

Summary of the

Internal Analysis

**The Human Resources Strategy for Researchers incorporating the
European Charter for Researchers**

and

the Code of Conduct for the Recruitment of Researchers

at the Information Society Development Institute

October, 2016

Introduction

This document is an analysis of Information Society Development Institute activity from the perspective of applying the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. On one hand, the analysis highlights ISDI compliance with the principles of the Charter and Code in several areas and on the other hand, it sets out the future actions to be carried out by the institute, to improve its activity based on the recommendations of the European Commission.

State Enterprise “Information Society Development Institute” (ISDI), an organization in science and innovation area, was established in 2008, based on the Information Resources and Networks Center of the Academy of Sciences of Moldova. ISDI was founded jointly by the Academy of Sciences of Moldova and the Ministry of Information Development (now the Ministry of Information and Communication Technology), which are its coordinators till today. ISDI establishment was aimed at executing the Presidential Decree no. 1743-III of 19 March 2004 related to building information society in Moldova and providing R&D, innovation and technology transfer in information and communication technology.

ISDI focused its activity on extending the use of information and communications technology (ICT) in the research, development and innovation (RDI) system, the main generator of new knowledge and technologies and thereby, a pillar of the information society development in Moldova.

ISDI vision: ISDI aims to become a reference institute in the national RDI system, which promotes the use of information society technologies in the key areas for societal development.

ISDI is the only research institution in Moldova certified according to 4 ISO standards:

- ISO 9001: 2008 “Quality Management System” (2009, recertified 2014)
- ISO 14001: 2004 “Environmental Management Systems” (2009, recertified 2014)
- ISO / IEC 27001: 2013 “Information Security Management System” (2014)
- OHSAS 18001: 2007 “Occupational Health and Safety Management System” (2014)

Since 2013 ISDI is member of NESSI and Net!Works European Technology Platforms and since 2014 ISDI is a member of the MD-GRID Consortium of joint research units.

The experience acquired by ISDI so far covers a wide range of basic and applied research in the field of information society development in Moldova. ISDI is continuously seeking to improve its internal management, including financial management, HR management through capacity building and experience exchange, application of new technologies in the research processes.

Moldova has declared its direction to the European vector, including in R&D area. With reference to the above, implementing the principles of the Charter and Code area a priority for ISDI among its strategic objectives.

Approach

Since January 2014, Information Society Development Institute began the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. On 02.27.2014, ISDI director, dr. Igor Cojocaru, signed the Declaration of accession to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and on 09.30.2016 the process was resumed by signing and submitting the new ISDI Declaration.

According to the recommendations of the European Commission, an interdepartmental working group was set up, its tasks being to analyse the national legislation, to perform the internal analysis of ISDI documentation and of the processes related to the Charter and Code principles. The working group was created by Decision nr. 11-d of 08 September 2016 and includes representatives from different ISDI levels and structures, as follows:

1. dr. Cojocaru Igor – director;
2. dr. Guzun Mihail – scientific secretary;
3. PhD student Grecu Mihai – head of Information Society R&D Department;
4. dr.hab. Cuciureanu Gheorghe – principal researcher;
5. dr.hab. Țurcan Nelly – principal researcher;
6. Ștefanița Anastasia – researcher, International Relations and Technology Transfer Division;
7. PhD student Antoci Cristina – junior researcher, Information Society R&D Department (HR Officer).

Subsequently, within ISDI were organized information meetings and discussions on EURAXESS principles and importance. Based on ISDI employees' feedback, the activities aimed at obtaining the HR Excellence logo have been initiated. A section dedicated to EURAXESS was set up on ISDI official website - <http://idsi.md/euraxess>.

Applied methodology

The current gap analysis conducted by the working group included the examination of the national legislation and the regulatory framework, the principles of the Charter and Code in terms of ISDI statutory objectives. The internal analysis focused on quantifying certain indicators so as to determine the extent to which the Charter and Code principles are applied in the 4 key dimensions of R&D institutions.

To garner additional input, researchers and other ISDI employees (programmers, engineers, administrative staff, etc.) completed the questionnaire on Charter and Code. All responses were analysed and taken into account when planning the actions and measures of the Action Plan, to improve the situation and ensure the effectiveness of Charter and Code principles' implementation.

Internal analysis

According to ISDI, the Charter and Code recommendations and principles are mostly included in the national legislation and regulatory framework, as well as ISDI internal documents, IMS procedures and documentation. For example, special attention is paid to occupational health and safety, encouraging mobility and professional development, transparency and public engagement etc. However, the analysis has also highlighted several gaps or differences between the Charter and Code principles and ISDI specific processes.

Therefore, as a fundamental complex measure aimed at ensuring an efficient HR strategy, ISDI has initiated the development, approval and implementation of a Personnel Policy, a key strategic document of the institute. There is a draft version of the Personnel Policy being drawn up by ISDI, based on international ISO standards, national legislation and good practices, but it will be supplemented to

incorporate the 40 principles of the Charter and Code, structured in 4 dimensions: Ethical and professional aspects; Recruitment; Working conditions and social security; Training.

Questionnaires analysis

The questionnaire was circulated in the period 7.09 - 10.12.2016. Overall 24 of the 32 ISDI employees have filled in the questionnaires, including 19 researchers (junior, senior, principal). The questionnaire focused on the opinion of employees on ISDI HR practices, the good practices and the improvements to be made to incorporate Charter and Code principles.

Each of the 40 principles, structured in 4 dimensions, were incorporated in at least one question of the survey. Respondents rated their agreement or disagreement in terms of each statement with a score of 1 to 4 (1 – fully disagree, 2 - moderately disagree, 3 - moderately agree, 4 - fully agree), based on their beliefs regarding compliance with ISDI policies and practices. The respondents could also select 3 statements considered priorities from their perspective per each dimension. The questionnaires are considered validated, because 24 employees represent 75% of total ISDI staff. The analysis of questionnaire results has showed that ISDI has mostly implemented, applied and enforced the principles of the Charter and Code.

The questionnaire and the answers were grouped into 4 categories, as follows:

Dimension 1 - Open recruitment of researchers and portability of grants

ISDI adequately promotes the vacancies for different professional levels at the national level; the announcements (published online and in other media etc.) are open for a reasonable period and indicate the number of positions. This is confirmed by the consent of 100% of respondents (1.1).

Figure 1 denotes that 22 (1.5) respondents agree that during the recruitment ISDI selection committees take into account potential of candidates as researchers (creativity and independence level). All respondents agreed (50% - fully agree and 50% - moderately agree (1.6)) that vacancy advertisements include detailed information (selection criteria, working conditions, knowledge and competencies required etc.).

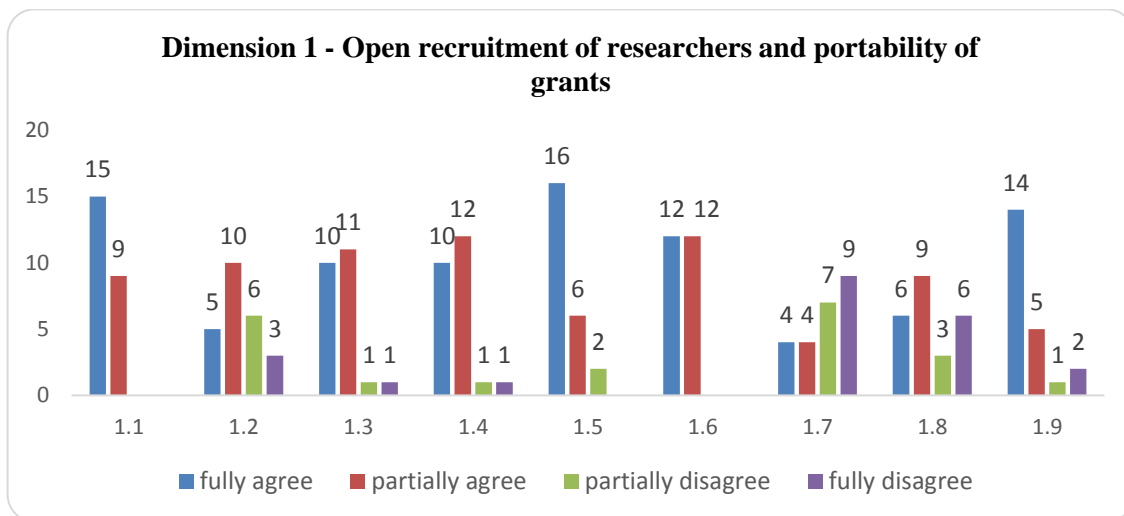


Figure 1. ISDI employees’ responses to 9 questions included in Dimension 1

ISDI researchers have considered the statements **1.1**, **1.3** and **1.6** as priorities for the first Dimension - Open Recruitment of Researchers and portability of grants. This list of priorities means that staff focus on promoting appropriate vacancies and transparency of the selection process. The second position in the priorities list goes to statement 1.5, meaning that the appreciation of the creativity and independence level both, of the potential of candidates as well as employees are very important for researchers.

Dimension 2 – Social security and additional pensions for researchers

According to 84% of respondents, ISDI guarantees fair employment conditions and attractive salaries for researchers at all career stages and regardless of the contractual situation (2.1). ISDI complies with the national legislation on social insurance, and employees agree (24 and 22 respondents (2.2a-2.3)) they enjoy equitable social security provisions (including sickness and parental benefits, pension rights etc. Likewise, as shown in Figure 2, ISDI ensures the rights for labour health and safety according to national or sectoral regulations (100% agreement (2.6)). Referring to the new pan-European systems on researchers retirement and supplementary pensions, the respondents provided confusing answers: 50% agree and 50% disagree (2.4); 58% agree and 42% disagree (2.5); which is due to the fact that in Moldova there are no supplementary pension schemes and people are not familiar with such mechanisms.

For this Dimension, ISDI staff gave priority to statements **2.1** and **2.2**. A major focus is on providing good working conditions, including motivating salaries and the rights to social security.

Dimension 3 – Attractive employment and working conditions

ISDI does not accept any form of discrimination, as confirmed by 100% (3.1) of respondents. Autonomy and creativity of all researchers is promoted in ISDI (3.2). Overall 12 of respondents totally agreed, 10 - partially agreed and 2 have disagreed regarding the gender balance/equal opportunities being promoted at all levels of employment, including management and monitoring positions (3.3). All respondents agreed that ISDI provides stimulating research environment, employees are involved in making decisions and employees’ complaints/appeals are resolved fairly and amicably (3.4, 3.5, 3.6). Overall, the evaluation of professional activities is carried out systematically (3.7): 15 - fully agreed; 8 – partially agreed and 1 partially disagreed. A number of 23 respondents out of 24 (3.8) agreed that teaching duties do not take precedence over research, especially in the initial stages of their research careers.

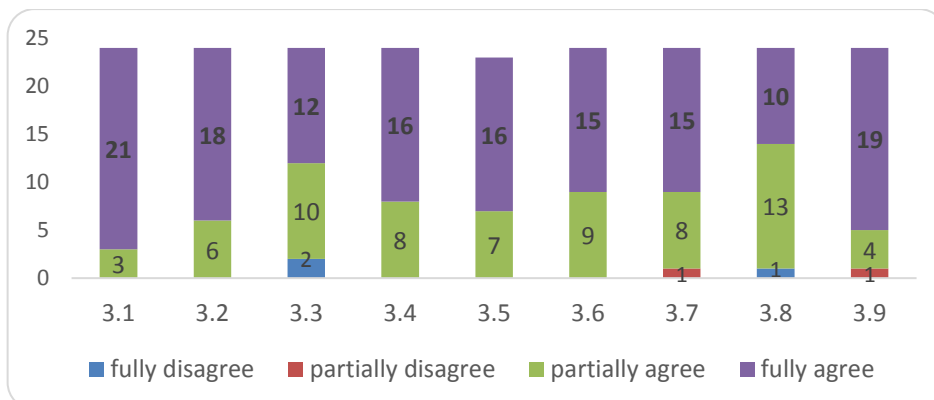


Figure 2. ISDI employees’ responses to 9 questions included in Dimension 3

As priorities for Dimension 3 were identified statements **3.1** and **3.5**. These priorities argue in terms of both ISDI organizational culture and values, that ISDI staff and the institute as a whole, does not accept any form of discrimination. Also for ISDI employees is of great importance the involvement in decision making at different stages and in different internal or external structures. In addition, as a priority was recognized the statement 3.2 by 10 respondents, meaning ISDI promotes the autonomy and creativity of all researchers.

Dimension 4 - Career Development and Training Opportunities for Researchers

According to an average of about 93% (4.1, 4.2, 4.3) of respondents, ISDI ensures professional development, encouraging mobility (geographical, intersectoral, between the public and private sectors, etc.), mentoring and teaching duties. ISDI has internal mechanisms to develop the skills and competencies required for career development (23 agreed = 14 + 9) (4.4). 22 and 23 of the respondents agree that SDI mentors are people who have the time, knowledge, experience to provide the necessary support to newcomers (4.5); at the same time, experienced researchers are well informed, and benefit from development opportunities regarding their mentoring skills (4.6).

In terms of training and professional development of researchers, the respondents highlighted statements **4.1** and **4.4** as priorities, with 11 responses each, and **4.2** with 10 responses. Professional development, including mobility, mentoring and teaching duties are deemed an important element for researchers to become competitive in European context.

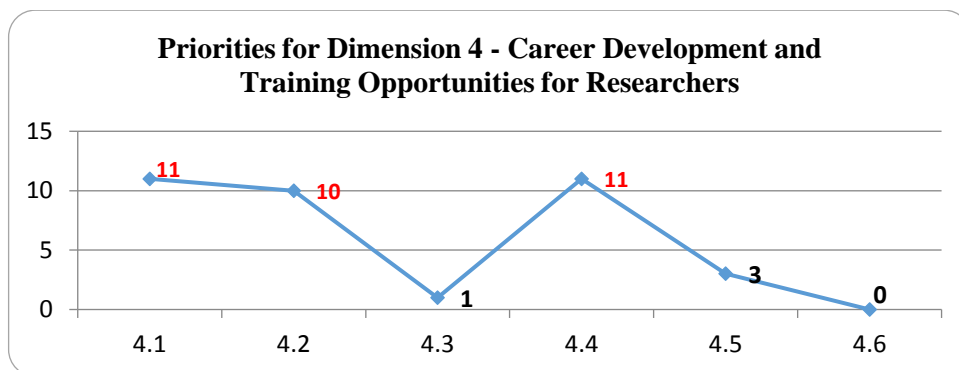


Figure 3. Priorities identified for Dimension 4

Conclusions on Questionnaires analysis

Staff questionnaires provided an insight into employee perception of the real situation in ISDI, especially in terms of the Charter and Code principles. In conclusion, it seems that ISDI employees appreciate transparency in all business processes. A major emphasis is on good working and research environment, social security rights. ISDI is considered an entity that does not accept discrimination in any form. ISDI employees appreciate the continuing professional development opportunities.

Questionnaire results provided information that led to the formulation and planning of concrete actions to be implemented under the Action Plan. All these measures identified on the basis of ISDI employees responses, are designed to streamline ISDI processes, with an emphasis on research. Special efforts will be directed toward issues assessed by employees as being at the initial stage of implementation in ISDI. New practices for Moldova, such as pan-European pension schemes, supplementary pension schemes, etc. will be promoted.

I. Ethical and professional aspects

Ethical and professional aspects are guaranteed by the Republic of Moldova Constitution (Art. 33 - Freedom of creation), ISDI Statute, ISDI Collective Labour Agreement.

Information Society Development Institute employs 32 people, including 22 researchers, out of which 11 holders of scientific degrees.

Besides raising awareness and regular training of researchers on the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, ISDI also plans to set of a number of research topics (as guidance) for ISDI researchers, but also for potential interns, to avoid duplication of previously conducted research. Research topics (of projects, research, theses, publications, etc.) will be linked with Sustainable Development Goals and classified according to the Universal Decimal Classifier, for a better accounting and dissemination.

ISDI will develop and approve the Code of Ethics, for researchers to adhere to ethical practices and a more effective application of fundamental ethical principles. In the same context, individual employment contracts and the collective labour agreement will be reviewed and updated.

In order to avoid plagiarism and encourage professional responsibility, ISDI has developed and maintains the National Bibliometric Instrument - IBN, www.ibn.idsi.md. National Bibliometric Instrument is the largest electronic library, with open access articles published in scientific journals from Moldova. At the moment (for the coverage 1993-2016) the system has recorded: 100 scientific journals; more than 2100 journal issues; over 46 500 publications.

Aiming to enhance the professional attitude of its employees, ISDI has developed the Regulations on remuneration, rewards and bonuses for ISDI employees. Employees' job descriptions Fiche provide activity indicators for every position. The next step is for ISDI to update the Regulations in terms of evaluation criteria to ensure an effective system of assessment based on results and performance. ISDI employee evaluation process is transparent, performed by an independent committee (comprising representatives of all ISDI structures).

ISDI employees are also actively involved in defining and implementing the strategic objectives of the institute and are familiar with the funding mechanism and other important details related to the RDI in Moldova. The meetings of the ISDI Scientific Council and the Board of Directors are organized quarterly. Regular internal meetings are held, focusing on reporting and planning based on ISDI research directions, vision and goals.

Being certified according to international standards ISO 9001:2008, ISO 14001:2004, BS OHSAS 18001:2007 and ISO/IEC 27001:2013, ISDI has committed to respect, enforce and monitor the provisions of the Integrated Management System (IMS). These actions mean ISDI whole team accountability and efficiency.

For an increased awareness regarding legal requirements and better transparency, ISDI webpage has a dedicated section for "Regulatory Framework" including references to laws, government decrees, ordinances, provisions related to information society and other relevant areas (http://idsi.md/md/normative_cadre). ISDI also provides employees' free access to the database of national legislation "MoldLex"; as well as "Indaco Lege5" Legislative Programme, which includes

Romanian and European legislation (access being granted based on internal rules and procedures, by creating an account with credentials).

On employment, based on the personal signature, the person receives a set of internal documents including: Individual employment contract; Collective Labour agreement; ISDI Internal regulations; Job description Fiche; Regulations on remuneration, rewards and bonuses for ISDI employees, etc. This ensures employees are informed on contractual obligations, their rights and the responsibilities of the position.

Based on national legislation and IMS provisions, ISDI is undertaking a series of steps to ensure its activity is based on safe working practices. ISDI is registered with the National Center for Personal Data Protection, certificate no. 0000191-001 in the “National Register of Personal Data Controllers”, data protection is ensured by means of “ISDI Personal Data Security Policy”, approved on 06.11.2014. In the same context, of major importance are Information Security management procedures: Organizing Information Security, Information Security Risk Assessment and other IMS procedures, designed to ensure good working and research practices in ISDI.

Project Management Information System „**Mantis**” is one of the main tools used within ISDI, which allows accounting and daily monitoring of ISDI activity at the employee and/or department level. Information stored in this system is not public, users can work in the system only upon registration with a username received from the system administrator and a password set individually by each user. The system fully accounts for all ISDI basic processes, and serves as a reliable source of information for ISDI top management.

The use of “Mantis” system in ISDI has optimized document management. As a result in 2014 was implemented the **document management system** - www.doc.idsi.md. To ensure efficient recording of document versions, most documents in ISDI are based on templates approved according to IMS provisions: .ppt presentation, specifications, technical provisions and others. The working versions of ISDI documents are stored electronically as attachments to corresponding tasks in the “Mantis” system, while the final versions are stored in the institutional repository “**Twiki**” - knowledge management system. “Twiki” (as intranet webpage) stores various major documents, classified per activity type or departments. Access to internal management systems (Mantis, Twiki, doc.idsi.md) is limited to ISDI employees, based on individual registration.

ISDI will create an internal “Disciplinary Commission” in order to ensure an efficient implementation of accountability, contractual obligations principles, and to stimulate professional responsibility, a high professional attitude and a full approach in all organisational processes with an emphasis on research activity.

ISDI is one of the institutions in Moldova that actively promotes **Open Access** in research, particularly in the framework of its institutional research project “Pilot platform for quality assurance and visualisation of digitised scientific content from the Republic of Moldova (2015-2018)” - SCIFORM. Through all its projects, ISDI has promoted and continues to promote the broad dissemination of research results, especially from publicly funded research. In particular are worth mentioning the information system for online evaluation of project proposals - EXPERT online (www.expert.idsi.md) and IBN (www.ibn.idsi.md) - aimed at ensuring Open Access to scientific results. In this context, ISDI is going to develop and approve ISDI Open Access Policy.

ISDI recognizes the **public commitment** of its activity. ISDI official website - www.idsi.md is a platform for disseminate of results. The page (available in Romanian and English) has detailed information about all institute activities (up to 10.19.2016, a number of 1035 news have been published on the website about ISDI activity, news about science in Moldova and worldwide, about ICT developments and other subjects of interest for the public). Each ISDI project has a dedicated website or a page on the official website – www.idsi.md/en/projects.

ISDI is active in the media, has participated in various TV and radio programs: in 2013-3 shows, 2014 - 9, 2015 - 33 and in 2016 - 2. ISDI actively participates in **science popularisation events**: European Researchers' Night; Science Slam; International Open Access Week, etc.

Moreover, ISDI provides **online video streaming** of scientific-cultural events in the country: http://idsi.md/idsi_tv. In 2012-2016 a total of 255 events were recorded and broadcast, with a total duration of 900h and a volume of over 1TB. During March 2015 - October 2016 „ISDI TV” YouTube channel gathered approx. 22 000 views and has over 115 videos that were streamed “live” online.

ISDI is the co-organizer of several national and international conferences, such as Central and Eastern European e|Dem and e|Gov Days 2017; International Physics Colloquium; Moldova Power Engineering 2016 - Regional development aspects (EM-2016) conference; Annual Conference of Mathematical Foundations of Computer Science, etc.

Organisational Communication Strategy requires ISDI to communicate openly and professionally about information society development in Moldova, services provided and results, the societal impacts of ISDI and other national research projects.

ISDI is actively involved in decision-making at the national level, being invited over the years in various governmental, ministerial and Academy of Sciences working groups. Moreover, ISDI is responsible for a series of actions stipulated in the Action plans of several strategies related to information society development and RDI, such as: Research and Development Strategy 2020, Information Society Development Strategy „Digital Moldova 2020”; Roadmap for improving competitiveness of the RM etc.

ISDI doesn't tolerate any forms of discrimination, on any criterion. ISDI staff includes 20 women, 17 men, two people with disabilities, 7 pensioners, 12 young people under 35 years (ISDI Board of Directors members were taken into account). ISDI Internal regulations and other ISDI internal documents are to be updated with provisions on non-discrimination.

Another activity promoted by ISDI refers to various **social responsibility** initiatives, which have resulted both in implementing 4 international ISO standards, as well as in donations of educational materials and computer equipment to schools and kindergartens in rural areas (village Rascaieti from Stefan-Voda district, village Rosu from Cahul district, village Sculeni from Ungheni district). ISDI director is currently appointed as “Ambassador of Moldova's Libraries”, regularly participating in various activities to promote reading and open access throughout the country.

II. Recruitment

The recruitment, selection and employment at ISDI are carried out in compliance with national legislation. All relevant rights are respected and equal opportunities are given to all, based on the provisions of the Moldovan Labour Code, the Code on Science and Innovation and other related

laws/governmental decision. The employment rules are open and transparent, being established under the provisions of the Human Resources procedure, Employment procedure, Recruitment and selection procedure.

Vacancy announcements as well as tests and interviews are structured by type of the vacancy announced (position, selection criteria, etc.). Striving to improve the recruitment and selection processes, ISDI will develop and approve a **Personnel Policy**, which will include clear rules and regulations. Vacancy ads will be supplemented with information on working conditions, rights and opportunities for career development. The team reviewing CVs and conducting selection interviews is made up of adequately trained, competent and balanced professionals (HR Officer, head of laboratory, scientific secretary; director - depending on the specific vacancy).

ISDI selection process is transparent, the advertisements are being posted on ISDI website and Facebook page, specialised recruitment national websites and local media. In addition, announcements will be published on Euraxess website. Usually, candidates who submit their CVs to ISDI are contacted within a reasonable timeframe and given feedback. **Creativity, diversity, interdisciplinarity and mobility** are used by ISDI as recruitment criteria. Besides bibliometric indicators (number of publications, etc.) ISDI will include in the Personnel Policy such evaluation criteria, as teaching, knowledge transfer and other activities of interest.

ISDI supports and encourages **young researchers**. At the moment at ISDI there are 4 PhD students, one MSc student, in total 12 young people under the age of 35, occupying various positions: researchers, programmers, engineers. Aiming to address the issue of qualified personnel, the best graduates and MSc students as ISDI interns were identified during 2008-2016 (in total over 100 people) and some were offered employment as researchers or engineers.

ISDI researchers are continuously informed (via mailing list including all researchers, via advertisements published on ISDI website, Facebook page or during internal meetings) about mobility opportunities (calls, competitions, scholarships, projects, etc.) and the support provided by ISDI in this regard (information on legal norms, procedures, rules applicable to travel, recognition of qualifications, financial support etc.).

During 2008-2016, ISDI employees had over **125 participations in over 100 trips abroad**, which refer to mobility programs (mainly internships) and continuous training activities abroad. ISDI recognizes the experience gained through mobility both by its employees and recruitment candidates.

III. Working conditions and social security

ISDI offers good working conditions, has well equipped workspaces with necessary equipment and facilities (every employee has their desk and computer). Research environment and working conditions are ensured through a series of internal documents, such as:

- Recruitment procedure - describing all the steps and measures undertaken upon recruitment to provide the employee with all amenities – email address, access to information resources, clearly defined workspace, etc.;
- Resource Management procedure - documents classification scheme, information security control measures;
- Identification of occupational health and safety hazards procedure, Quality, Environment;

- Occupational Health and Safety Policy and management statement etc.

One of the most significant benefits brought by the implementation of OHSAS 18001:2007 “Occupational Health and Safety Management System” is tangible and demonstrable improvement of the occupational health and safety management system and a high level of control in terms of compliance with legislation.

ISDI overall objectives in the field of occupational health and safety are:

- Developing the culture and proactive mind-sets of ISDI personnel in terms of occupational safety by giving increased attention to staff training and awareness-raising, ensuring compliance with occupational health and safety requirements.
- Continuous improvement of working conditions;
- Prevention of occupational accidents and diseases.

One of ISDI core moral and spiritual values is **family**. ISDI encourages family life, birth and parenting. ISDI aims to support the balance between career and family, ensuring the possibility of remote work (mothers on maternity leave who want to return to work can submit an application followed by an order issued by management, the tasks and working approach are determined individually), part-time work (flexible working hours set up in agreement with the employee). ISDI complies with the labour legislation, with particular emphasis on festive holidays, annual leave from work, sickness leave, pension rights etc. During 2008-2016 „at ISDI were born” 11 children.

ISDI creates **equal opportunities** for all categories of staff during employment, professional growth, and career development. ISDI staff gender balance is almost 50/50, as follows:

Table 1: Researchers distributed according to gender

	Women	Men	Total
Junior researchers	2	1	3
Researchers	4	1	5
Senior researchers	1	3	4
Coordinating researchers	1		1
Principal researchers	1	2	3
Management (involved in research)		3	3
Total	9	10	19

One of the advantages to ensure effective communication and allow flexibility/teleworking is the availability via Internet of the ISDI Project Management Information System “Mantis”, as a primary tool for ISDI activity. It is convenient for both ISDI employees and management, because the system can be accessed from anywhere.

In order to improve working conditions and for ISDI to become full family friendly institution, the internal documents, Collective labour agreement and other relevant acts, will be modified/updated. In terms of career development and other relevant issues, ISDI will develop, approve and implement the Personnel Policy - a HR strategy.

ISDI will ensure training of researchers on IPR and copyright, by participating in various trainings, information sessions organized by specialized agencies and/or by organizing trainings within ISDI with invited specialists. ISDI has organized a seminar on Creative Licenses (Creative

Commons). In this regard, the collective employment agreement and other relevant internal documents will be updated with new clauses.

ISDI supports teaching as a way of structuring and disseminating knowledge. At the moment 5 ISDI employees are teaching courses at higher education institutions. Overall, during 2008-2016, 9 ISDI employees taught at 7 universities and other educational institutions. Teaching duties are combined with research by setting research priorities, relevant schedules, an individual targets.

ISDI employees are entitled to complaints and appeals through **direct communication** with supervisors/heads of laboratory, with HR Officer or ISDI leadership (scientific secretary, director) through bilateral discussions, email or collective meetings. In this context, a set of relevant procedures will be updated based on Euraxess principles: Internal and external communication; Control of records; Corrective actions; Preventive actions; Control of conformity. The employees can periodically (annually, sometimes twice a year) make complaints/appeals by means of a confidential satisfaction questionnaire, including both closed and open-ended questions.

Within ISDI, all employees are involved in the Integrated Management System, IMS analysis meetings and setting organizational goals. ISDI management encourages participation of its employees at ASM events or other major events, depending on the hierarchical level requested by the organizers.

ISDI employees are involved in various **internal committees**/working groups at ISDI, e.g.: Disposal Commission; Procurement Commission; Asset Inventory Commission etc.;

but also **external structures** (various working groups of ministries or other institutions):

- Member of the e-Transformation Coordinators Council, Official representative of Moldova in the ICT Program Committee of Horizon 2020, ERAC Standing Working Group on Open Science and Innovation;
- Chairman of the Technical Committee for Standardization TC-48 “Information Technology and Electronic Communications”;
- Member of the National Librarianship Council.

The interests of ISDI employees are represented by a delegate in each of the structures: ISDI Board of Directors, Scientific Council, the chairman of the Employee Representatives Group in the context of the Collective employment agreement.

IV. Training

ISDI has a hierarchical structure clearly established by the organizational chart, approved by the Board of Directors and the founders: ASM and MTIC. At the moment, employees job descriptions establish clear reporting relationships and managerial duties. Internal and external communication procedure and Internal regulations will be improved, focusing on the rules of internal communication, relationship with supervisors. In the same context are applied process procedures focused on Design and Development; Responsibility of management; Procedure regarding graduates and MSc students’ internships at ISDI.

ISDI encourages young researchers, including by means of **internship activities**. Throughout the years, a considerable number of internships were undertaken:

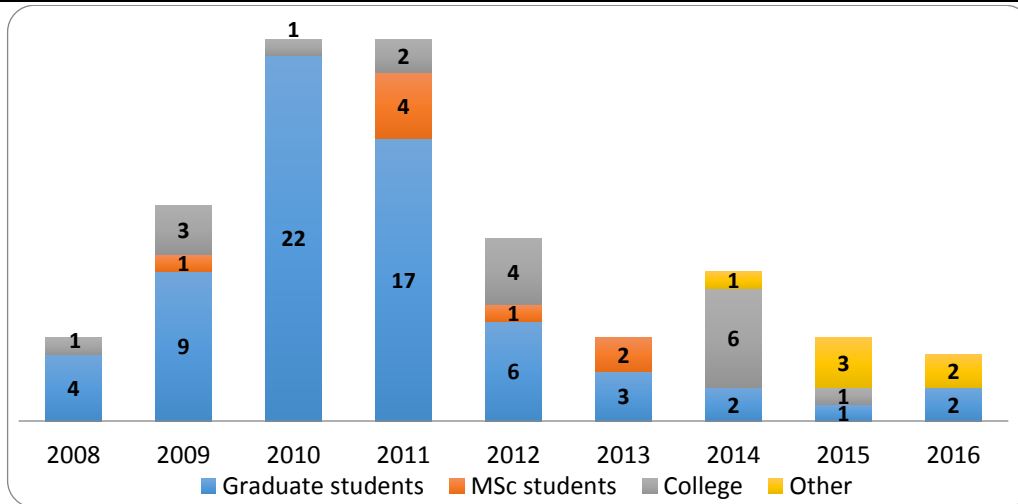


Figure 4. Internships at ISDI during 2008–2016 (9 months)

The main partner institutions in terms of internships include: Technical University of Moldova, generating over 70% of ISDI interns, State University of Moldova, Academy of Economic Studies, College of Computer Science, Polytechnic College, ASM Lyceum, etc.

Continuous professional development of ISDI employees is a priority; therefore, they are delegated to numerous training courses. These are diverse, encompassing the full range of scientific concerns of employees, with a focus on those related to ICT and ISO standards implementation.

Overall, during 2008-2016 there were over **260 participations at approx. 125 continuous professional development activities** and other related events held in the country.

In order to increase access to training and continuous development, ISDI plans to organize internal trainings through transfer of experience of senior employees or those who participated in external training. ISDI regularly organises trainings for all employees on the rules and regulations of the Integrated Management System implemented at ISDI, focusing on different topics: service delivery, design and development, information security etc.

Action Plan

An Action Plan was developed based on the results of the performed analysis. It includes planned actions and measures, with deadlines and responsible parties. The plan is divided into 4 chapters, based on the principles of the Charter and Code: 1. Ethical and professional aspects; 2. Recruitment; 3. Working conditions and social security; 4. Training.

The plan will be monitored by the working group created by ISDI Order nr.11-d of September 8, 2016, which also acts as a Monitoring Committee. The plan will be reviewed every six months and a notification on implementation progress will be issued, including problems and obstacles encountered, potential risks and contingency measures will be proposed.

The planned actions will be implemented during 2 years, and then an internal audit will be organized to identify the level of compliance to the principles of the Charter and Code, the gaps and next steps. The final report and proposed actions as a result of the audit will be presented, discussed and approved by ISDI Scientific Council.