the two countries, contribute to the expansion and deepening of the ties between the scientific and technological communities of the two countries, creating favorable conditions for the cooperation (<https://www.arlis.am/DocumentView.aspx?DocID=20920>).

The Parties will encourage and support the implementation of exchange programs for researchers, faculty, teachers, students, and pupils, development and implementation of joint research projects to develop and expand scientific collaboration, and will exchange information in the fields of science, research, and expertise development (<https://www.arlis.am/DocumentView.aspx?DocID=83737>). According to the survey results 43.9% of the respondents are convinced that the experience of cross-sectoral, interdisciplinary, and geographical mobility is definitely recognized by the university. 31.1% think that even though such experience is recognized by the university, there are still some problems. The problems are considered much more serious for 3.7%. And only 1.2% gave negative response.

**Initiatives undertaken and/or suggestions for improvement:**

Planning to create regulations on research mobility recognition.

**19. RECOGNITION OF QUALIFICATIONS (CODE)**

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

+/- = **almost but not fully** implemented

In the process of the recognition of the qualifications Armenia is guided by two international regulations; in 2004 Armenia ratified The Lisbon Convention on the Recognition of Qualifications concerning Higher Education in the European region, in 2005 Armenia joined the Bologna Process.

The Supreme Certifying Committee operates as an agency within the RA Ministry of Education, Science, Culture and Sport of the Republic of Armenia, one of the main functions of which is to confirm the compliance of the documents of scientific degrees or titles obtained in foreign countries.

Armenian National Information Center for Academic Recognition and Mobility (ARMENIC) also operates in Armenia.

ArmEnic ensures the evaluation and recognition of the foreign qualifications based on the principles of the LRC and international agreements.

Qualifications obtained abroad pass through a process of evaluation and recognition in Armenia. After assessing the foreign qualification, a reference letter (in English) is awarded providing a full recognition, partial recognition or rejection according to international standards.

Recognition of non-formal qualifications is operating as well, but the legislation is still lacking. The participants of the survey also approached the issue with some reservations. 27.4% of the researchers claim that ASUE definitely recognizes the academic and professional qualifications of the researcher, including the documents certifying the non-formal education. 45.1% think that they are recognized with certain reservations, 8.5% think that they are rarely recognized.

**Initiatives undertaken and/or suggestions for improvement:**

Encouraging the regulations at the national level concerning recognition of competences acquired both by formal and non-formal education.

## 20. SENIORITY (CODE)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

+/- = **almost but not fully implemented**

There are certain minimum requirements for recruiting in relevant positions at ASUE, as well as for being included in research groups: educational and scientific degree, scientific title, working experience (ASUE Quality Assurance Manual ([https://asue.am/upload/files/documents/VORAKI\\_DZERNARK.pdf](https://asue.am/upload/files/documents/VORAKI_DZERNARK.pdf)), Regulation on “The formation of research topics and groups of the “Amberd” research center and the involvement of PhD students and students in them” ([https://asue.am/upload/files/documents/AMBERD\\_RESEARCH-CENTER-PROCEDURE.pdf](https://asue.am/upload/files/documents/AMBERD_RESEARCH-CENTER-PROCEDURE.pdf))).

At the same time, ASUE “Amberd” Research Center forms research groups, where undergraduate students of the graduation year, as well as master students and PhD students are involved. In the absence of some specialists at the university it is planned to include external employees in research groups, if it contributes to the improvement of the research results.

23.8% of the respondents are convinced that the professional advancement at ASUE is based on professional achievements and not on their subjective evaluation, nevertheless, 47% consider that the manifestations of subjective approaches are possible. 10.4% think that subjective assessment approaches play a greater role. Only 1.2% think that the professional advancement at ASUE is based on purely subjective assessment, without taking into account professional achievements.

### **Initiatives undertaken and/or suggestions for improvement:**

Awareness raising activities about the significance of lifelong professional development.

## 21. POSTDOCTORAL APPOINTMENTS (CODE)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers.

-- = **insufficiently implemented**

In the Republic of Armenia such scientific degree is not defined by law.

## 22. RECOGNITION OF THE PROFESSION

All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

+/- = **almost but not fully** implemented

ASUE is currently in the active stage of engaging young researchers. From the PhD level the researchers are required to prepare the research work in accordance with the international standards (according to the requirements for submitting articles for publication in "Banber ASUE" (Messenger ASUE) scientific journal, <https://asue.am/upload/files/banber/Requirements%20for%20Articles.pdf>), which should contain the relevance (actuality) of the topic, and be in line with the country's development priorities, and be in parallel with global development trends. Representatives of both the young and the older generation are involved in the research groups conducted by the chairs at various local and international conferences. The university emphasizes the hierarchical division according to the title/position of the specialists: assistant, lecturer, senior lecturer, associate professor, professor (<https://asue.am/upload/files/documents/regulation.pdf>). Depending on the position the number of teaching hours, the salary rate and the salary vary.

The university especially appreciates the number of articles and the texts published by the researcher, as well as the existence of the author's (copyright) books, and etc. According to the survey results generally 32.3% of the respondents are convinced that the ASUE views the researchers involved in the research as specialists of the field, regardless of their status (master student, PhD student, candidate, doctor, etc.), 38.4% of the participants share this opinion with some reservations, 4.9%, on the contrary, think that it is rare for the professionals with different statuses to be treated equally, and only 0.6% say that the status of researchers determines the attitude towards them.

### **Initiatives undertaken and/or suggestions for improvement:**

PhD researchers are expected to be taught the academic course of educational psychology, and also be given training for supervision of their students. It is also planned to develop team working skills for researchers.

### 23. RESEARCH ENVIRONMENT

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

-/+ = **partially**  
implemented

Researchers are financed from the budget of the ASUE, state budget or within the framework of separate programs (the volume of the state funding of the ASUE scientific research) (in the form of grants and public procurement), 3% of the revenues are from the operational and non-operational activities of the university from international programs and orders from the private sector).

Technical sufficiency is enough for ensuring the working conditions of the researchers. In 2019 the university subscribed to international information resources or other open sources that are now available for the professors and the students. The ASUE strategy (<https://asue.am/upload/files/scientific-board/razmavarakan-cragir.pdf>) prescribes the subscription to paid research resources (RBK, Bloomberg). The expenditures on the purchase of literature and information sources have increased almost 4 times compared to the previous year. It is planned to obtain books, library funds and repositories for all the lecturers, and subscribe to research-information resources.

One of the biggest programs for the ASUE employees is the medical insurance. The university employees make use of the medical insurance, and the major part of the insurance payment is reimbursed by the university (according to report on ASUE 2019 results of educational-scientific and financial-economic activity and the main indicators of the 2020 draft budget, <https://asue.am/upload/files/asue-report-2019.pdf>). The measures taken for the safety and health of the employees are carried out by the trade union (according to ASUE Collective Agreement, [https://asue.am/upload/files/Kolektiv\\_paymanagir.pdf](https://asue.am/upload/files/Kolektiv_paymanagir.pdf)).

Nevertheless, 22.6% of the respondents definitely agree with the statement that technical sufficiency and software support are enough for the implementation of scientific and research activity at ASUE, 47% agree with certain reservations, 17.1% think that the statement mostly does not refer to the reality, and 1.8% think that it has absolutely nothing to do with reality.

#### **Initiatives undertaken and/or suggestions for improvement:**

To stimulate additional financial allocation for research activities and establishment of connections with external stakeholders (private and public).



## 24. WORKING CONDITIONS

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

+/- = **almost but not fully** implemented

Working hours are distributed equally at ASUE among the men and the women. The workload is distributed according to the requirements of the relevant position and the scientific title (ASUE scientific council decision N 3, <https://asue.am/upload/files/scientific-board/Voroshum-N3-18-06-2019.pdf>).

The university provides the employees with health package (employees participate at the rate of 1% of their monthly salary), a number of guarantees, and family support benefits (one-time financial support for employees in case of marriage or having a child (according to ASUE Collective Agreement, which came into force on November 13, 2020 [https://asue.am/upload/files/Kolektiv\\_paymanagir.pdf](https://asue.am/upload/files/Kolektiv_paymanagir.pdf)).

The salary rates of the part-time lecturers are lower than the salary rates of the main teaching staff. The individual workload of the teaching staff, regardless of the distribution per semester, is calculated by the summarizing the class hours. The University is equipped with the necessary computer technologies, which are available for ASUE teaching staff and students, and can ensure their regular work. The provision of distant working conditions for scientific- pedagogical and research activities at the University is carried out via Moodle system ([moodle.asue.am](http://moodle.asue.am)). Another distant working portal is [ums.asue.am](http://ums.asue.am).

There are no appropriate conditions at ASUE buildings, which will ensure the free movement of the researchers with special needs within the university.

Only 32.3% of the respondents definitely agree that the working conditions defined at the university are as flexible as possible, and allow to combine full personal life with the work, including the conditions needed for people with special needs. 43.9% generally agree with the statement, but do not exclude some shortcomings or mistakes. 14.6% think that working conditions are not flexible enough, in some cases they hinder the combination of work with full personal life.

### **Initiatives undertaken and/or suggestions for improvement:**

To create physical conditions for the special needs groups.

## 25. STABILITY AND PERMANENCE OF EMPLOYMENT

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

+/- = **almost but not fully** implemented

All the vacancies of the scientific and pedagogical staff of the University are filled according to the employment contract, which is signed for up to 5 years. The conclusion of an employment contract is preceded by an open competition selection. After the expiration of the contract, a new employment contract may be signed with the scientific-pedagogical staff member for up to 5 years, without a competitive selection, based on the evaluation of the results of the scientific-pedagogical activity of the employee during the contractual period. At “Amberd” research center and the laboratories there are full-time researchers who are paid for their research work (although this does not exclude the possibility of combining it with teaching work). (Regulated by ASUE charter, [https://asue.am/upload/files/asue\\_CHARTER.pdf](https://asue.am/upload/files/asue_CHARTER.pdf)).

The above-mentioned conditions, regulations and issues are solved at the national level in accordance with the Law on Higher and Postgraduate Professional Education (<https://www.arlis.am/documentview.aspx?docid=25820>).

Contracts are signed among ASUE and the researchers of the laboratories, which guarantees the continuity and stability of the work. Only 32.3% of the respondents definitely agree that the working conditions defined at the university are as flexible as possible, and allow to combine full personal life with the work, including the conditions needed for people with special needs. 43.9% generally agree with the statement, but do not exclude some shortcomings or mistakes. 14.6% think that working conditions are not flexible enough, in some cases they hinder the combination of work with full personal life, and 1.8% tend to think that working conditions at ASUE are not flexible at all.

### Initiatives undertaken and/or suggestions for improvement:

Peer and senior support for career planning of PhD students at ASUE will be promoted.

## 26. FUNDING AND SALARIES

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

-/+ = **partially**  
implemented

The main guarantee of providing attractive financing conditions to ASUE Faculty is the significantly higher salary than the RA average salary paid to the University staff. In order to promote the improvement of the scientific qualification, the University defines stratified salaries of the Faculty depending on the academic degree (PhD, Doctor of Science) ([https://www.bok.am/sites/default/files/inline-files/git\\_ast\\_kanonakarg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf)) and academic title (associate professor, professor) ([https://www.bok.am/sites/default/files/inline-files/Kochumneri-karg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/Kochumneri-karg_1.pdf)).

Scholarships are awarded to state-funded PhD students (beginner researchers). However, the salaries of the Faculty are formed mainly from the teaching functions, the research component is not yet included in the individual workload of the Faculty.

Though the research activity is initiated by the University Faculty, nevertheless, the University provides the opportunity to be involved in paid research projects on a competitive basis through the involvement in state-funded research groups. Moreover, the involvement of the beginner researchers (PhD students, Master students) in such research projects is a mandatory requirement. (With the efforts of the University, memoranda of cooperation are regularly signed with a number of RA ministries, and state agencies, within the framework of which it is planned to use the University's research potential for the conduct of scientific research on the issues urgent for the state, including also with external funding. Such research has been carried out by the order of the Central Bank of Armenia, NASDAQ OMX Armenia, Ministry of Education, Science, Culture and Sport, High Commissioner for Diaspora affairs and Marzpetarans (the list is to be continued) in the framework of the contractual cooperation with ASUE.

University staff makes use of the defined social guarantees and university-sponsored health insurance services. All the ASUE researchers have the opportunity to publish the results of their research in the scientific journal of "Banber ASUE" free of charge, while the printing of the articles received from the other universities and organizations inside and outside Armenia is carried out on the paid basis (Price list for publishing an article in the "Messenger of Armenian State University of Economics" scientific journal, <https://asue.am/upload/files/banber/Price-list.pdf>).

Nevertheless, 11.6% of the respondents think that ASUE or research financing

organizations provide fair and attractive financing conditions and social welfare guarantees for research activities, 36% are convinced that financing conditions and social welfare guarantees are not always attractive or fair, 7.9% think they are mostly not very attractive, and 1.8% think that financing conditions for research activities and social welfare guarantees are far from being fair and attractive. A significant part of the respondents (42.7%) found it difficult to answer the question.

**Initiatives undertaken and/or suggestions for improvement:**

To stimulate guarantees of fair and attractive working conditions and salaries at all career stages. Development of bonus scheme.

**27. GENDER BALANCE**

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

++ = fully implemented

Recruitment at the university is based on professional skills, without gender discrimination. During the last 5 years of ASUE activity in gender equality insurance issue an obvious improvement was observed; men and women are equally involved in different levels of the university. Thus, during the whole course of its activity, the University for the first time in 2019 had a female vice-rector, then also a female rector.

The involvement of women has also been increased in the Scientific Council and in the professional commissions attached to it.

Given the need to release from possible stereotypes and strengthening non-discriminatory approaches, the university conducts gender equality studies and public discussions from time to time.

In particular, within the framework of "Creating a Platform for Inclusive Growth Promotion in Armenia" program initiated by the Swiss Cooperation Office in the South Caucasus and the ASUE(<https://asue.am/am/news/news-1944>), research and public discussions on the following topic "The gender aspect of Women's Participation in the Labor Market: Stereotyping as a Barrier to Inclusion insurance" were carried out, as well as thematic discussions are held within the frames of the students (<https://asue.am/en/news/students-in-english-focus-on-gender-equality>).

According to 48.2% of the ASUE Faculty, gender balance is definitely maintained in the educational, research, administrative, teaching and other spheres of the activities of the university, 35.4% are convinced that it is mostly maintained, although some exceptions are possible, 4.3% believe that gender balance is rarely maintained. "Definitely no" negative answers were not given to the question.

## 28. CAREER DEVELOPMENT

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

+/- = **almost but not fully**

The start of the research and scientific activity of the researcher and the further professional progress are guided by the scientific supervisor or advisor. The selection procedure and the responsibilities of the scientific supervisor or scientific advisor are regulated according to the

Regulation on "Award scientific degrees in the Republic of Armenia"

([https://www.bok.am/sites/default/files/inline-files/git\\_ast\\_kanonakarg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf))

approved by RA Government decision N327, 08.08.1997. ASUE Organization of Science division provides advisory to the researchers on the main directions and mechanisms of the involvement in scientific research work.

The University conducts a policy of the individual and collective mentoring of the beginner researchers. Informal mentors guide beginner researchers towards the sources of the necessary professional literature, assist them in learning of the research methods, as well as involve them in their scientific and research works. Finally, in order to develop research skills of the Faculty, the University regularly offers free and paid research courses on the research, analytical and statistical methods.

Despite such activities, according to 23.8% of the respondents, at all levels of ASUE research activity (from beginner to experienced researcher) there are mechanisms of support for continuous professional advancement and advisory, 40.2% claim that there are certain shortcomings in the activity of those mechanisms, 14% have more pessimistic views on the issue, seriously questioning the uninterrupted operation of such mechanisms or their application at all levels of research activities, and only 0.6% believe that such mechanisms do not work at all.

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### **Initiatives undertaken and/or suggestions for improvement:**

Regular need assessment of researchers for further improvement of career development process.

## 29. VALUE OF MOBILITY

Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

+/- = **almost but not fully**

Involvement of students and lecturers in international research initiatives, and implementation of international research programs are the strategic goals of the university.

In particular, the goal of ensuring the mobility of the Faculty defined by the Strategic Development Plan of 2016-2020 ([https://asue.am/upload/files/documents/razmavarakan\\_plan\\_2016-2017.pdf](https://asue.am/upload/files/documents/razmavarakan_plan_2016-2017.pdf), Goal 11) included the sub-goal of providing conditions and resources for international joint research conduct to students and teaching staff (including for the promotion of their initiatives and participation).

2018-2022 Development strategy (<https://asue.am/upload/files/about/decisions-extracts-1/146-HPTH-zargacman-razmavarutyun.pdf>) in order to expand participation in international programs determined the following actions to reach the goal;

- to support publications of the research works in internationally peer-reviewed journals with high impact factor,
- to establish a fundraising unit for the increase of funding from international funds,
- expansion of contacts with foreign research institutions and consortia.

In the last few years ASUE has signed research cooperation agreements with a number of prestigious foreign universities, including the University of Rimini (Italy), the University of Koblenz (Germany), the University of Spiru-Haret (Romania), the Higher School of Economics (Russia) and etc. The list is subject to constant updating. Research cooperation agreements have been signed with a number of public and private sector structures: the RA Ministry of Economy, the RA State Revenue Committee, the RA Ministry of Education, Science, Culture and Sport, the RA Ministry of Finance, the RA Ministry of Territorial Administration and Infrastructure, etc.

32.3% of the respondents are sure that the inter-sectoral and geographical mobility is highlighted by the ASUE as an opportunity for the professional advancement and is fixed in the strategy of the university. Though 40.9% agree with the statement, they do not have full confidence in it. 4.9% gave "more no than yes" answer to the question. There were no "definitely no" negative answers.

**Initiatives undertaken and/or suggestions for improvement:**

Development of research management policy for internalization and regulation of research area.

**30. ACCESS TO CAREER ADVICE**

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

+/- = **almost but not fully** implemented

The researchers (R1-R4) are provided with all the necessary professional development advisory and support.

For this purpose, the University has the following divisions: Postgraduate division, Secretary of the Professional Council, Scientific Secretary and Competition Committee under the Academic Council.

Scientific degrees awarding process is regulated by the Regulation on "Award scientific degrees in the Republic of Armenia" approved by the RA Government decision N 327, 08.08.1997 ([https://www.bok.am/sites/default/files/inline-files/git\\_ast\\_kanonakarg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf)), and the scientific titles awarding process is regulated according to the Regulation on "Conferring academic titles of professor and associate professor on scientific-pedagogical staff in the Republic of Armenia" approved by the RA Government decision N 615, 2001 July 9 ([https://www.bok.am/sites/default/files/inline-files/git\\_ast\\_kanonakarg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf)).

Beginner researchers are greatly supported in advisory on professional growth by the scientific supervisors and heads of the professional chairs. ASUE Science division provides advisory to the researchers on the main directions and mechanisms of the involvement in scientific research work, and ASUE scientists are provided with information on research financing funds searching possibilities and awareness-raising services thus supporting the scientific and professional advancement of them.

**Initiatives undertaken and/or suggestions for improvement:**

Organize information sessions for wider group of participants.

### 31. INTELLECTUAL PROPERTY RIGHTS

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

-/+ = **partially**  
implemented

The protection of the intellectual property at the University is carried out on the basis of the Law of the Republic of Armenia "On intellectual property and Related Rights", which was adopted on June 15, 2006 (<https://www.arlis.am/documentview.aspx?docID=25161>). Among the other objects, the subject of the law are the relations with the authors of works in the field of science.

Connected with the scientific works the law regulates issues relating to the publication of work, recognition of the author, co-authorship, presumption of authority, as well as to the reproduction of the work, and the dissemination and public access of the work, free use and the reproduction for personal reasons.

The legislation on intellectual property right and related rights consists of the Constitution of the Republic of Armenia, the Civil Code of the Republic of Armenia, the current law, other laws, and legal acts, international treaties of the Republic of Armenia. If ratified international treaties establish norms other than those envisaged by this law, the norms of international treaties shall be applied.

In addition to the above-mentioned law, copyright issues are also regulated by the Treaty on the Eurasian Economic Union, to which the Republic of Armenia is a party. Specifically, Section 23 of the treaty is regarding the intellectual property, which outlines the ways in which the parties can co-operate in the protection of intellectual property rights (<https://www.arlis.am/documentview.aspx?docID=95203>). At the same time, according to the treaty, the member states may prescribe norms in their legislation that ensure a higher level of protection of the intellectual property rights than is provided by international legal acts applicable at the member states, as well as by international treaties and acts constituting the Union law. Member States shall carry out activities in the field of the protection of intellectual property rights in accordance with a number of fundamental international treaties, in particular in the field of scientific works (The WIPO Copyright Treaty (WCT) of December 20, 1996, [https://www.wipo.int/treaties/en/ip/wct/summary\\_wct.html](https://www.wipo.int/treaties/en/ip/wct/summary_wct.html)). "Is the intellectual property right on the results of your research activities protected?" question was answered "definitely yes" by 26.8% of the respondents. 31.1% answered "more yes than no", 14% answered "more no than yes". Only 1.2% answered "definitely no". About 26.8% of the respondents found it difficult to answer.



**Initiatives undertaken and/or suggestions for improvement:**

The implementation of Anti-Plagiarism Detection software is under development.

**32. CO-AUTHORSHIP**

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).

+/- = **almost but not fully** implemented

Legal issues related to co-authorship are regulated by the Law of the Republic of Armenia "On intellectual property rights and Related Rights" (Article 7. Co-authorship, <https://www.arlis.am/documentview.aspx?docID=25161>). The law regulates issues related to the origin of the copyright of the work created by the joint creative work of two or more people, the possibilities of the independent use of their separate parts, and other rights of the co-authors.

An experienced specialist of the relevant field of the university must involve in the research activities of the beginner researchers (Master students), and their research is published only by co-authorship.

The majority of the researchers or 50.6% assure that ASUE encourages co-authored research work (including publications in journals with impact factor), 31.7% think that co-authored research work is not always encouraged, 3% believe that they are rarely encouraged, 0.6% believe that such research is not encouraged at all.

**Initiatives undertaken and/or suggestions for improvement:**

There is a need of development criterias of co-authorship for career development and assessment.

**33. TEACHING**

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.

-/+ = **partially** implemented

For university researchers, knowledge transfer is highlighted through teaching. That is why all the researchers of the university are permanent employees and teach at the university.

Only 15.9% of the surveyed Faculty consider the current distribution of workload between the research and teaching components definitely effective, while 36% believe that there is still a need for improvement in this area. 23.2% believe that the current distribution is far from being effective, while 10.4% say it is not effective at all.

**Initiatives undertaken and/or suggestions for improvement:**

It is proposed to provide effective contract conditions for university lecturers and staff, including a research component in the annual workload.

### 34. COMPLAINS/ APPEALS

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

-/+ = **partially**  
implemented

Issues related to appeals/complaints by university researchers are regulated by the RA Law on Higher and Postgraduate Professional Education (<https://www.arlis.am/documentview.aspx?docid=25820>, Chapter 3, Article 17, Point 3, Sub-point 6, Article 19, Point 5, Sub-point 5), as well as in accordance with the University Charter ([https://asue.am/upload/files/asue\\_CHARTER.pdf](https://asue.am/upload/files/asue_CHARTER.pdf), Chapter 7, Point 62, Sub-point 5, 66 point, sub-point 6), according to which university students and employees have the right to appeal the orders and instructions of their supervisor.

Despite the existence of appeal mechanisms, however, the results of the survey show that the participants have some skepticism in this regard.

In particular, "Do you think the complaints submitted by the researcher are properly processed?" question was answered "definitely yes" by 18.9% of the respondents. 26.2% answered "more yes than no", 6.1% answered "more no than yes". 1.2% answered "definitely no". Those who had difficulty in answering the question have a significant weight (47.6%).

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**Initiatives undertaken and/or suggestions for improvement:**

Survey on complaints process to improve the effective management.

### 35. PARTICIPATION IN DECISION- MAKING BODIES

Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

+/- = **almost but not fully** implemented

The University enables the researchers to be actively involved in the management of the university, in particular, in accordance with the University Charter ([https://asue.am/upload/files/asue\\_CHARTER.pdf](https://asue.am/upload/files/asue_CHARTER.pdf), Chapter 7, Point 62, Sub-point 2, point 65) university students and staff, including the researchers have the right to participate in the discussion and resolution of the issues related to the activities of the university, as well as, in accordance with the Charter of the university, to fully participate in the work of the collegial governing bodies of the higher education institution.

According to the survey results, "Do you think the complaints submitted by the researcher are properly processed?" question was answered "definitely yes" by 22% of the respondents. 31.7% answered "more yes than no", 7.3% answered "more no than yes". None of the respondents gave "definitely no" response. Those who had difficulty in answering the question have a significant weight (39%).

#### **Initiatives undertaken and/or suggestions for improvement:**

Decision making procedures are strictly regulated at ASUE, nevertheless there is a need to establish researchers' targeted group discussions on vital issues of university functioning to provide recommendations to ASUE management.

### 36. RELATION WITH SUPERVISORS

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

**++ = fully  
implemented**

According to Regulation on “Award scientific degrees in the Republic of Armenia” ([https://www.bok.am/sites/default/files/inline-files/git\\_ast\\_kanonakarg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf)) in addition to approving the topic of the dissertation, the Academic Council approves the supervisor for the dissertation, and if necessary, the advisor for the doctoral dissertation. The consent of the supervisor or the advisor is compulsory (point 9). The researcher is free to choose not only the topic of his dissertation, but also the scientific supervisor.

The relations between the researcher and the scientific supervisor are regulated by the regulation on "The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia" ([https://www.bok.am/sites/default/files/inline-files/aspir\\_karg\\_0\\_0.pdf](https://www.bok.am/sites/default/files/inline-files/aspir_karg_0_0.pdf)) defined by the Supreme Certifying Committee, according to which PhD student is attested once a year according to the working plan. An external researcher fills out the attestation form and the curriculum, mentioning the exams he/she has passed, the published articles, the scientific events he / she has participated in during the given year, as well as the relevant chapter of the dissertation and presents it to the scientific supervisor. After the approval of the supervisor, based on the above-mentioned criteria, PhD student prepares a report, submits it to the chair, after to the faculty council.

Heads of scientific and research groups formed to conduct research within the framework of this or that topic as well as the research topics of the “Amberd” Research Center, present interim and summary reports on the factual results of the research process, and intra-university and public discussions on the research results take place.

54% of the respondents claim that at the university the relationship between the supervisor and the researcher is effective, the discussions are held regularly according to the schedule. There is a feedback contributing to the advancement of the researcher's career. 36% responded “more yes than no”, 4% doubt the effectiveness of the relationships. 6% found it difficult to answer the question.

### 37. SUPERVISION AND MANAGERIAL DUTIES

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

++ = fully  
implemented

At ASUE every PhD student is assigned a supervisor, who is involved in making the project plans and is in constant touch with the progress and evaluation of the PhD project.

The development of institutional capacity for scientific and research activities is highlighted at the University. Moreover, the members of the research group, as well as the scientific supervisor of the latter, equally contribute to the realization of the above-mentioned goal. University grant research programs involve not only the Faculty of the University /Senior researcher/, but also Master students and PhD students /early-stage researcher/, which allows to conclude that constructive relationships will be formed within the group, and there will always be an exchange of experience

(<https://asue.am/en/announcement/amberd-research-center-is-announcing-a-competition-for-7-research-topics>, <https://asue.am/en/announcement/asue-amberd-research-center-announces-a-competition-for-research-programs>).

During the research conduct there are regular meetings and discussions for effective knowledge exchange and creation of conditions for further career development of the researchers

(<https://asue.am/en/news/amberd-research-center-presents-results-of-research-on-socio-economic-development-of-shirak-marz>, <https://asue.am/am/news/regular-scientific-seminar>, <https://asue.am/am/news/seminar>, <https://asue.am/en/news/sss-university-stage-begins>).

As a result of discussions, the research is summarized in the form of joint articles, as well as various scientific works.

### 38. CONTINUING PROFESSIONAL DEVELOPMENT

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

+/- = **almost but not fully** implemented

Researchers, on their own initiative aimed to improve their research skills, regularly participate in various conferences and workshops, both national and international. Recently e-learning has become popular as well, which is promoted by the university.

62% of the respondents are definitely convinced that regular participation in various scientific events contributes to the enhancement of the skills and abilities of the researcher.

However, 32% of the respondents not definitely, but tend to think so. 4% doubt the effectivity of the event participation, 2% found it difficult to answer the question.

#### **Initiatives undertaken and/or suggestions for improvement:**

It is planned to organize more targeted training activities for research staff based on the need analysis.

### 39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

+/- = **almost but not fully** implemented

The process of Faculty training is a precondition for the improvement of the quality of educational programs at ASUE (<https://asue.am/upload/files/documents/%D5%8E%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF.%20%D6%87%20%D5%A1%D5%BF%D5%A5%D5%BD%D5%BF.%20%D5%AF%D5%A1%D5%B6%D5%B8%D5%B6%D5%A1%D5%AF%D5%A1%D6%80%D5%A3,%2022.01.2021.pdf>). The University delivers a number of courses that contribute to the deepening of the specialization of our researchers, in addition to a number of multi-profile courses, which are attended not only by the University Faculty /Senior researcher/, but also by Master and PhD students /early-stage researcher/.

40.2% of the researchers think that ASUE regularly organizes events aimed at the continuous development of the skills and professional abilities of the researcher, 40.9% think that such events need to be expanded, 10.4% are convinced, however, that such events are still very few. 1.2% claim that they are not regular and are extremely rare. 7.3% of the participants found it difficult to answer the question.

#### **Initiatives undertaken and/or suggestions for improvement:**

Development of targeted trainings for young researchers and supervisors.

#### 40. SUPERVISION

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

**++ = fully  
implemented**

According to regulation on “Award scientific degrees in the Republic of Armenia” ([https://www.bok.am/sites/default/files/inline-files/git\\_ast\\_kanonakarg\\_1.pdf](https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf)) the doctors of science in the given field and the candidates who were given the permission by the Supreme Certifying Committee can be appointed scientific supervisors.

In order to get the permission of the Supreme Certifying Committee the solicitation of the head of the organization and the relevant documents of the organization are submitted to SCC. Each scientific supervisor can have no more than 5 PhD students and external researchers at the same time.

Depending on the nature and purpose of the research program, the skills and abilities of the supervisor are defined. For example, the relevant head of the chair is appointed the head of the chair research.

According to the regulation of the Science Committee of the RA Ministry of Education, Science, Culture and Sport a person with an academic degree who has at least three years of scientific or pedagogical activity after defending his/her dissertation and during the last three years published at least 3 articles in international scientific databases (Web of Knowledge, Scopus, etc.), as well as in the peer-reviewed journals included in the list of the Supreme Certifying Committee of the Republic of Armenia (hereinafter SCC) or has 1 publication (monograph) with at least five print media volumes, positively reviewed by the scientific organization or higher education institution (hereinafter referred to as organization) and with ISBN sign can be appointed the head of the research group

1 monograph is equivalent to 3 articles published in peer-reviewed journals ([http://scs.am/files/hraman-1732a-2-26.12.2018.pdf?fbclid=IwAR0SVxZvHRqbT4wh1CS\\_mwAWFSTzpAKH\\_ihMFrrSXllylIR\\_xBJgYJt\\_JgOw](http://scs.am/files/hraman-1732a-2-26.12.2018.pdf?fbclid=IwAR0SVxZvHRqbT4wh1CS_mwAWFSTzpAKH_ihMFrrSXllylIR_xBJgYJt_JgOw), point 2.3).

"Are the criteria for being a supervisor of scientific research clearly defined? Are they based on professional skills, knowledge, experience as well as on the commitment to support and promote progress and provide feedback?" question was answered "definitely yes" by 31.7% of the respondents. 40.2% gave "more yes than no" answer, 5.5% responded "more no than yes", while "definitely no" was answered by only 1.2% of the respondents. The remaining 21.3% found it difficult to answer the question.

