



Action Plan

on the implementation of the Human Resources Strategy for Researchers of the Academy of Economic Studies of Moldova (ASEM), incorporating The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

August, 2016

The Action Plan was developed following the profound and thorough analysis of the internal situation of the Academy of Economic Studies of Moldova, which was based on the feedback received from the researchers of all departments, regardless of their scientific and scientific-didactic degree. Therefore, the priority of the ASEM is the constant improvement of its working environment and its adaptation to the changing conditions.

ACTION PLAN
on the implementation of the *Human Resources Strategy for Researchers of the Academy of Economic Studies of Moldova*

Nr.	Dimension and principles	Needed action	Responsible	Deadline	KPI ¹
1.	Ethical and professional aspects (I-II)	<i>Periodic familiarization (bi-annually) of the researchers with the strategic goals governing their research field and research environment, including the funding mechanisms, by placing information on the website of the Academy of Economic Studies (www.ase.md) and information sessions.</i>	The Vice-Rector on scientific work and external relations, IERES	Annually	The number of scientifically initiated researchers and their degree of information; The number of information sessions and documents posted on the institution's website
		<i>Review and adjustment of the researchers' individual employment contracts, taking into account their specific activity</i>	The Human Resources Department, The Legal and Secretarial Service Department, IERES	Q4, 2017	The amended individual employment contracts
		<i>Provision of services for the verification of the scientific works through the anti-plagiarism system</i>	Informatics and Technology Department, IERES	Q1, 2018	The installed anti-plagiarism system, The development of the mechanism to test the scientific papers through the anti-plagiarism system
		<i>Elaboration and approval of the Guide of Good Practices in research in the ASEM; Distribution of the guide to the interested parties.</i>	IERES, The Doctoral School	Q4, 2017	Elaborated and approved Guide of Good Practices in research
		<i>Organize continuing training courses, workshops, and roundtables on the topics of "Protection of the intellectual property"</i>	IERES, Doctoral School	Annually	At least two implemented courses issuing certificates of training

¹ Key Performance Indicator (KPI)

	<i>rights” (inviting AGEPI experts), “Project Management. Economic and Financial Aspects in research”, “The creative process and its instruments”, “The creativity - innovation Relationship”, “Organizational Creativity”, “Knowledge management”, etc.</i>			
	<i>Popularize among the researchers the national, sectorial or international regulations relating to governance of the requirements for the professional training and/ or activity. Accession of the researchers to these regulations by delivering the results required by sponsors / donors (e.g. patents, publications, thesis, development of new products, etc.), as stipulated in the terms and conditions of the contract or their job description</i>	The Vice-Rector on scientific work and external relations, IERES, Doctoral School	Permanently	The job description of the scientific researcher and the staff involved in research
	<i>Compliance supervision of practices, standards and fundamental ethical principles</i>	The Vice-Rector on scientific work and external relations	Permanently	Reports from the ethics committee of the Academy of Economic Studies
	<i>Insert clauses on copyright and usage rights, and the exploitation of intellectual property objectives in the researchers' employment contracts</i>	The Vice-Rector on scientific work and external relations IERES, Human Resources Department	Q3, 2017	Researcher's employment contract
	<i>Elaborate the scientific researcher's job description</i>	IERES, Human Resources Department, The Legal and Secretarial Service Department	Q4, 2017	Elaborated and approved job description document
	<i>Adjust the doctoral studies contracts, within ASEM, to the changing conditions</i>	IERES, Doctoral Schools	Q3, 2017	Elaborated and approved doctoral studies contracts
	<i>Add the chapter of Intellectual Property Rights in the individual employment contracts</i>	Human Resources Department	Q3, 2017	Elaborated and approved individual employment contracts and agreements

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		<i>Complete the form on performance self-assessment of researchers and scientific-didactic staff</i>	The Vice-Rector on scientific work and external relations, IERES	Q 4, annually	Self-evaluation reports
		<i>Draft and approve the report on research and innovation of the ASEM</i>	The Vice-Rector on scientific work and external relations, IERES	Q 4, annually	Elaborated and approved report on the scientific and innovation activity
		<i>Encourage the participation of young researchers in various competitions, conferences, national and international forums</i>	IERES, The Doctoral School	Permanently	The number of young researchers participating in various competitions, conferences, national and international forums
		<i>An internal audit concerning the scientific research in the ASEM</i>	The Vice-Rector on scientific work and external relations, IERES	Every 2 years	Internal audit reports
		<i>Monitor the compliance measures on health protection and safety at work. Organize informational seminars on occupational safety and health protection</i>	The Human Resources Department	Permanently	The number of information seminars on occupational safety and health protection
		<i>Familiarize the employees on the protection of personal data</i>	The Human Resources Department, The Legal and Secretarial Service Department	Permanently	The number of information seminars
		<i>Develop a guide on research dissemination and exploitation of results, which would facilitate their presentation and communication, etc.</i>	IERES, The library of the Academy of Economic Studies	Q1, 2018	Elaborated and approved Guide on the dissemination of scientific results
		<i>Organize seminars on writing articles and scientific materials relevant to the scientific journals with an impact factor</i>	IERES, The library of the Academy of Economic Studies	Permanently	The number of seminars on the drafting of the material relevant to the scientific journals with impact factor
		<i>Permanent update of the ASEM site</i>	The Vice-Rector on	Permanently	

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		<i>(www.ase.md) concerning research section, offers, etc.</i>	scientific work and external relations, IERES, The Doctoral Schools, Informatics and Technology Department		Improved ASEM site - www.ase.md, the research section
		<i>Open Access Policy Development in the scientific journal «Economica». Increase the visibility of the «Economica» scientific journal and the Annals of the ASEM</i>	The Vice-Rector on scientific work and external relations, The Library of the Academy of Economic Studies, Informatics and Technology Department	Q4, 2017	Creation of the Web Page of the «Economica» journal, Developing the access policies of the «Economica» scientific journal
		<i>Create the Committee / Commission of the ASEM to assess the performance of the professional researchers and the scientific-didactic staff (with the involvement of international experts where necessary)</i>	Rector's Office, The Vice-Rector on scientific work and external relations, IERES	Q1, 2018	Approval of the ASEM Committee concerning the professional performance evaluation of the scientific researchers of the ASEM
		<i>Elaborate the Researcher's Registry (a database of ASEM experts / researchers)</i>	The Vice-Rector on scientific work and external relations, IERES	Q4, 2017	Elaborated and approved Researcher's Registry
		<i>Elaborate and approve the Regulation regarding the additional requirements for vacant scientific-didactic and research positions within the Academy of Economic Studies of Moldova</i>	The Rector, The Human Resources Department, The Legal and Secretarial Service Department, IERES	Q1, 2018	Developed and approved Regulation on additional requirements for vacant scientific-didactic and research positions,
2.	Recruitment (12-21)	<i>Compliance with the current legal principles and requirements for researchers. Provision of favourable work conditions in research and supporting the disadvantaged groups or the researchers returning to their research career.</i>	The Rector, The Director of the IERES, The Doctoral Schools	Permanently	Report
		<i>Elaborate and approve the Regulation on</i>	The Doctoral Schools	Q4, 2017	Developed and approved

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	<i>the organization of post-doctoral programs in the ASEM (with reference to clear rules and explicit guidelines for the recruitment and the appointment of postdoctoral researchers, including the maximum duration and objectives. It is mentioned that the post-doctoral status must be transient, having as main objective the evolution opportunity and professional development in the research career, projected on a long-term)</i>			Regulation
	<i>Inform the candidates on their selection within ASEM by placing relevant information on the institution's website. Integrate the newly employed researchers and / or those returning to research.</i>	The Human Resources Department, The Legal and Secretarial Service Department, EURAXESS Local Point of Contact	Permanently	Placement of the relevant information on the institution's website and the EURAXESS portal
	<i>Update and improve the recruitment rules and regulations</i>	The Human Resources Department, IERES	Permanently	Reviewed and approved recruitment rules and regulations
	<i>Adjust / improve the assessment criteria of the scientific researchers' merits based on clear promotion criteria</i>	IERES, The Human Resources Department, The Legal and Secretarial Service Department	Annually	Elaborated and approved assessment criteria of the scientific researchers' merits based on clear promotion criteria
	<i>Elaborate the Regulation on the stimulation of authors who have published articles in research journals with an impact factor. Stimulate and support candidates' experience and creativity.</i>	Rector's Office, IERES, The Human Resources Department	Q3, 2017	Drafted and revised Regulation on the stimulation of authors who have published articles in research journals with an impact factor.
	<i>Develop the Institutional Regulation describing the participation of students (cycle I, II, III - PhD), researchers and</i>	The Vice-Rector on scientific work and external relations, IERES	Q4, 2017	Elaborated and approved Regulation on the participation of students, researchers and

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	<i>teachers in academic mobility programs, and the methodology to recognize the results of mobility</i>			teachers in academic mobility programs
	<i>Foster and support the academic mobility as well as the appreciation of the experience accumulated through the mobility of researchers and the scientific-teaching staff</i>	The Vice-Rector on scientific work and external relations, IERES	Permanently	Elaboration of the incentives to promote academic mobility and the Methodology to recognize the results following the mobility
	<i>Provision of re-qualifications or training / education of new professional skills through continuing education</i>	Rector's Office, IERES, The Doctoral School	Permanently	The number of retraining courses or professional training sessions.
	<i>Establish the criteria for the submission and evaluation of postdoctoral reports</i>	The Directors of the Doctoral Schools, IERES	Q3, 2017	Developed and approved presentation and evaluation criteria for the annual postdoctoral reports
	<i>Elaborate the Guide for the recruitment and appointment of postdoctoral researchers</i>	The Vice-Rector on scientific work and external relations, The Directors of the Doctoral Schools, The Legal and Secretarial Service Department, IERES,	Q1, 2018	Developed and approved Guide for the recruitment and appointment of postdoctoral researchers
	<i>Elaborate the Regulation on the recruitment process for the researcher position</i>	The Vice-Rector on scientific work and external relations, IERES, The Human Resources Department	Q2, 2017	Developed and approved Regulation on the recruitment process for the researcher position
	<i>Provision of legal protection of the researchers at master and doctoral levels, of their career development through national and international internships, also the possibility of advancement at all levels of</i>	The Vice-Rector on scientific work and external relations, IERES, The Human Resources	Permanently	

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		<i>their research careers, depending on their experience, participation and recognition as author of products obtained through such research activities.</i>	Department, The Legal and Secretarial Service Department		
		<i>Elaborate the agreement / contract on completing the postdoctoral program</i>	The Doctoral School, The Legal and Secretarial Service Department	Q1, 2017	Developed and approved Agreement / contract on completing the postdoctoral program
3.	Working conditions and social security (22-35)	<i>Diversify the access to international and national databases for researchers</i>	The Vice-Rector on scientific work and external relations, IERES, The Library of the Academy of Economic Studies	Permanently	The number of (national and international) databases to which ASEM researchers have access
		<i>Modernise the infrastructure, equipment, systems, facilities and adequate opportunities for education and research, including the remote collaboration through research networks.</i>	The Rector, The Vice- Rectors, IERES	Permanently	Improving the own base (technical and material) for the training of the personnel involved in the scientific research
		<i>Expand the joint research partnerships, support and promotion of the researchers' mobility, strengthening the relationships with research centres abroad. Detect the potential partners on the development of international projects; and create consortia through the EURAXESS network and channels.</i>	Rector's Office, The Vice-Rector on scientific work and external relations, EURAXESS Local Point of Contact, IERES	Permanently	Agreements and mobility projects for scientific-didactic and research staff. The number of projects with mixed teams (ASEM and researchers from Institutions from abroad)
		<i>Ensure the norms and rules of labour protection, fair and attractive conditions for financing and / or salaries with equitable provisions on social security (including sickness, maternity, parental allowances, the right to pension and unemployment insurance), in accordance with the national</i>	IERES, The Human Resources Department, The Legal and Secretarial Service Department	Permanently	Reviewed and approved Collective work agreement and Individual employment contracts

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	<i>legislation in the field and with the collective work agreements.</i>			
	<i>Review the collective work agreements and individual employment contract, thus supplementing them with chapters related to flexible working hours</i>	IERES, The Human Resources Department, The Legal and Secretarial Service Department	Q4, 2017	Reviewed and approved Collective work agreements and Individual employment contracts
	<i>Approve the flexible work program of the scientific-teaching staff engaged in research (flexibility being considered crucial to achieving successful research, the ASEM should provide working conditions which allow the researchers, both women and men, to harmoniously combine family and their professional activity, children and career. It should pay more attention to flexible working, part-time work, the sabbatical leaves and the activities at home)</i>	The Vice-Rector on scientific work and external relations, IERES, The Human Resources Department	Q4, 2017	
	<i>Elaborate the Regulation on the provision a sabbatical leave</i>	Rector's Office, The Vice-Rector on scientific work and external relations, The Human Resources Department, The Legal and Secretarial Service Department	Q1, 2018	Drafted and approved Regulation on providing a sabbatical leave
	<i>Establish the performance criteria for ASEM researchers</i>	The Vice-Rector on scientific work and external relations, IERES, The Human Resources Department, The Legal and Secretarial Service Department,	Q4, 2017	Drafted and approved performance criteria for ASEM researchers

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		<i>their research careers, depending on their experience, participation and recognition as author of products obtained through such research activities.</i>	Department, The Legal and Secretarial Service Department		
		<i>Elaborate the agreement / contract on completing the postdoctoral program</i>	The Doctoral School, The Legal and Secretarial Service Department	Q1, 2017	Developed and approved Agreement / contract on completing the postdoctoral program
3.	Working conditions and social security (22-35)	<i>Diversify the access to international and national databases for researchers</i>	The Vice-Rector on scientific work and external relations, IERES, The Library of the Academy of Economic Studies	Permanently	The number of (national and international) databases to which ASEM researchers have access
<i>Modernise the infrastructure, equipment, systems, facilities and adequate opportunities for education and research, including the remote collaboration through research networks.</i>		The Rector, The Vice- Rectors, IERES	Permanently	Improving the own base (technical and material) for the training of the personnel involved in the scientific research	
<i>Expand the joint research partnerships, support and promotion of the researchers' mobility, strengthening the relationships with research centres abroad. Detect the potential partners on the development of international projects; and create consortia through the EURAXESS network and channels.</i>		Rector's Office, The Vice-Rector on scientific work and external relations, EURAXESS Local Point of Contact, IERES	Permanently	Agreements and mobility projects for scientific-didactic and research staff. The number of projects with mixed teams (ASEM and researchers from Institutions from abroad)	
<i>Ensure the norms and rules of labour protection, fair and attractive conditions for financing and / or salaries with equitable provisions on social security (including sickness, maternity, parental allowances, the right to pension and unemployment insurance), in accordance with the national</i>		IERES, The Human Resources Department, The Legal and Secretarial Service Department	Permanently	Reviewed and approved Collective work agreement and Individual employment contracts	

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	<i>legislation in the field and with the collective work agreements.</i>			
	<i>Review the collective work agreements and individual employment contract, thus supplementing them with chapters related to flexible working hours</i>	IERES, The Human Resources Department, The Legal and Secretarial Service Department	Q4, 2017	Reviewed and approved Collective work agreements and Individual employment contracts
	<i>Approve the flexible work program of the scientific-teaching staff engaged in research (flexibility being considered crucial to achieving successful research, the ASEM should provide working conditions which allow the researchers, both women and men, to harmoniously combine family and their professional activity, children and career. It should pay more attention to flexible working, part-time work, the sabbatical leaves and the activities at home)</i>	The Vice-Rector on scientific work and external relations, IERES, The Human Resources Department	Q4, 2017	
	<i>Elaborate the Regulation on the provision a sabbatical leave</i>	Rector's Office, The Vice-Rector on scientific work and external relations, The Human Resources Department, The Legal and Secretarial Service Department	Q1, 2018	Drafted and approved Regulation on providing a sabbatical leave
	<i>Establish the performance criteria for ASEM researchers</i>	The Vice-Rector on scientific work and external relations, IERES, The Human Resources Department, The Legal and Secretarial Service Department,	Q4, 2017	Drafted and approved performance criteria for ASEM researchers

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		Doctoral Schools		
	<i>Ensure the connexions/links between education, research, the media, and the labour market</i>	Rector's Office, The Vice-Rector on scientific work and external relations	Permanently	The number of students involved in research, the number of contracts between teams / research groups and companies
	<i>Stimulate the participation of ASEM researchers in projects financed by the EU or other international, national and regional organizations</i>	The Vice-Rector on scientific work and external relations, IERES	Permanently	Information seminars, documented with minutes (a minimum of 4 per year)
	<i>Elaborate the Regulation on mobility and the recognition of the value of the geographical, inter-sectorial, inter and trans-disciplinary and virtual mobility (remote collaboration via electronic networks), also of the mobility between the public and the private sectors (as an important means of growth of the level of scientific knowledge and professional development at all stages of a researcher's career) in the ASEM. Better information services on EURAXESS Help Desk</i>	The Vice-Rector on scientific work and external relations, IERES, The Doctoral School, EURAXESS Local Point of Contact	Q3, 2017	Elaborated and approved Regulation on mobility and the recognition of the value of the geographical, inter-sectorial, inter and trans-disciplinary and virtual mobility; the mobility between the public and the private sectors
	<i>Sign new agreements on the mobility of researchers, research internships with universities, research institutions in the country and abroad</i>	The Vice-Rector on scientific work and external relations, The Doctoral School, IERES	Annually	Signed Mobility Agreements (Minimum 2 - annually)
	<i>Elaborate clear, internationally accepted criteria on the position of the scientific researchers in the list of authors, indicating each contribution.</i>	The Library of the Academy of Economic Studies, The Doctoral School, IERES	Q4, 2017	Elaborated, approved and popularized, clear criteria on the position of the scientific researchers in the list of authors, indicating each contribution

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	<i>Stimulate the participation of scientific researchers in training programs, including the distance learning.</i>	The Vice-Rector on scientific work and external relations, IERES	Permanently	At least 10 researchers involved in training programs annually
	<i>Continued promotion of equality at all levels / categories of staff, including the research advisors (PhD) / training and the administrators</i>	Rector's Office, IERES, The Doctoral School, The Human Resources Department	Permanently	Development and approval of the equal opportunities policy, both in the recruitment process and in other stages of research career
	<i>Draft the Regulation on the Intellectual Property Management harmonized with the national and EU legislation</i>	The Vice-Rector on scientific work and external relations, IERES, The Legal and Secretarial Service Department	Q1, 2018	The Regulation on the Intellectual Property Management of ASEM
	<i>Revise the Regulation and the Code of Ethics of the ASEM, formulating the penalties procedures in case of the violation of the co-authorship rights</i>	The Vice-Rector on scientific work and external relations, IERES, The Legal and Secretarial Service Department	Q4, 2017	Reviewed and approved Code of Ethics of the ASEM
	<i>Develop the procedures for confidential and informal assistance on resolving conflicts, disputes and grievances that may arise during the research, and specify them in the Guide of good practices in conducting research in the ASEM</i>	The Vice-Rector on scientific work and external relations, IERES, The Legal and Secretarial Service Department	Q3, 2017	Elaborated and approved Guide
	<i>Organize regular workshops, roundtables for the sustainable development of research skills</i>	IERES, The Doctoral School	Permanently	The number of workshops and roundtables
	<i>Identify the masters students with high performance results and promoting them to doctoral studies level</i>	The Vice-Rector on scientific work and external relations	Permanently	The number of master students with a high performance enrolled in doctoral studies

		<i>Encourage young teachers and research personnel with a high performance through financial and moral incentives</i>	The Rector, The Vice-Rectors, Doctoral Schools		The number of teachers and young researchers with high performance results
		<i>Organize public seminars on intellectual property protection and copyrights in the research process, and on the reporting and dissemination of the scientific results</i>	IERES	Annually	The number of seminars on copyrights and intellectual property protection
		<i>Insert the clauses relating to copyright, use and exploitation of intellectual property rights in the contract employment</i>	IERES, The Human Resources Department, The Legal and Secretarial Service Department	Q2, 2017	Revised and approved employment contracts
		<i>Intensify the collaboration in the implementation of projects offered by the interdisciplinary research groups</i>	IERES	Permanently	The number of the interdisciplinary projects
		<i>Ensure the rules and regulations of confidentiality, and promotion of an adequate institutional culture regarding conflict resolution</i>	The Vice-Rector on scientific work and external relations, The Human Resources Department	Q1, 2017	Drafted and approved confidentiality rules and regulations, promotion of an adequate institutional culture regarding conflict resolution
		<i>A closer collaboration between the decision-making bodies and their research and scientific-didactic / didactic subdivisions</i>	Rector's Office, IERES	Permanently	
4.	Training (36-40)	<i>Periodic assessment of the PhD advisers based on PhD students' feedback (survey), thus determining the relationships of the researchers / PhD students with their scientific/ probation leaders and the representatives of the faculty / department</i>	The Doctoral School, The Human Resources Department, The Legal and Secretarial Service Department	Annually	The elaboration of the assessment mechanism
		<i>Draft the job descriptions of scientific researcher and the job descriptions of the doctoral supervisor of the ASEM</i>	The Vice-Rector on scientific work and external relations,	Q3, 2017	Job descriptions for the researcher and doctoral / internships supervisor,

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		<i>Encourage young teachers and research personnel with a high performance through financial and moral incentives</i>	The Rector, The Vice-Rectors, Doctoral Schools		The number of teachers and young researchers with high performance results
		<i>Organize public seminars on intellectual property protection and copyrights in the research process, and on the reporting and dissemination of the scientific results</i>	IERES	Annually	The number of seminars on copyrights and intellectual property protection
		<i>Insert the clauses relating to copyright, use and exploitation of intellectual property rights in the contract employment</i>	IERES, The Human Resources Department, The Legal and Secretarial Service Department	Q2, 2017	Revised and approved employment contracts
		<i>Intensify the collaboration in the implementation of projects offered by the interdisciplinary research groups</i>	IERES	Permanently	The number of the interdisciplinary projects
		<i>Ensure the rules and regulations of confidentiality, and promotion of an adequate institutional culture regarding conflict resolution</i>	The Vice-Rector on scientific work and external relations, The Human Resources Department	Q1, 2017	Drafted and approved confidentiality rules and regulations, promotion of an adequate institutional culture regarding conflict resolution
		<i>A closer collaboration between the decision-making bodies and their research and scientific-didactic / didactic subdivisions</i>	Rector's Office, IERES	Permanently	
4.	Training (36-40)	<i>Periodic assessment of the PhD advisers based on PhD students' feedback (survey), thus determining the relationships of the researchers / PhD students with their scientific/ probation leaders and the representatives of the faculty / department</i>	The Doctoral School, The Human Resources Department, The Legal and Secretarial Service Department	Annually	The elaboration of the assessment mechanism
		<i>Draft the job descriptions of scientific researcher and the job descriptions of the doctoral supervisor of the ASEM</i>	The Vice-Rector on scientific work and external relations,	Q3, 2017	Job descriptions for the researcher and doctoral / internships supervisor,

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			IERES, The Human Resources Department, Doctoral Schools		developed and approved
		<i>Encourage the lifelong education of ASEM researchers</i>	The First Vice-Rector on didactic activity, The Vice-Rector on scientific work and external relations, IERES	Permanently	The number of instructed researchers
		<i>Organize methodological seminars for researchers, improving skills and updating their knowledge on methodological issues; improving cooperation with the business environment; developing skills in writing project proposals, and the financial management of projects, etc.</i>	The Vice-Rector on scientific work and external relations, IERES in collaboration with ASEM Faculties	Permanently	The number of methodological seminars on the continuing development of research skills
		<i>Educate and stimulate the ASEM researchers in teaching and e-learning</i>	The First Vice-Rector on didactic activity, The Vice-Rector on scientific work and external relations, IERES	Permanently	
		<i>Continuous encouragement of researchers' skills through various activities and practices. The analysis of the feedback on the quality and relevance of courses / trainings etc.</i>	The First Vice-Rector on didactic activity, The Vice-Rector on scientific work and external relations, IERES, The Doctoral School	Permanently	The number seminars and workshops on a researcher in training
		<i>Improve the tools of stimulation, both financial and moral, to encourage scientific and didactic staff and research increase skills and competences in the scientific</i>	The Rector, The First Vice-Rector on didactic activity, The Vice-Rector on	Permanently	The number of cited papers / articles and of research projects with highly

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	<i>research</i>	scientific work and external relations, IERES, The Human Resources Department		appreciated results
	<i>Draft leaflets with information on continuing education courses organized in the ASEM</i>	The Vice-Rector on scientific work and external relations, IERES	Q 4, 2017	Drafted and approved leaflets with information on continuing education courses organized in the ASEM

RECTOR

of the Academy of Economic Studies (ASEM)

Academician, university professor, habilitated doctor,

Grigore BELOSTECNIC



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