

ACTION PLAN

Case number: 2019AM474953

Name Organisation under review: Armenian State University of Economics

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

Submission date: 01/10/2021

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	630
Of whom are international (i.e. foreign nationality) *	6
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	69
Of whom are women *	348
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	246
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	303
Of whom are stage R1 = in most organisations corresponding with doctoral level *	81
Total number of students (if relevant) *	5743
Total number of staff (including management, administrative, teaching and research staff) *	787
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	5693023
Annual organisational direct government funding (designated for research)	46745.1
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	31807.6
Annual funding from private, non-government sources, designated for research	7899.8

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The foundation of Armenian State University of Economics goes back to 1930. The largest economic institution in Armenia with more than 30.000 alumni, Armenian State University of Economics is also the most distinguished government based economic university in Armenia. ASUE offers Bachelor's, Master's and PhD Programs in Management, Finance, Marketing and Business Management, Computer Science and Statistics, Accounting and Auditing, and boasts more than 7.500 students, 18 specialties and many specializations. Each year around 2.200 students are admitted to ASUE. ASUE has recently established "Amberd" Research centre, which is one of the leading think tanks of Armenia conducting researches, analysis and scientific developments.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

ETHICAL AND PROFESSIONAL ASPECTS

STRENGTHS

- ✓ There are no thematic restrictions for conducting university research, if they definitely do not harm the nature and the humanity, and correspond to the professional orientation of the university. The results of the survey indicate that the basic principles of research freedom are generally highlighted at ASUE, which is expressed through the opportunity to freely choose the research topics, directions, methodology, and free expression of will (more than 88% of the participants are convinced of the above-mentioned statement).
- ✓ In the frames of the anti-corruption measures, research articles at the university are evaluated by the "blind" review method.
- ✓ One of the strengths of the university is the existence of inter-sectoral and international agreements and grants in the frames of financing the research activities.
- ✓ The university has a clear procedure for presenting and evaluating the reports on the ongoing and completed research programs, which sets out both the schedule and the composition of the evaluation committee.
- ✓ The university has "Tntesaget" (Economist) publishing, which publishes the research works and scientific literature of the university.
- ✓ "Banber" (Messenger) university journal (is published 4 times a year), "Amberd" bulletin, which makes the most popular university articles more public (6 times a year), and "Yeritasard gitnakan" (Young scientist) perodical (1-2 times a year) are generally being published.
- ✓ The University regularly organizes public discussions, which are aimed not only at the identification of the needs and demands of the society, but also at publicizing the research conducted by the University.
- ✓ Any kind of discrimination at the university is prohibited by international, national and university normative legal acts.

WEAKNESSES

- ✓ There are no common ethics norms for conducting scientific and research activities at the university.
- ✓ Not all the representatives of the Faculty are familiar with/know the formats and the required conditions for applying to external funding programs.
- ✓ Although the University has a clear procedure for presenting and evaluating the reports on the ongoing and completed research programs, nevertheless, they are discussed within narrow professional groups, hence, there is a need to increase the ways of their coverage.
- ✓ Most of the University researchers are not registered in searching engines like ResearchGate, Academia.edu, Google Scholar, ORCID, which makes the dissemination of the research works more complicated.
- ✓ The thematic discussions of public interest organized by the university are mainly attended by a narrow group of stakeholders. There is a need to increase this group by involving students and representatives of different spheres of the public in discussions.

RECRUITMENT AND SELECTION

STRENGTHS

- ✓ The University has a procedure for the selection and evaluation of the Faculty and the beginner researchers (PhD students).
- ✓ It is prohibited to define any condition that is a ground for discrimination, except for professional features, preparedness and qualifications in recruitment competitions and employment relationships in accordance with the RA legislation and the internal regulations of the university.
- ✓ There are no restrictions conditioned with the work termination at the university, since the interruptions of the working experience of the candidates are not taken into account, instead, their achievements are highlighted during the recruitment.

WEAKNESSES

- ✓ The university does not have any specific staff recruitment tool.
- ✓ The selection of the candidates for thematic research groups is carried out mainly at the expense of the internal resources.
- ✓ Despite the existence of the selection mechanisms at the University, the results of the survey show, that there is a certain problem with the candidates in terms of forming confidence towards the objectivity of the selection process. Therefore, there is a need to improve the procedures for the selection, evaluation and certification of the Faculty, as well as the process of their coverage.

WORKING CONDITIONS

STRENGTHS

- ✓ The university is sufficiently equipped with all the necessary technologies, equipment, and has enough space to carry out research activities. The University Library is constantly being updated, at the same time, the University provides its researchers with access to paid professional electronic resources (RBK, Bloomberg, etc.) at its own expense.
- ✓ The university provides medical insurance packages to all the employees mainly at its own expense (employees contribute 1% of their monthly salary).
- ✓ The salaries of the university staff are one of the highest in comparison with similar organizations of the sphere.
- ✓ Recruitment at the university is based on the professional skills, without gender discrimination.
- ✓ 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.
- ✓ All the researchers of the university are full-time employees, and teach at the university, which enables to transfer their knowledge and skills to the students.

WEAKNESSES

- ✓ There is a need to upgrade professional software tools.
- ✓ There are no appropriate conditions at the ASUE buildings, which will ensure the free movement of the researchers with special needs within the university.

TRAINING AND DEVELOPMENT

STRENGTHS

- ✓ The development of institutional capacities of the scientific research activities is highlighted at the University. The University grant research programs involve not only the Faculty /Senior Researcher/, but also Master students and PhD students /Early-stage researcher/.
- ✓ The University organizes training courses, which contribute to the deepening of the specialization of the researchers. These courses are attended not only by the Faculty of the university /Senior researcher/, but also by PhD and Master students /early-stage researcher/.

WEAKNESSES

- ✓ There is no clear and periodic training schedule.
- ✓ No analysis of training results is performed.
- ✓ The trainings are not carried out in terms of continuous professional development of an individual researcher.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://asue.am/en/international-programs/erasmus-plus/pages/capacity-building-in-higher-education-ka-2>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles retrieved from the GAP Analysis.

Principles:

(++) 1. Research freedom, (-/+) 2. Ethical principles, (+/-) 3. Professional responsibility, (+/-) 4. Professional attitude, (++) 5. Contractual and legal obligations, (+/-) 6. Accountability, (-/+) 7. Good practice in research, (+/-) 8. Dissemination, exploitation of results, (+/-) 9. Public engagement, (++) 10. Non discrimination, (+/-) 11. Evaluation/ appraisal systems, (++) 12. Recruitment, (+/-) 13. Recruitment (Code), (+/-) 14. Selection (Code), (++) 15. Transparency (Code), (+/-) 16. Judging merit (Code), (++) 17. Variations in the chronological order of CVs (Code), (+/-) 18. Recognition of mobility experience (Code), (+/-) 19. Recognition of qualifications (Code), (+/-) 20. Seniority (Code), (--) 21. Postdoctoral appointments (Code), (+/-) 22. Recognition of the profession, (-/+) 23. Research environment, (+/-) 24. Working conditions, (+/-) 25. Stability and permanence of employment, (-/+) 26. Funding and salaries, (++) 27. Gender balance, (+/-) 28. Career development, (+/-) 29. Value of mobility, (+/-) 30. Access to career advice, (-/+) 31. Intellectual Property Rights, (+/-) 32. Co-authorship, (-/+) 33. Teaching, (-/+) 34. Complaints/ appeals, (+/-) 35. Participation in decision-making bodies, (++) 36. Relation with supervisors, (++) 37. Supervision and managerial duties, (+/-) 38. Continuing Professional Development, (+/-) 39. Access to research training and continuous development, (++) 40. Supervision

PROPOSED ACTIONS

ACTION 1	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
<p>1.1 Development of procedure on the formation of ethics norms for conducting research activities</p> <p>1.2 Creation of Committee of Ethics</p> <p>1.3 Development of Code of Good Research Practice</p> <p>1.4 Awareness-raising training among researchers, concerning ethical standards and related procedures</p> <p>1.5 Elaboration of an Induction guide for newcomers (researchers) that includes all aspects related to the regulations that apply in their fields</p>	<p>(-/+) 2. Ethical principles, (+/-) 3. Professional responsibility, (+/-) 6. Accountability, (-/+) 7. Good practice in research, (+/-) 39. Access to research training and continuous development</p>	<p>4th quarter, 2022</p>
	RESPONSIBLE UNIT	INDICATORS/TARGET(S)
	<p>Vice-Rector for Science, Human Resource Management Division, Juridical Division, Postgraduate Division</p>	<ul style="list-style-type: none"> ✓ Publication of clearly formulated Research Ethics Norms and Code of Good Research Practice ✓ Increased number of informed researchers recorded as a result of the academic staff annual surveys ✓ Publication of the Induction Guide for young researchers ✓ Awareness among research community on relevant legislation and procedures

ACTION 2

2.1 Organization of trainings for the Faculty on how to apply for grant programs. Provide the interested scientists with information on research financing funds searching, as well as awareness-raising services thus supporting the scientific and professional advancement of them.

2.2 More targeted approach should be implemented based on the need analysis

GAP PRINCIPLE(S)

(+/-) 4. Professional attitude,
(++) 5. Contractual and legal obligations,
(++) 12. Recruitment,
(-/+) 26. Funding and salaries,
(+/-) 32. Co-authorship,
(+/-) 38. Continuing Professional Development,
(+/-) 39. Access to research training and continuous development

TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)

2nd quarter, 2022

RESPONSIBLE UNIT

Vice-Rector for Science,
Fundraising Division,
Human Resource Management Division

INDICATORS/TARGET(S)

- ✓ Employees are trained and familiar with all related systems and procedures.
- ✓ Increased number of collaboration and grants applied

ACTION 3	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
<p>3.1 Expanding the processes and the ways of the coverage of the reports on the ongoing or completed research</p> <p>3.2 Creation of conditions and infrastructure for the wider use of the Open Access regime and for archiving, protecting, and accessing research data</p> <p>3.3 Increase the rate and quality of the publication; including national and international scholarly publication</p> <p>3.4 Financial motivation for those researchers who have published an article in an international high impact journal</p> <p>3.5 Organization of trainings for researchers on the possibilities of the commercialization of their research</p> <p>3.6 Creation of a repository</p>	<p>(+/-) 6. Accountability, (-/+) 7. Good practice in research, (+/-) 8. Dissemination, exploitation of results, (+/-) 9. Public engagement, (++) 15. Transparency (Code), (-/+) 23. Research environment, (+/-) 28. Career development, (+/-) 32. Co-authorship</p>	<p>Continuous 4th quarter, 2023</p>
	<p>RESPONSIBLE UNIT</p> <p>Vice-Rector for Science, Information Technologies Division, Library, Postgraduate Division, Science Division</p>	<p>INDICATORS/TARGET(S)</p> <ul style="list-style-type: none"> ✓ Increased number of the posted announcements on the ongoing or completed research projects ✓ Number of workshops on practical use of repository and management of research data for academic staff ✓ Awareness about the Open Access by staff survey on Open Access and Open Science ✓ Increased number of publications compared to current (2021) rate of scientific publications ✓ Operating repository

ACTION 4	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
<p>4.1 Improvement of the procedure on attestation and subsequent assessment of the lecturers, prescribed by law.</p> <p>4.2 Development of "Handbook for Performance Appraisal Interviews"</p> <p>4.3 Periodic review and evaluation of an individual's job performance.</p> <p>4.4 Improve in awareness on appeals procedure, policy for scientific integrity among researchers (based on results from annual survey)</p>	<p>(+/-) 11. Evaluation/ appraisal, (++) 15. Transparency (Code), (+/-) 16. Judging merit (Code), (-/+) 34. Complains/ appeals</p>	<p>Continuous 3rd quarter, 2022</p>
	<p>RESPONSIBLE UNIT</p> <p>Vice-Rector for Science, Juridical Division, Information Technologies Division, Postgraduate Division, Science Division</p>	<p>INDICATORS/TARGET(S)</p> <ul style="list-style-type: none"> ✓ Publication of the "Handbook for Performance Appraisal Interviews" ✓ Satisfaction on implementation of the system to be sure employees understand the feedback and to see if there is a positive change in performance as a result of the appraisal. ✓ Awareness on complaints and appeals procedure and policy for scientific integrity

ACTION 5

5.1 Introduction and use of any specific e-recruitment tool
5.2 Increase internal competence and capacity and improve the support system for international recruitment in the HR department in order to help prepare the institution for the opportunities and challenges (such as verifying foreign academic degrees and credentials and English professional language proficiency) relating to international recruitment and employment. ASUE will need to improve the system of support services and channels of communication with international researchers.

GAP PRINCIPLE(S)

(++) 12. Recruitment,
(+/-) 13. Recruitment (Code),
(+/-) 19. Recognition of
qualifications (Code),

TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)

2nd quarter, 2022

RESPONSIBLE UNIT

Human Resource Management
Division,
Information Technologies Division

INDICATORS/TARGET(S)

- ✓ Number of applicants increased after the launch of the tool.
- ✓ Increased internal support for international recruitment
- ✓ Targeted information available to international researchers on the University website, including access to further information and support service

ACTION 6

6.1 Review the requirements for the research groups formation, allowing the external researchers to involve in the groups.
6.2 Training of all University managers and HR teams throughout the organisation in recruitment (including diversity recruitment), selection and interviewing techniques to ensure harmonised practices throughout the organisation. This includes ensuring standardised guidance and information to members of the selection expert committees.

ACTION 7

7.1 Disseminate the OTM-R practices
7.2 Create a Q&A section on the website of ASUE

GAP PRINCIPLE(S)

(+/-) 13. Recruitment (Code),
(+/-) 14. Selection (Code),

RESPONSIBLE UNIT

Chairs of ASUE,
"Amberd" Research Center

TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)

1st quarter, 2023

INDICATORS/TARGET(S)

- ✓ New procedure on the research groups formation
- ✓ Increased number of external researchers

GAP PRINCIPLE(S)

(++) 12. Recruitment,
(+/-) 13. Recruitment (Code),
(++) 15. Transparency (Code),
(+/-) 16. Judging merit (Code),
(++) 17. Variations in the chronological order of CVs (Code)

RESPONSIBLE UNIT

Human Resource Management
Division,
Science Division,
Postgraduate Division, Marketing
and Public Relations Division

TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)

4th quarter, 2021

INDICATORS/TARGET(S)

- ✓ functioning OTM-R policy
- ✓ Increased Number of researchers attending trainings
- ✓ Well-functioning Q&A section

ACTION 8	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
<p>8.1 Development of Regulation on Research Mobility Recognition Creation of ASUE Research Career 8.2 Development Program Plan for early research career identification, coaching, mentoring and monitoring. 8.3 Creation of conditions for mobility of PhD students. 8.4 Management of internationalization of researchers: The ASUE should strengthen international mobility programs. 8.5 Organise information sessions for wider group of participants</p>	<p>(+/-) 18. Recognition of mobility experience (Code), (+/-) 19. Recognition of qualifications (Code), (+/-) 22. Recognition of the profession, (+/-) 28. Career development, (+/-) 29. Value of mobility, (+/-) 30. Access to career advice, (+/-) 32. Co-authorship</p>	<p>1st quarter, 2023</p>
	RESPONSIBLE UNIT	INDICATORS/TARGET(S)
	<p>Vice-rector for science, International Relations Division, Postgraduate Division</p>	<ul style="list-style-type: none"> ✓ Increased number of researchers mentored and monitored ✓ Increased number of training activities ✓ Increased number of publications with foreign partner ✓ Policy of Research Internalization and operationalization Guideline in use

ACTION 9

9.1 Adjustment of coaching options/ personal development program to meet the researcher's needs and expand the portfolio of professional coaches
9.2 Awareness-raising activities about the significance of lifelong professional development
9.3 Implement a monitoring protocol on the quality of the personal development program, and the satisfaction and mental health of the researchers.
9.4 Regular need assessment of researchers for further improvement of the career development process

GAP PRINCIPLE(S)

(+/-) 28. Career development,
(+/-) 30. Access to career advice,
(+/-) 32. Co-authorship,
(+/-) 38. Continuing Professional Development,
(+/-) 39. Access to research training and continuous development

TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)

Yearly, 2nd quarter, 2022

RESPONSIBLE UNIT

Human Resource Management Division,
Lifelong Learning Division

INDICATORS/TARGET(S)

- ✓ Expand current coaching portfolio and reach 80% satisfaction among researchers
- ✓ Satisfaction rate of researchers on quality of personal development program

ACTION 10

Create initiatives for separate regulation of the share of teaching in the overall workload of researchers. Development of mechanisms of training young researchers for teaching.

GAP PRINCIPLE(S)

(-/+) 7. Good practice in research,
(+/-) 20. Seniority (Code),
(-/+) 33. Teaching,
(+/-) 39. Access to research training and continuous development

TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)

2nd quarter, 2023

RESPONSIBLE UNIT

Human Resource Management Division,
Lifelong Learning Division

INDICATORS/TARGET(S)

- ✓ Increased number of organized trainings
- ✓ Effective balanced workload regulation in use for research and lecturing

ACTION 11	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
<p>11.1 With the goal of improving the social conditions of the staff the university will allocate additional financing and support activities and introduce other measures promoting a balance of work-life and a healthy lifestyle.</p> <p>11.2 Organize workshops, forums, and a campaign relating to the prevention of adverse psychosocial effects and supporting a healthy lifestyle. Conduct a survey of staff satisfaction in connection with activities.</p>	<p>(-/+) 23. Research environment, (+/-) 24. Working conditions, (+/-) 25. Stability and permanence of employment</p>	<p>2nd quarter, 2022</p>
	<p>RESPONSIBLE UNIT</p> <p>Human Resource Management Division, Chair of Physical Training, Emergency Situations and Civil Defense</p>	<p>INDICATORS/TARGET(S)</p> <ul style="list-style-type: none"> ✓ Satisfaction of staff and faculty of balanced work and healthy lifestyle and psychological health. ✓ Number of events concerning psycho-social effects and supporting a healthy lifestyle.
ACTION 12	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
<p>12.1 Conduct workshops and meetings for supervisors regarding the different guidelines for supervision, topics of common interest, etc. The purpose is to ensure the best possible supervision, improve follow-up and harmonise practice between faculties/PhD-programmes</p> <p>12.2 Expand current internal courses on transferable skills for PhD candidates, as measures for young researchers both inside and outside the university</p>	<p>(++) 37. Supervision and managerial duties, (+/-) 39. Access to research training and continuous development,</p>	<p>Yearly, September, 2022</p>
	<p>RESPONSIBLE UNIT</p> <p>Vice-rector for science, Postgraduate Division, Science Division</p>	<p>INDICATORS/TARGET(S)</p> <ul style="list-style-type: none"> ✓ Increased number of events on supervision ✓ Increased numbers of internal courses on transferable skills developed and organised for PhD candidates and supervisors.

ACTION 13	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
	RESPONSIBLE UNIT	INDICATORS/TARGET(S)
Introduction of the anti-plagiarism system within the framework of academic integrity	(-/+) 31. Intellectual Property Rights	3rd quarter, 2022
	Vice-Rector for Science, Information technologies Division	<ul style="list-style-type: none"> ✓ Operationalization of anti-plagiarism system ✓ Number of anti-plagiarism reports generated
ACTION 14	GAP PRINCIPLE(S)	TIMING (AT LEAST BY YEAR'S QUARTER/SEMESTER)
Establish researcher`s targeted group discussions on vital issues of university functioning to provide recommendations to ASUE management on decision making	(+/-) 35. Participation in decision-making bodies	Continuous
	RESPONSIBLE UNIT Rectorate	<ul style="list-style-type: none"> ✓ Number of Institutional decisions based on research community recommendations

*The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit- Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) **

Armenian State University of Economics does not have a separate OTM-R policy. Currently the main provisions of the OTM-R policy are reflected in the Strategy and internal regulations of the University. To this extent in the frames of EURAXESS initiative we are planning to develop a clear OTM-R policy in the fourth quarter of 2021. The legislation of the Republic of Armenia covers open, transparent and merit-based recruitment processes in all the spheres. In addition to this the ASUE has developed several internal procedures to ensure the recruitment of the candidates based on their professional achievements and skills. The criteria of competitive selection of the ASUE staff take into account their participation in professional trainings, international conferences, grant educational programs, the existence of internationally recognized degree certifying professional qualification and the background. (Regulation on ASUE Scientific and Pedagogical Staff Selection and Placement). The evaluation of all the applicants is carried out by a specially formed commission.

We have a special page on the official webpage of the university; Job at the ASUE - <https://asue.am/am/job-at-asue>, where the university Faculty, researchers and external researchers can acquire all the necessary information on the vacancies, application process, selection criteria, career prospects, and thematic research topics. The Human Resources management division of the ASUE uses some of the recruitment tools, which makes the recruitment process more transparent and public. There is no ground for discrimination at the university recruitment process.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <https://asue.am/upload/files/international-programs/OTM-R.pdf>

4. IMPLEMENTATION

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The ASUE has adopted a comprehensive and coherent strategy for scientific research, realization of which will enable to achieve the vision to transform into a competitive and innovative structure specialized in economics.

Aiming at the adoption of the HRS4R Principles the ASUE has undertaken the obligation to bring the conditions, principles and environment of the research activity in line with the European Charter for Researchers, Code of Conduct for the Recruitment of Researchers and OTM-R guidelines. This will ensure that the nature of the relationship between researchers and funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers.

As evidenced by the GAP Analysis, the ASUE already embraces the vast majority of the HRS4R Principles, therefore, a more explicit reference to them will be implemented in all aspects of the research and recruitment policy of the University. Most actions included in the present Action Plan aim at making more visible and explicit the HRS4R Principles relevant to the ASUE policies and practice.

According to the Action Plan, ASUE plans to implement the following measures, most of which are already in the process:

- First of all, the internal regulations of the university will comply with the standards of European Charter for Researchers, Code of Conduct for the Recruitment of Researchers and OTM-R guidelines.
- The research ethics norms of the university are currently in the development phase in order to improve research implementation at the university.
- The Ethics Committee should be established at the university, which will act according to the ethical standards and principles.
- By organizing trainings for the academic staff and the researchers ASUE aims to develop the research staff capacities for applying for projects, funding, and preparing reports.
- Raising the awareness on Open science will provide greater opportunities to become more competitive on international scientific platforms.
- etc.

The goals will be achieved by establishing a Repository and Open Science capacities as an effective framework for the enhancement of research transparency, dissemination, collaborations, and accountability. Building human research capacities will ensure the sustainable implementation of open science principles and enhance the social inclusiveness and accountability of publicly-funded research.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

How will the implementation committee and/or steering group regularly oversee progress?

The Steering Committee is entrusted with the task of guaranteeing the continuous overseeing and monitoring of the Human Resources Strategy for Research (HRS4R) implementation process.

The Steering Committee will act within the framework of the responsibilities assigned to it by the order of the Rector, in accordance with its own action plan.

The activities of the committee are coordinated by the Vice-Rector for Science, it includes researchers and representatives from all interested administrative units of the university: Human Resource Management Division, Quality Assurance Division, Science Division and Postgraduate Division.

Appropriate expert groups may be formed to oversee the proper implementation of specific processes.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

ASUE internal and external stakeholders will be directly or indirectly involved in the HRS4R implementation process. Internal stakeholders include ASUE management bodies, researchers, administrative staff and PhD students. State and territorial self-government bodies, national and international research funders act as external stakeholders of the institution.

Besides, the working groups involve representatives of all career stages of researchers (R1-R4).

The representatives of all internal and external stakeholders are formally involved in the ASUE Board, which is the main governing body of the University, being the highest control level of the progress of the Strategy implementation.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

The ASUE commits itself to the principles of the European initiative HRS4R «Human Resource Strategy for Researchers» and actively promotes good employment conditions and framework (charter & code and OTM-R). The ASUE already embraces the vast majority of the HRS4R Principles, as evidenced by the GAP Analysis. Furthermore, the main principles of HRS4R are already reflected in the ASUE 2020-2024 strategic plan for the development of research activities, which acts as a unique road map, promoting the research activity for the benefit of the development of the society and the expansion of the scope of science. The principles reflected in the ASUE 2018-2022 Development strategy and Action plan and ASUE 2020-2024 strategic plan for the development of research activities are compulsory for implementation.

Meanwhile, in terms of regulating research activities, ensuring transparency, there is a need to develop and implement certain narrow-minded regulations and procedures.

How will you ensure that the proposed actions are implemented?*

The first evidence of HRS4R principles-based Action Plan implementation is the strong willingness of ASUE Administration, the second one is the realization of the necessity of establishing an appropriate legal and regulatory framework at internal and national level, and finally, the availability of monitoring and assessment tools.

In terms of accountability, the requirements of the semi-annual and annual accountability of the research activities of the chairs and individual researchers introduced in ASUE are called to provide complete information on the results of the research activities carried out at the university.

In addition, the annual reports on the activities of the university are formed by the logic of the actions defined by the current strategies and policies.

Also thematic reports will be presented by the expert groups on the results of the assessment and monitoring of the proper implementation of specific processes carried out.

How will you monitor progress (timeline)?*

The ASUE Steering Committee will undertake the monitoring of the Action Plan progress, initiate corrective actions in case they are necessary for reaching the objectives set up in the Action Plan.

The Quality Assurance Division of the ASUE is the main body established “to coordinate and improve the evaluation and the quality assurance processes of the University”. The QAD is also responsible for development of internal assessment methodologies for monitoring and measuring the actual progress achieved during a certain period. Reports on the results of ongoing and additional monitoring are regularly submitted to the Rector of the University, which is the basis for making decisions aimed at improving the activities of the University.

How will you measure progress (indicators) in view of the next assessment?*

The progress will be measured through specific indicators defined by the Action Plan, based on the level of achievement of goals.

Control over the implementation of processes, identification of needs for changes and measures for their improvement will be carried out according to the logic of the PDCA (Plan-Do-Check-Act) cycle of quality management, constantly updating the action plan and adapting to changing needs.