



HR EXCELLENCE IN RESEARCH



# YSMU HRS4R

## Action Plan 2026-2028

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**YEREVAN 2026**

# INTRODUCTION

**YEREVAN STATE MEDICAL UNIVERSITY is committed to implementing the HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R) to strengthen its research environment in line with the principles of the European Charter for Researchers.**

This commitment reflects the University's dedication to fostering a transparent, merit-based, and supportive research environment capable of attracting high-quality and diverse research talent.

The *ACTION PLAN 2026-2028* was developed following the internal assessment process which evaluated the execution of the previous action plan and propose new actions aiming to continue the dynamics of transformation with a stronger focus on effectiveness, the active involvement of the actors who support research. Its implementation will benefit research staff and will increase the attractiveness of the institution.

The actions proposed are based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter & Code) the newly amended Law on Higher Education and Science of the Republic of Armenia, as well as relevant institutional policies and by-laws.

HRS4R provides YSMU with a structured framework to continuously improve its research governance, recruitment practices, and career development mechanisms in line with European standards.

HRS4R also supports YSMU's strategic objective to integrate more effectively into the European Research Area, enhance international collaboration, and increase its attractiveness for researchers at all career stages. Through this process, the University fosters a research culture based on excellence, accountability, and continuous institutional development.

ACTIONS	PRINCIPLES	TIMING	UNITS	INDICATORS
Development of a structured training curriculum within the research environment aligned with the principles of the C&C	Umbrella action referring to all the 40 principles.	4 <sup>th</sup> quarter 2026	Research unit	Comprehensive training curriculum for researchers
Promoting awareness, understanding, and internalisation of the C&C among researchers of all levels.	Umbrella action referring to all the 40 principles.	Annually	Research Unit	The Charter integrated into the education component of the researchers as a teaching and training resource
In line with the Ethics Committee by-laws and the policy on experimental animal behaviour, the ethical review of research involving animals and humans has been carried out through separate procedures. To further formalise and regulate these processes, two distinct by-laws are currently under development.	Ethical principles	1 <sup>st</sup> quarter 2028	Ethics Committee	Improved regulatory framework of the Ethics Committee:  2 distinct by-laws approved “By-law for ethical review of research involving human subjects”  “By-law for ethical review of research involving animals”
The Ethics Committee will be expanded by involving experts from new fields, with each field having double representation.	Ethical principles	4 <sup>th</sup> quarter 2027	Ethics Committee	Approved and published list of Committee members, including at least two representatives from each newly involved field
Obtaining a plagiarism checking tool	Professional responsibility	2 <sup>nd</sup> quarter 2027	Research unit Department of IT and communication	Plagiarism checking software functioning in 2 languages (Armenian and English)
Development and approval of Guidelines for the Expert Committee on the evaluation of research merit, novelty, and methodological quality of research projects.	Professional responsibility	2 <sup>nd</sup> quarter 2026	Research unit Expert Committees	Guideline for Expert Committee operation
The “Science” webpage of the University website will serve as a continuously updated central platform for disseminating official information related to recruitment, HR Award process, including approved regulatory documents, the Action Plan, OTM-R policy, as well as training materials, videos, presentations and recordings of trainings and webinars.	Professional attitude	Continuous	Research unit Department of IT and communication	“Research” and “HR Award” webpage updated at least twice per year, reflecting progress of the Action Plan and newly approved regulatory documents.

Organization of training for researchers of all levels, team/lab/project supervisors, PhD student supervisors, etc. on the national and institutional legal framework governing the research environment.	Contractual and legal obligations	4 <sup>th</sup> quarter 2027	Research unit	3 Seminar programmes directed at introduction to the contractual and legal obligations, compulsory documentation awaiting the researchers if recruited
Improving the functionality of the institutional repository of open research outputs.	Accountability	3 <sup>rd</sup> quarter 2028	Research unit Department of IT and communication Library	Functioning institutional repository
Develop and approve institutional guidelines on research data management, including data storage, protection, sharing, and archiving procedures.	Good practice in research	2 <sup>nd</sup> quarter 2028	Research unit Department of IT and Communication	Protected research data in the institutional repository
Strengthen the research management by introducing advisory support for dissemination strategies, publication planning, and communication of research results.	Dissemination, exploitation of results	2 <sup>nd</sup> quarter 2027	Research unit	Approved advisory support mechanism within the Research Unit
Develop and adopt institutional procedures for intellectual property protection, commercialization pathways, and collaboration with industry	Intellectual Property Rights	1 <sup>st</sup> quarter 2027	Knowledge and Technology Transfer Center	By-Law on Intellectual property
YSMU will organize regular training sessions aimed at strengthening researchers' skills in communicating their research in plain language accessible to the general public. This will encourage and support researchers' participation in public engagement activities, social media campaigns, and outreach programs promoting research results.	Public engagement	2 <sup>nd</sup> quarter 2027	Research unit «Heratsi» Analytical Center	New course in the researchers' curriculum "Science communication"
Approve the YSMU Gender Equality Plan, integrate it into institutional policy and governance documents, publish it on the website, and conduct internal communication and advocacy activities to ensure university-wide awareness and shared responsibility for its implementation.	Non discrimination Gender balance	2 <sup>nd</sup> quarter 2027	Research unit Department of Law	Approved "Gender Equality Plan" for YSMU

Update the indicators of qualifications for positions by including research-related KPIs.	Evaluation/ appraisal systems	2 <sup>nd</sup> quarter 2026	Research unit Department of Human Resource Management	Improved evaluation system
Approve the YSMU OTM-R Policy by Science Coordination Council, integrate it into institutional HR and recruitment regulations, publish it on the University website, and conduct internal communication and awareness activities to ensure university-wide implementation and compliance.	Recruitment Recruitment (Code) Transparency (Code) Judging merit (Code) Variations in the chronological order of CVs (Code) Recognition of qualifications (Code) Postdoctoral appointments (Code) Working conditions Stability and permanence of employment Funding and salaries	4 <sup>th</sup> quarter, 2026	Research unit Department of Human Resource Management	Approved OTM-R policy
Inclusion of intersectoral and international mobility in the defined performance indicators of researchers' evaluation	Value of mobility Recognition of mobility experience (Code)	3 <sup>rd</sup> quarter, 2026	Research unit	Upgraded evaluation system
Conduct a regulatory review and, where necessary, amend internal procedures to ensure that selection committees fully adhere to OTM-R and Charter & Code principles in terms of diversity, transparency, merit-based assessment, training of members.	Selection (Code)	1 <sup>st</sup> quarter, 2028	Research unit	Approved internal regulation for establishing selection committees
Update the researchers' classification description in accordance with European standards and submit to the Scientific-Research Council for confirmation.	Seniority (Code)	3 <sup>rd</sup> quarter, 2027	Research unit Department of Human Resource Management	Updated list of researchers' classifications and description of research positions
Supported by the EU framework and World Bank projects YSMU will establish Brain Research Excellence Center to serve as a new research environment for the new generation of researchers.	Research environment	4 <sup>th</sup> quarter, 2028	Research unit	Research Center having State-of-the-art research environment
Operation of the EURAXESS YSMU page for posting YSMU research-related news and announcements, exploring international job opportunities for researchers.	Research environment	3 <sup>rd</sup> quarter, 2026	Research unit	Increased number of outgoing and incoming research staff

Establishment of formalized career support services for researchers at all career stages.	Career development Access to career advice	1 <sup>st</sup> quarter, 2027	Research unit	Dedicated personnel and approved mechanism for support services
Introduce a systematic mechanism for highlighting research achievements through the University website, newsletters, and social media channels.	Recognition of the profession	2 <sup>nd</sup> quarter, 2028	Research unit Science Coordination Council Department of Public Relations	Mechanism for highlighting research achievements approved by the Science Coordination Council
The institutional policies on Open Science will be revised to cover the issues of co-authorship.	Co-authorship	1 <sup>st</sup> quarter, 2027	Research unit Law Department	Approved documents “Strategy on Open Science”, “Action Plan for promoting Open Science principles”
Integration of mentoring, supervision, and coaching of early-stage researchers as a defined performance indicator in the evaluation of senior researchers.	Teaching	3 <sup>rd</sup> quarter, 2026	Research unit Department of Quality Assurance	Adopted list of evaluation indicators
Assigning an ombudsman at the University who will investigate individuals' complaints against the University by ensuring their confidentiality.	Complains/ appeals	4 <sup>th</sup> quarter, 2028	Research unit Law department	Regulation for the human rights defense within the University
Updating the trilateral contract by including a dedicated point on the rights of researchers to act as a specialist and be represented in the decision-making bodies and committees	Participation in decision-making bodies Relation with supervisors Supervision and managerial duties Supervision	4 <sup>th</sup> quarter, 2026	Research unit	Improved trilateral contract
Integration of a training course on leadership and governance in the curriculum of doctoral students	Participation in decision-making bodies	4 <sup>th</sup> quarter, 2026	Research unit	1 training course “Leadership and Governance”
Approving mechanism for organizing, encouraging and supporting international/local training of researchers	Continuing Professional Development Access to research training and continuous development	2 <sup>nd</sup> quarter, 2028	Research unit Department of International Affairs	Doubled number of trained researchers
Development of new procedural documents and systematic revision of existing forms to ensure alignment with structural developments and continuous improvement of the research environment and recruitment practices at YSMU.	Research environment Recruitment Recruitment (Code) Transparency (Code)	3 <sup>rd</sup> quarter, 2027	Research unit	Approved and published new or revised procedural documents