



The Human Resource Strategy

of the Alexandru Ioan Cuza University of Iași

The purpose of the HR strategy

The HR strategy of the Alexandru Ioan Cuza University of Iași (UAIC) was developed in order to support the organizational mission and vision for the purpose of valorizing talents within the organization, regardless of their field of competence (academic, research, auxiliary, administrative).

The strategy supports the principles of autonomy, academic freedom, free and equal access to organizational activities and goods, as well as public accountability, all of these allowing the university to function properly.

The HR strategy of the University acknowledges the fact that the educational system is going through a period of major changes at national and international levels. The environment features continuous and wide changes and the human resource is a key factor in the process.

Also, the HR strategy supports the 2016-2020 Strategic Plan of UAIC, through which the University aims at maintaining and consolidating its position as acknowledged establishment for quality in teaching and research. Also, the University takes on its role of partner for the local community, being continuously concerned for the improvement of the learning experience.

The mission of the Alexandru Ioan Cuza University of Iași is:

- to contribute to the development and the dissemination of knowledge;
- to educate in order to profess and hold positions in the spirit of Truth and Good;
- to keep and to expand expressions of scientific and cultural creations;
- to promote the ideas of free society for development purpose.

The vision of the University resides in:

- endorsing and enhancing universal knowledge in science, liberal arts and culture;
- transmitting the universal heritage to next generations;
- educating the mind in the free thinking spirit, of respect for human excellence and of boosting the capacity of playing a role at society level;
- treasuring up and promoting unfading cultural creations.

Strategic context

Under the impact of globalization and of international mobilities for students, administrative staff, researchers and academics, UAIC aligns its HR strategy to international tendencies in order to face both international and national environmental factors.

The HR strategy was underlain on the following international and national documents:

- **International**
 - Strategy 2020 - the component concerning the educational system. Within this component, priorities refer to intelligent and sustainable growth, favoring inclusion. The actions considered by UAIC are:
 - Promoting innovation
 - Increasing performance in education
 - Developing abilities concerning the use of IT technologies and of the digitalization in the economy
 - Creating premises for targeting intensive economic growth
 - Emphasizing the need to acquire competencies and developing them all along our lives (LLL: life-long-learning)
 - The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers, together with the OTM-R (Open, Transparent and Merit-Based Recruitment) principles, with its sections:
 - Ethical and professional aspects
 - Recruitment and selection
 - Working conditions and social security
 - Training and development
- **National**
 - The National Strategy for Tertiary Education 2015-2020
 - The National Strategy for Improving Participation, Quality and Performance in tertiary education
 - The National Strategy for Life-Long-Learning 2015-2020
 - The National Strategy for Research, Development and Innovation 2014-2020
 - The National Education Law no 1/2011

Also, Romania is confronted with environmental factors that can be opportunities, but moreover threats:

- Reduced natality rate
- Aging population
- Decrease in the number of inhabitants
- International migration of labor force
- Significant decrease in the number of high school graduates and of the baccalaureate exam, influenced also by low natality at the beginning of the 1990s
- Allocation of public funds for financing undergraduate, graduate and PhD studies, as well as scientific research projects
- Collaborations with the business environment and attracting private financial resources also depend on the situation of the economic environment (e.g. the

University resides in the least developed region of Romania and of the European Union)

Competitive advantages of the University

- The first Romanian university and a university with tradition, acknowledged at national and international levels
- One of top 3 Romanian universities (university of advanced research and education)
- Widely open to the international environment through partnerships, member in networks and international projects
- Having a competitive research infrastructure
- Wide variety of studies (15 faculties, 74 undergraduate programs, 151 master programs)
- Programs in foreign languages both at undergraduate and master level (including double degree programs with foreign partners)
- Valuable human resources, acknowledged at national and international levels
- Non-discriminative recruitment policies and procedures

Strategic objective in the field of HR

The general objective considered from the perspective of the organizational mission of UAIC refers to the consolidation of international acknowledgement for quality in research and education.

Specific objectives

O1. Respecting ethical, transparent and non-discriminatory principles in the recruitment of human resources.

O2. Providing the infrastructure, optimal working conditions and structures for technological transfer in order to professionally support researchers and to make research projects sustainable.

O3. Recruiting researchers valuable at national and international levels.

O4. Creating interdisciplinary teams at national and international levels.

O5. Developing human resources through training programs, international mobilities and by providing constructive feedback based on annual evaluation procedures.

Further on are presented the actions to be implemented in order to achieve strategic objectives.

Actions

Category	Action	Where it is included
General objective	Consolidating the international recognition for quality in research and education	Operational Plan 2017
Ethical and professional aspects (O1)	Organizing selection processes for recruiting and promoting academic, research, auxiliary teaching and non-teaching staff based on ethical and transparent principles, making sure that non-discrimination standards, as well as national and organizational provisions are met.	Operational Plan 2017 + OTM-R
Ethical and professional aspects (O1)	Consolidating and developing policies supporting the equality of chances and eliminating discrimination	OTM-R
Working conditions and social security (O2)	Providing a competitive infrastructure for teaching and research activities.	Operational Plan 2017
Working conditions and social security (O2)	Optimizing activities and working conditions for all categories of staff by ensuring adequate conditions for a normal course of activities.	Action/specific step in the Strategic Plan 2016-2020 / Operational Plan 2017
Working conditions and social security (O2)	Developing new facilities for supporting technological transfer in order to improve the connection between research activities and the business environment.	Managerial program of the Rector (prof.univ.dr. Tudorel Toader) 2016-2020 / Operational Plan 2017
Recruitment and selection (O3)	Ensuring sustainability of quality in the educational and research system through a process of selecting, as full time academics / researchers or associates, specialists acknowledged at national or international levels, as well as encouraging the best university graduates and the PhD to get involved in teaching and research activities.	Direction in the Strategic Plan 2016-2020 + OTM-R
Recruitment and selection (O3)	Elaborating and applying some competitive standards for	Action/specific step in the Strategic Plan 2016-2020 +

	recruiting and promoting teaching and research staff, according to norms and practices used at the best universities at national and international level.	Operational Plan 2017
Recruitment and selection (O4)	Financially stimulating the creation of interdisciplinary research teams to reunite fields and various categories of researchers (including attracting undergraduate students, master students, PhD students and post-doctoral students).	Managerial program of the Rector (prof.univ.dr. Tudorel Toader) 2016-2020
Recruitment and selection (O3)	Extensive use of the online environment to announce open positions in order to encourage the participation of the maximum possible number of candidates.	OTM-R
Training and development (O5)	Implementing some plans for training teaching, auxiliary and research staff in order to perfect working methods and to adapt them to the needs of the students and of the economic environment.	Strategic Plan 2016-2020, Operational Plan 2017
Training and development (O5)	Creating instruments in order to stimulate employees to participate in teaching / research / administrative programs of national/international mobilities.	Operational Plan 2017
Training and development (O5)	Revising procedures of annual evaluation for academic, research, auxiliary and administrative staff.	Operational Plan 2017

Authorized Signatory for the Rector,

Prof.univ.dr.Mihaela ONOFREI

