



**ENDORSED**  
in the meeting of the Scientific Council  
USMF "Nicolae Testemitanu"  
Decision no. 10/1 of 15.12.2021

**APPROVED**  
the minutes of the Senate meeting  
*Nicolae Testemitanu* State University  
of Medicine and Pharmacy  
no. 12/8 of 23.12.2021

**HUMAN RESOURCES STRATEGY IN RESEARCH  
IN THE FRAMEWORK OF PUBLIC NICOLAE TESTEMITANU STATE  
UNIVERSITY OF MEDICINE AND PHARMACY " FOR THE YEARS 2022-2027**



Co-funded by the  
Erasmus+ Programme  
of the European Union



## **I. GENERAL PROVISIONS**

- 1.1. The human resources strategy in research within the Public Institution *Nicolae Testemitanu* State University of Medicine and Pharmacy of the Republic of Moldova for the years 2022-2027 (here in after Strategy) represents the alignment of institutional strategies in research to the fundamental documents of the international academic community, the improvement of career prospects for researchers and scientific-teaching staff and the development of a common European system focused on attractiveness, competitiveness and mobility.
- 1.2. The strategy is elaborated in accordance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, recognizing the importance of European Union academic standards and policies.
- 1.3. The strategy reflects the continuous focus of the Public institution *Nicolae Testemitanu* State University of Medicine and Pharmacy of the Republic of Moldova (here in after State University of Medicine and Pharmacy) on improving career prospects for researchers and scientific and teaching staff, for an inclusive development of a common European system in alliance with attractiveness, competitiveness and mobility.

## **II. OBJECTIVES**

2. The strategic objectives in the field of human resources in research will be:

**2.1. General objectives:**

- recruitment, retention and motivation of researchers and scientific teaching staff, leading to a high performance and improvement of the academic capacity of



State University of Medicine and Pharmacy;

- ensuring and consolidating a long-term infrastructure for the development of researchers in all stages of their careers;
- establishing a system that promotes equal opportunities and gender representations;
- promoting career opportunities and exposure of young researchers;
- stimulating the mobility of researchers in accordance with the standards of the current dynamics of global knowledge.

**2.2. Specific objectives:**

- establishing a methodological framework for recruitment and evaluation in teaching and research careers, which should ensure an open, efficient and integrated work environment;
- institutional support for flexible career opportunities, in accordance with State University of Medicine and Pharmacy's scientific and educational priorities and concerns, as well as those of its employees;
- ensuring an institutional environment favorable to equal opportunities and gender equality for researchers and scientific-teaching staff;
- establishing a procedural framework for promoting mobility in teaching and research processes.

### **III. PRINCIPLES**

3. Achieving strategic objectives in the field of human resources in research will be based on the following fundamental principles:

3.1. *The freedom of research* will be achieved by recognizing the extension of the frontiers of scientific knowledge, ensuring freedom of thought and expression and respecting the core values and ethical standards recognized globally and corresponding to the disciplines and codes of ethics in force at State University of Medicine and Pharmacy.

3.2. *Plagiarism* will not be tolerated as an academic practice, therefore, the idea of professional obligation involves making an effort to generate research that is both relevant to society and original.

3.3. *The professional attitude* refers to the responsibility of the teaching staff and researchers to understand and be aware of the strategic objectives governing the relevant research environment and funding mechanisms, while respecting all appropriate regulations before starting their research or accessing available resources.



- 3.4. *Adherence to good research practices* aims at adopting safe working methods, in accordance with national and international regulations, including taking the necessary precautions for health / safety and retrieving data from technical accidents related to the computer. In addition, researchers must ensure that the methods of data collection and analysis, as well as the specifics of the data, are available for internal and external audit at the request of the relevant authorities.
- 3.5. *Public engagement* requires that researchers and scientific and teaching staff ensure that their activities are intended for society, to a diverse audience, so that non-specialists can understand them, resulting in the integration of academic expertise in the economic, medical, political and social spheres.
- 3.6. *Supervision and coordination* aims to increase awareness of the complexity of these activities at U State University of Medicine and Pharmacy, while developing the scale of mentoring, career counseling, project management and scientific communication.
- 3.7. *Continuing professional development* refers to the ambition of continuous training by constantly updating and improving specific expertise and skills.
- 3.8. *The dual career* of researchers is to provide a supportive environment for researchers and their families.

#### **IV. DIRECTIONS OF ACTION**

4. The strategic directions of action in the field of human resources in research will be:

4.1. Infrastructure consolidation:

- *Adequate logistics.* State University of Medicine and Pharmacy will ensure the development of an attractive research environment, providing adequate equipment, facilities and opportunities, including remote collaboration between networks of researchers.
- *The legislative framework in accordance with European regulations and standards* will ensure compliance with national or sectoral regulations on health and safety in research and teaching and the distribution of resources in accordance with the contracted work plan.
- *The dynamic framework for the development of teaching and research.* State University of Medicine and Pharmacy will encourage employees to pursue diverse career interests, moving from an independent, discipline-focused model to an integrated network model designed around thematic research groups that involve researchers from different places in a proactive partnership across different centers and departments.



- *Strengthen the academic unit of excellence of the National Institute for Research in Medicine and Health*, to increase methodological multi-perspective and provide funding and logistical support to achieve scientific results of significant importance, to increase the institutional exposure of State University of Medicine and Pharmacy and the impact of research in the socio-economic sector.

#### 4.2. Working conditions

- *Recognition of professional qualifications.* Researchers and teaching staff recognized as experts in the field will be treated appropriately, this aspect applying to all stages of the career and referring to all levels of research and teaching, regardless of national or international classification.
- *Encouraging mobility.* State University of Medicine and Pharmacy will offer a variety of alternatives in individual career development strategy, and will recognize and build on any international mobility experience within the career advancement system.
- *Supporting the mobility of researchers within the institution.* State University of Medicine and Pharmacy will provide employees with the opportunity to pursue various academic careers to enhance personal motivation and scientific output. Moreover, in accordance with the multidisciplinary requirements of the current scientific world, the aim is to develop norms and staff with interdisciplinary training that will allow employees to work in several fields / departments / faculties.
- *Access to training in research and continuous professional development.* Professional development opportunities will be available to all, including scientific and research staff, regardless of contractual employment status, through access to strategies and programs for the continuous development of professional skills.
- *Intellectual property rights.* Through legal protection, State University of Medicine and Pharmacy will ensure that researchers at all stages of their careers benefit from the exploiting research results.
- *Inclusive conditions for teaching, education and research.* The State University of Medicine and Pharmacy will ensure working standards, especially for people with special needs / disabilities, and offers the necessary flexibility for successful research and teaching to ensure a balance between family and professional life, children and careers.
- *Financing and salaries.* State University of Medicine and Pharmacy will provide scientific, teaching and research staff with fair, adequate and attractive



funding conditions, with employees being adequately protected by a comprehensive social security system.

- *Teaching* will be considered as a valuable option in the career of researchers, being provided the necessary conditions as teaching responsibilities and does not prevent the development of research activities, especially at the beginning of the career.

- *Encouraging teamwork.* State University of Medicine and Pharmacy will encourage employees to develop collaborative projects in accordance with the multidisciplinary / interdisciplinary practices of current research and the cross-cutting interaction of the constituent faculties / departments.

- *Teaching-research performance* will be improved through a mentoring system and peer assistance. The role of the mentors is to maintain the continuous training of the staff, ensuring that the trainers are qualified, with dedication, skills, expertise and adequate contributions to the teachers / researchers without experience.

- *Petitions / complaints.* The State University of Medicine and Pharmacy will establish effective protocols for resolving complaints and petitions from researchers and scientific teaching staff, in accordance with the rules and regulations of national law.

- *Participation in decision-making bodies.* In order to protect and facilitate the individual, collective and for the development of the institution, the didactic scientific staff and the researchers will be represented in the relevant information, consultancy and decision bodies.

#### 4.3. Equal opportunities and gender representation

- *Non-discrimination.* State University of Medicine and Pharmacy will not discriminate against teachers and researchers based on gender, age, race, national or social background, religion, sexual orientation, language, disability, political views, or economic background.

- *Equal contractual rights* will be guaranteed by non-discrimination against fixed-term employees in relation to permanent employees; avoiding abuses generated by consecutive fixed-term contracts; improving access to fixed-term training for employees and ensuring that temporary employees are aware of available permanent positions.

- *Gender balance.* The State University of Medicine and Pharmacy will focus on procedures that govern the equal representation of men and women at all staff levels, including monitoring and management. In terms of gender balance, selection and evaluation committees will also be fair.

#### 4.4. Recruitment and evaluation



- *Transparency in the recruitment process of human resources.* The mechanisms for recruiting and integrating the scientific-didactic and research staff in State University of Medicine and Pharmacy will be open, efficient and transparent.
- *Synchronization of recruitment practices with European standards and international.* In order to align employment conditions with international recruitment standards (<http://europa.eu.int/eracareers>), State University of Medicine and Pharmacy will use all available tools, in particular internationally or globally accessible online resources (such as the mobility portal for pan-European researchers).
- *Visibility and accessibility of jobs.* These will provide a broad overview of the expertise and skills required, avoiding highly specialized terminology that could discourage potential candidates. In addition, the announcement will include a summary of working conditions and employee rights, including career prospects.
- *Maintaining high standards in recruiting teaching and research staff.* In accordance with the benefits offered by the State University of Medicine and Pharmacy to its employees, the performance levels of the institution will be kept high in relation to the requirements and offer of the universities. In order to consolidate performance, the State University of Medicine and Pharmacy strategy requires the appointment of world-renowned experts for positions held by selection on a fixed-term contract.
- *Increasing the efficiency of quality assurance structures at the faculty level.* By involving students in the evaluation process, State University of Medicine and Pharmacy will stimulate the work of faculty quality evaluation committees, as well as other democratic mechanisms.
- *Use of transparent and scientometric parameters to evaluate performance.* State University of Medicine and Pharmacy proposes the development of stable and quantifiable metrics to measure academic and didactic results in accordance with the criteria of the international academic circuit: quality and quantity of scientific publications, participation in national and international conferences, relevant achievements and awards in the field of teaching.
- *Continuous evaluation.* The quality of the educational and didactic staff, as well as of the research units, will be subject to a periodic evaluation, which will corroborate the performance criteria in force at national level with the indices established in each field by the academic community of State University of Medicine and Pharmacy.
- *Stimulating and promoting outstanding scientific and didactic achievements.* State University of Medicine and Pharmacy will reward employees who contribute to the institution's international competitiveness through a range of specific programs and activities, including financial support for Web of Science indexed publications, Excellence Interviews, financial support for prestigious international conferences, and science and teaching awards.





## V. FINAL PROVISIONS

- 5.1 This Strategy is customized and will be detailed in accordance with the action plan and timetable assumed by the State University of Medicine and Pharmacy in the letter of commitment to the European Commission in a series of documents governing internal procedures or administrative instruments for implementing a European / global reference and regulatory framework in the academic activity of State University of Medicine and Pharmacy.
- 5.2 This Strategy shall enter into force on the date of its approval by the University Senate.
- 5.3 In case of the need of modification or completion, based on the needs arising in the University, they become valid and applicable after approval by the University Senate.
- 5.4 The *Nicolae Testemitanu* State University of Medicine and Pharmacy will take into account this Strategy in the process of recruitment, selection and employment of human resources in research for the activity within the institution.

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