

*The Human Resources Strategy for Researchers incorporating the*

**European Charter for Researchers**

*and the*

**Code of Conduct for the  
Recruitment of Researchers**

*at the*

**University of the Academy of Sciences of Moldova**

*October, 2014*

## Introduction

This document presents the University's compliance with the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers and identifies actions for improving adherence to the European Commission's recommendations. The action plan provides a framework to increase the attractiveness of the University, the vitality and sustainability of the research environment, and to improve the quantity, quality and impact of research undertaken by academics and researchers at the University.

The University of the Academy of Sciences of Moldova (UnASM) has been created on the basis of the Academy of Sciences of Moldova (ASM) by the Presidential Decree of the Republic of Moldova no. 1093-IV from 23.04.2007 in order to encourage excellence in science.

Thus, the UnASM is a new university pursuing an ambitious goal - to establish the functional relation of education, research and innovation based on distinguished academic achievements. From this perspective, an educational research cluster UnivER SCIENCE (University of Education and Research SCIENCE) was established in order to make the best use of high qualified human potential, infrastructure, libraries, scientific equipment, etc. of the 18 research institutes of the Academy of Sciences of Moldova.

The university's activity is directed towards achieving of a higher competitiveness in education at the European and global level, adjusting the learning programmes and curricula to the needs of modern science and innovation community, while establishing an effective collaboration with the institutes of the Academy of Sciences of Moldova (ASM). The university also aims to enhance the capabilities and experience of its human capital, improve its financial capacity, and apply state of the art education technologies, including the development of *e-learning* programmes. All of this while effectively using academic facilities and strengthening the links between training, research, innovation and business in order to boost research, training and the advancement of young students.

The academic offer today is represented by three faculties, each comprising two departments that cover all science programmes beginning with the Humanities and Social Sciences (i.e. Language and Literature, Philosophy, History and Methodology of the Scientific Research) and ending with Natural and Exact Sciences (i.e. Mathematics, Computers Sciences, Chemistry, Biology, Physics, Ecology, etc.)

Doctoral and postdoctoral training is conducted within the Doctoral Schools, which were established in 2012 by the Decision of the Supreme Council for Science and Technological Development. The activity of Doctoral Schools is supervised by UnASM via Doctoral Schools and the Lifelong Learning Department.

At the UnASM research activities are performed both within academic departments and the University Center of Molecular Biology. The Center was founded to carry research activities within national and international projects, and to familiarize students with the modern methods of molecular biology, providing trainings for the university's academic staff and UnivER SCIENCE partners. The Center also delivers research services to economic agents or the private sector.

It is important to emphasize that UnASM is an institutional member of the Academy of Sciences of Moldova. The university is guided inclusively by regulations and directives approved by the Supreme Council for Science and Technological Development of the Academy of Sciences and assisted by specialized structures such as: Centre of International Projects, Informational Center and Scientific Library, Agency for Innovation and Technology Transfer (AITT) etc.

Since the day of its creation, UnASM has been facing the challenges of modern society and new breakthroughs in the academic mobility, scientific research and educational opportunities.

Having a lot of partners in the European countries, the UnASM decided to acquire and adapt the European cultural, scientific, and educational values to improve working and learning standards for researchers and students. In this regard, the implementation of Charter and Code principles becomes a priority among the main strategic objectives, such as improving working conditions, encouraging the professional development of research and teaching staff, boosting performance and excellence via attractive research careers.

### Approach

At the beginning of 2014, the University of the Academy of Sciences of Moldova (UnASM) has launched the process of implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers principles, based on the decision of the University Senate. Accordingly, on February 6, 2014, the rector of the University of the Academy of Sciences, acad. Maria DUCA, signed the Declaration of Commitment to the European Charter for Researchers and Code of Conduct for the Recruitment Researchers. On February 27, 2014 the Declaration of Commitment was signed by the members of the EURAXESS service network.

According to the European Commission's recommendations, an interdepartmental working group was founded to review the Moldovan legislation, as well as internal documentations (strategies, regulations, procedures) and processes of UnASM relating to the principles of Charter & Code and to identify which of these principles are already implemented and which of them would need more attention to ensure a good development and implementation of Human Resources Strategy for Researchers (HRS4R) within the university.

At this extent, a **Working Group** has been established, involving all key players, in order to proceed along this overwhelming process and to identify the deficiencies and the relevant actions to be carried. The working group included:

- 1) Duca Maria, rector, acad., univ. prof.,
- 2) Glijin Aliona, vice rector for the scientific activity, Dr., assoc. prof.,
- 3) Port Angela, vice rector for educational activity, Dr., assoc. prof.,
- 4) Erhan Ana, vice rector for administrative issues and management,
- 5) Clapco Steliana, academic secretary of the University Senate,
- 6) Vasiliev Silvia, head of the Human Resources Department
- 7) Avdeev Alexandru, head of the International Relations and Information Department,
- 8) Melinte Irina, assistant of the International Relations and Information Department.

During the first half of 2014, the Centre of International Projects, acting as the EURAXESS Bridge Head Organisation, organized several information days, seminars and round tables to discuss the internal evaluation process, particularly the step 1 and 2, HRS4R implementation and the benefits of HR Excellence Logo.

## Applied methodology

The gap analysis carried out by the working group consisted in the analysis of the current national legislation and regulations of the UnASM relating to the principles of Charter and Code. Given the fact that the University is an institutional member of the Academy of Sciences of Moldova, the ASM regulations have also been taken into account.

In order to obtain an additional input of the UnASM employees who are involved in research activities and educational process (teachers, researchers, assistants, etc.), were asked to measure the status of implementation of particular principles of Charter and Code.

This parallel evaluation has been conducted using a questionnaire based on the 40 principles of the Charter and Code consisting of 4 dimensions: (1) Ethical and professional aspects; (2) Recruitment; (3) Working conditions and social security; (4) Training. Each principle was transformed into a statement. Respondents were asked to evaluate the statements based on a grid between 1 (totally disagree) and 4 (totally agree). These four dimensions are equal to four sections of questionnaire:

1. Open Recruitment and Portability of Grants;
2. Social Security Issues;
3. Attractive Employment and Working Conditions;
4. Enhancing Training, Skills and Experience of Researchers.

Survey results were analyzed and taken into account in the development of the action plan to improve the situation and ensure effective implementation of the principles of Charter & Code.

## HRS4R Internal Analysis

On the basis of the analysis it became apparent that the majority of the Charter & Code recommendations are already implemented in the Moldovan legislation and in the guidelines and processes of UnASM and ASM. The actions aimed to provide good and equitable working conditions, to offer an attractive career for researchers and to increase the international visibility of UnASM are the part of University Strategy and Plan of Strategy implementation for 2013-2018, but there were some gaps to be identified between internal documentations and the actual practices. In order to ensure a better implementation of all HRS4R principles and to enhance the quality of research and innovation in UnASM, the Strategy of Human Resources development and those of Research will be reviewed and completed.

Given the fact that many of the processes reflected in the 40 principles of Charter and Code are interconnected, governed by common laws, the brief results of the internal analysis are presented according to the four main thematic groups:

### *1. Ethical and professional aspects*

The analysis of the national framework and internal acts showed that **research freedom** is guaranteed by Article 33 of the Moldavian Constitution, the Statute of the UnASM and its Code of Ethics. Additionally to internal regulations, **the principles of ethics** and deontology are defined in the Code of ethics and professional deontology of researchers and teachers, adopted by the National Council on Accreditation and Attestation (national authority for evaluation and accreditation of organizations in the field of science and innovations and attestation of scientific and scientific-pedagogical personnel). The Council takes into account international regulations and standards on ethics in scientific research and teaching, including the Charter and Code principles, in a more extensive way, making reference to researchers and academic staff who submit requests to the National Council for Accreditation and Attestation (CNAA).

Consequently, an ethics committee has been established in order to monitor the compliance with the Code of Ethics of UnASM, the application of ethical principles in the activity of scientists and teachers, as well as to resolve a wide variety of ethical dilemmas in the university. Information on professional attitude, the primary responsibilities of researchers to ensure the conformity of scientific and scientific-pedagogical activities with ethical norms accepted by the international scientific community are reflected in the individual employment contracts and on the very first recruitment interview is detailed the job description template. However, we need to review and complete the internal regulations on issues of ethics and professional conduct, detailing some chapters by complying with the principles of Charter&Code, providing some tools and mechanisms to report on violations of professional ethics, elaborating procedures for better management and preventing conflicts, introducing new means for penalizing plagiarism etc., completing the study contracts with PhD students and employees, hired under new provisions and rules.

Strategic research directions are approved by the Resolution of the Government and Parliament. These are an integral part of both Research and Development Strategy of the Republic of Moldova and annual Partnership Agreement between the Government and the Academy of Sciences of Moldova (ASM) made public by posting on the ASM website, the university's website. Research directions and research objectives of specific academic departments (approved annually by the Senate) are published on the institution's website. The organization of scientific activity within the university is regulated by the internal rules on the organization of scientific research activity (no. 5 of 28.12.2012).

The UnASM offers lots of opportunities for the dissemination of scientific results through the organization (co-organization) of many national and international conferences for both senior and young researchers (students, master and PhDs). Along with the other institutions of the ASM, the university is the co-founder of a scientific journal. Information about scientific publications (articles from nationally accredited journals) is introduced into the electronic library (National bibliometric tool / <https://ibn.idsi.md/en/about-IBN>) which stores, classifies and measures public data and other electronic database. It is to be noticed that articles are published in journals only after a review is carried by a Scientific Board or an expert researcher in the field (including international reviewers).

Agency for Innovation and Technology Transfer (AITT) supports and consults the academic staff on successful technological transfer, exploitation of research results and establishment of efficient partnerships with industry. The use of scientific and technological results is regulated by the Code on Science and Innovation of the Republic of Moldova, Chapter VII.

The rules on intellectual property exploitation and the patent guidelines are detailed in the relevant national legislation - Special Laws and Regulations on Intellectual Property (<http://agepi.gov.md/en/legislation/national.php>). The university regularly organizes lectures about the legal framework for intellectual property protection, inviting specialists from the State Agency on Intellectual Property of the Republic of Moldova (AGEPI). Moreover, a range of study courses on the security of intellectual property are an integral part of the master's programme. Additionally to this, a certified person has been nominated to provide assistance for the registration of patents.

At the ASM level, transparent guidelines and processes have been introduced to announce, register and evaluate (for ex. Expert on-line information system) programmes and projects concepts and results of scientific research within science and innovation area in the Republic of Moldova. The accounting process is transparent and research projects are regularly audited on the financial and scientific aspects.

The UnASM Administration provides assistance and support to scientists during the writing of project proposals. It registers and monitors the projects submitted, and discusses it periodically at the meetings of the Scientific Boards, providing inputs on the project, and analyzing progress. Thus, the university administration is informed when research projects are delayed, redefined, completed, terminated or suspended for different reasons.

To support researchers with projects' financial planning it is expected to be presented throughout the continuous training programs the course of economic and financial management that aims to familiarize the target groups with methodological norms for managing the budgetary funds, programs budgetary financing procedure, and use of the digital information system. In collaboration with the Center of International Projects of ASM the University periodically organises thematical events and workshops on topics like new European research programmes, writing and management of international projects, external funding opportunities etc.

In order to make scientific research available to the wider public, UnASM organizes Open Days (including for Diaspora's members) and Sunday schools for pupils every year. The University actively participates in events such as "Researcher's Night", republican contest: „The best innovative student", interviews with the national and international media, etc.

The external evaluation standards of organizational units and research staff (in the context of scientific degrees and titles award) have been developed by the National Council on Accreditation and Attestation; the same indicators are being used by ASM for the annual evaluation. Moreover, the teaching and research staff is regularly evaluated on of the relevant standards and indicators reflected by the internal rules for assessing performance, which have been approved by the university's senate.

## ***2. Recruitment***

The recruitment of researchers and teaching staff is done according to the national legislation by giving each person the opportunity to compete freely for each given position according to the Labor Code of the Republic of Moldova and to the Code of Science and Innovation of the Republic of Moldova. Competition for appointment is transparent and it is announced in the national media, on the university's and the Academy of Sciences' websites. From this perspective, it is highly important to inform all candidates before the interview about the activity and expectations of the UnASM and to publish information on vacancies on EURAXESS Jobs Portal.

The UnASM acts on the basis of national legislation stipulations, and has no specific internal regulation for organization of the employment process. To this extent, the development and implementation of a regulatory framework for recruitment that abides by the principles of the European Charter and Code is one of the priorities of the UnASM. The procedures of recruitment must be open, transparent and comparable to the international experience. It is necessary to state clearly the rules of selection and employment process.

Furthermore, the regulation has to stipulate the judgment of merit in case of variations in the chronological order of CVs and the recognition of mobility. Nowadays, the equivalent procedure of doctoral examinations and recognition of credits for doctoral students who have achieved mobility in universities abroad is regulated by the rules on the organization and functioning of the Doctoral School, national regulations on the organization of doctoral and postdoctoral studies, stipulating as well the admission requirements and the procedure to follow doctoral and postdoctoral studies. The UnASM encourages the involvement of researchers, particularly the early stage reserachers and welcomes the virtual mobility of researchers, by attending online courses offered by outstanding universities. However, the accumulated experience through mobility is not an indicator for recruitment during the selection process, a disadvantage that should be eliminated and included as a provision in the recruitment rules.

The Republic of Moldova has signed the Lisbon Convention on Recognition of Qualifications which provides recognition of studies, certificates, diplomas and degrees obtained in another country of the European region. Recognition and equivalence of diplomas and certificates of highly qualified scientific and scientific-teaching activity obtained abroad is regulated by the national legislation, being carried out by the National Council for Accreditation and Attestation of Moldova.

The minimum length of service in the research field and scientific qualifications required for scientific vacancies are governed by the Code on Science and Innovation of the Republic of Moldova. So, in order to avoid discrimination of young researchers during the selection process, they will be considered only if they meet the minimum seniority requirements and not seniority by itself. In this regard, the qualifications, competencies and abilities in the field of the announced vacancy are very relevant for the selection process.

The university promotes the strategy for recruitment of young people with teaching and research skills, which would be further integrated into a training system (Ph.D. and postdoctoral studies, internships abroad, scientific-teaching activity). The university provides a beneficial framework for career advancement as well as mechanisms to stimulate the interest of researchers to develop a successful career in science, especially for young researchers. The University fosters the participation of PhD students/researchers at different national and international competitions, assigns prizes for the Academy of Sciences of Moldova such as Scientist of the Year, Young Scientist of the Year, etc.

### ***3. Work and social conditions***

The UnASM provides good and high level standards for performing research and teaching activities. The University has laboratories with modern equipment that enable fundamental research activities and application of their results according to the national laws and internal legislation. The university is equipped with videoconferencing system that enhances distance learning by involving well-known teachers from abroad, as well as scientific diaspora members. It also organises seminars, symposiums and round tables with virtual participation. Researchers have the opportunity to use the Central Scientific Library "A. LUPAN ", located a few minutes away, which has an impressive collection of documents and a conference room. The university places the emphasis on the internationalization of research, organising periodically information sessions, trainings on mobility programs, funding opportunities in collaboration with the Centre of International Projects. The university actively participates in the bilateral mobility projects contest. Faculties and departments render their participation in organizing the public lectures on "50 invited professors" with famous personalities from abroad.

All staff, regardless of the type of employment, enjoys social protection under the national law (right to a pension, medical insurance). Employment rights are also reflected in the collective labor contract and individual labor contracts. It is mandatory to instruct the newly-appointed researchers about workplace safety, potential dangers and viable protective measures. According to the collective labor contract, employees are entitled to additional breaks for feeding children and free annual medical examination. Remuneration of researchers is done on the ground of single tariff network for scientists from science and innovation organizations funded from the state budget (approved by Government). This is a rigorous scheme with clear and transparent internal mechanisms to incentivize researchers: promotion from one remuneration category to another, awards, bonuses, wage supplements that are granted for accomplished performance. All employees from UnASM enjoy equal rights and opportunities, and the principle of non-discrimination is guaranteed by the national legislation (Law on Equal opportunities no. 121 of 25.05.2012), the statute of the university and the collective labor contract.

UnASM employees have unlimited access to opportunities for continuous development (trainings, seminars) provided by both the university and the relevant institutions from inside and abroad the country. UnASM seeks to identify the individual needs of researchers as to design and implement efficiently an action plan for continuous training based on employee feedback.

PhD students are given opportunities to improve their teaching skills by being hired as lecturers, assistant professors, presenting open lessons for high school pupils, preparing the Olympic team of pupils, lecturing during the continuous education courses. Training /teaching courses are taken into account when assessing the Ph.D. students' activity and awarding credits. Standardization of teaching/research activities is done and remunerated in accordance with the national legislation and specific internal regulations.

According to the national and internal regulations, employees are represented in all collective decision-making bodies (Senate, Boards, and Commissions).

#### **4. Training**

One of key to success for UnASM is the continuous institutional development. In this context, the Department for Doctoral Schools and Lifelong Learning was established in 2012. The Department's primary task is to organize and ensure that the training of researchers via doctoral, postdoctoral and continuing education studies is at highest level, to provide the consultancy services in the field. The university encourages both young researchers and senior researchers via granting additional credits during the evaluation process for participating at different events organized by research/education institutions, specialized authorities in certain areas in order to obtain transversal competences.

Throughout the PhD program, researchers are supported and assisted by highly skilled doctoral supervisors, being appointed for this position by the national authority (CNAA) on the grounds of clear performance indicators. The main duties of doctoral supervisors are reflected both in national and internal regulations. It is expected to extend the competencies and responsibilities of doctoral supervisors as well as monitoring their activity via regular evaluation procedure. All these changes should be clearly specified and stipulated in the individual labor contracts. Department of Doctoral Schools and Lifelong Learning as well as the Doctoral School Board provide consultancy services in the event of prevention and remediation conflicts that may occur between PhD student and doctoral supervisor.

Based on this comprehensive analysis it was determined whether a new action plan was needed. Necessary actions, where appropriate, have been detailed, as well as the time frame and responsible actors. From the document was extracted the Action Plan.

Thus, the Action Plan makes reference to seven fields of activity:

- Ethical and Professional Aspects as well as Good Practice in Research
- Dissemination and Exploitation of Results
- Recruitment
- Working Conditions and Social Security
- Value of mobility
- Career Development
- Supervision

### **Monitoring of the Action Plan Implementation**

The progress of the Action Plan will be reviewed by a Monitoring Committee chaired by the Rector and consisted by: the Vice Rector for scientific activity, Vice rector for educational activity, Vice rector for administrative issues and management, Deans of the university's Faculties (Faculty of Humanities and Social Sciences, Faculty of Natural Sciences and Faculty of Exact Sciences), one representative of the Scientific Council and one PhD student.

This Committee will analyse the Action Plan development each six months, notify the progress of planned actions, the impediments and problems that might occur and the proposals for their solution. After two years the state of implementation of the HR Strategy for Researchers at UnASM will be reviewed by an internal Self-evaluation in order to adjust, as necessary, the strategy in line with other policy and practice (national or/and international) related to researchers, as well as research staff feedback, and to highlight the actions for the subsequent two-year period Action Plan. The final report and proposed action plan will be examined by the university's Senate.

PRINCIPLE	ACTION	RESPONSIBLE	TERM/ DEADLINE	MILESTONES
<b>Ethical principles, Professional Responsibility (1-7)</b>	Review the Code of Ethics and Regulation of Ethics Commission referring to international regulations (standards of ethical conduct, including chapter on professional deontology, sanctions etc.)	Vice Rector for scientific activity, Head of Ethics Committee, Lawyer	Q2 2015	Code of Ethics, Regulation of Ethics Committee amended and approved
	Review and adjust individual employment contracts and job descriptions.	Department of Human Resources, Lawyer	Q3 2015	Modified employment contracts, job descriptions
	Install anti-plagiarism software and offer access to all researchers, heads of departments and teachers to check thesis and scientific papers for plagiarism.	Software developer	Q4 2015	Installed software
	Discuss issues like good research practice and scope out a Guide on Good Practice in research, technology development and innovation (relying on the current Regulation for organization of scientific research activity), which will refer to all procedures and regulations that coordinate research activity	Vice Rector for scientific activity, Scientific Council, Doctoral Schools and the Lifelong Learning Department	Q2 2016	Written and approved Guide on Good Practice in research, technology development and innovation
	Raise awareness among PhD students, scientific and didactic-scientific staff about ethical issues and professional research, acquaintance with domestic and foreign regulatory laws	Vice Rector for scientific activity, Scientific Council, Doctoral Schools and the Lifelong Learning Department	Continuously	Documents published on UnASM website, information sessions
	Appointment of data privacy officer (HR) who would provide consultancy services to employees on data privacy	Department of Human Resources, Lawyer	Q1 2015	Data privacy officer appointed
	Organize continuous trainings on "Protection of intellectual property rights" (inviting experts from the AGEPI), "Financial and Economic Management in Research" and "Management of National and international projects"	Vice Rector for scientific activity, Doctoral Schools and the Lifelong Learning Department	On applicants' request	Number of courses carried

<b>Dissemination, exploitation of results (8) and Public engagement (9)</b>	Organize seminars and informative trainings in collaboration with the Agency on Innovation and Technologic Transfer (AITT), as well as participate at events coordinated by AITT.	Vice Rector for scientific activity, Vice Rector for didactic activity, Doctoral Schools and the Lifelong Learning Department	Annually	Seminars, relevant events, articles on science dissemination
	Promote initiatives related to dissemination of scientific results to members of civil society (Open Days, Sunday schools, Researchers' night events, media talk-shows etc.) and identify new ways of promoting science.		Annually	
<b>Recruitment (12-21)</b>	Develop a Regulation for announcing vacancy calls for scientific researchers within UnASM, with clear standards on researchers' recruitment, selection process, selection criteria, recognition of qualifications, mobility, vacancy calls announcement and the establishment and activity of the Selection Committee in accordance with the Charter and Code principles.	Vice Rector for scientific activity, Department of Human Resources, Lawyer	Q4 2015	Regulation developed and approved
	Make it mandatory to inform candidates about both the method used for the selection process (publish on the institution website) and the weaknesses of their application. Provide consultancy and offer instructions for new or/ and returning employees.	Selection Committee, Department of Human Resources, Lawyer	Starting from 2016	Relevant information published on the website Develop clear instructions
	Publish calls for researchers recruitment on the EURAXESS website	Vice Rector for scientific activity, Department of Human Resources	Starting from 2016	
<b>Working conditions and Social Security (23-26)</b>	Review the collective and individual contracts, amend the internal regulation with aspects related to individualised working program, with flexible timetable with the aim of becoming a family friendly institution	Department of Human Resources, Lawyer	Q2 2016	Updated collective and individual contracts
	Review Internal regulation in order to establish the awards and material aid for the employees from the University of the Academy of Sciences of Moldova	Department of Human Resources, Lawyer, Department of Accounting and Finance	Q1 2015	Internal Regulation
	Stimulate researchers to participate in European projects by organizing informative seminars on research funding opportunities.	Vice Rector for scientific activity, Department of International Relations and Informatization	Continuously	Information seminars

<b>Value of mobility (29)</b>	Promote mobility as a part of researchers' career, organise along with the Centre of International Projects information seminars on calls regarding financial mobility, increasing the number of mobility projects, intensify virtual mobility.	Vice Rector for scientific activity, Doctoral Schools and the Lifelong Learning Department, Department of International Relations and Informatization	Continuously	Number of seminars and information seminars organised as well as number of attendees
	Negotiate and sign agreements for opportunities to complete research internships or secondments within foreign universities and institutes for master's and PhD students and other researchers.	Vice Rector for scientific activity, Vice Rector for didactic activity, Department of International Relations and Informatization	Continuously	Agreements and mobility projects
<b>Career development (28, 30, 38, 39)</b>	Periodic assessment of the employees' needs related to continuous training, drafting a plan based on their accomplishments and involvements within projects.	Vice Rector for scientific activity, Doctoral Schools and the Lifelong Learning Department	First assessment Q2 2015, after that – periodic	
	Elaborate continuous training programs and familiarize researchers with the opportunities they provide	Vice Rector for scientific activity, Doctoral Schools and the Lifelong Learning Department	Continuously	CT programs
	Feedback on quality and relevance of courses	Vice Rector for scientific activity, Doctoral Schools and the Lifelong Learning Department	At the end of course	Questionnaires on quality assessment of CT programs
<b>Complaints (34)</b>	Establish procedures for submitting and reviewing complaints, part of the Guide on Good Practice in research, technology development and innovation	Vice Rector for scientific activity	Q2 2016	Elaborated guide
	On the UnASM website to design a button "Write to our rector" and/or "Help Desk"	Software developer	Q4 2015	Design the relevant sections on the UnASM website
<b>Supervision (36, 37, 40)</b>	Periodic evaluation of doctoral supervisors relying on the PhD students' feedback (questionnaires)	Directors of Doctoral Schools, Council of Doctoral Schools, Vice Rector for scientific activity, Doctoral Schools and the Lifelong Learning Department	Starting from 2015	Supervisor's or Departmental Head's reports Questionnaires for PhD students
	Establish procedures for complaint and managing conflicts between a supervisor and early stage researcher		Q2 2016	Elaborated procedures
	Perform contracts for doctoral studies and contracts with PhD supervisors (stipulating rights and duties for both parties)		Q3 2015	Updated contracts