

EURAXESS

Process Description

Case number

2021AM610781

Name Organisation under review

Yerevan State University

Organisation's contact details

1 Alex Manoogian, Yerevan, 0025, Armenia

Date endorsement charter and code

02/03/2021

Submission date to the European Commission

26/09/2023

Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Rafayel Barkhudaryan	Vice Rector for Scientific Affairs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Rectorate

Name	Position	Steering Committee	Working Group	Management line/ Department
Elina Asriyan	Vice Rector for Academic Affairs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Rectorate
Alexander Markarov	Head of International Cooperation Office	<input checked="" type="checkbox"/>	<input type="checkbox"/>	International Cooperation Office
Yeranuhi Manukyan	Head of Scientific Policy Department	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Scientific Policy
Ishkhan Vardanyan	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Radiophysics
Yeznik Mirzoyan	YSU Library Director	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YSU Library
Vahagn Aglyan	Head, Chair of Public Administration	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Public Administration Faculty
Hayk Zakaryan	Scientist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Radiophysics Faculty
Harutyun Vermishyan	Head, Sociology Faculty	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Sociology Faculty
Arsen Babajanyan	Head Applied Electrodynamics and Modelling Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Applied Electrodynamics and Modelling Chair
Lusine Ghazaryan	Assistant to the rector, PhD student	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Psychology
Hamlet Simonyan	PhD student	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Philosophy
Sona Hunanyan	Scientist	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Machine Learning /AI lab
Elen Vardanyan	Scientist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Machine Learning /AI lab
Mikayel Aleksanyan	Head, Nanotechnology Center	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of radiophysics
Meri Gharsoyan	Head, HR department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	HR department
Alvina Harutyunyan	Specialist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Specialist, HR department
Meri Hovhannisyan	Associate professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Armenian Philology
Armen Galstyan	Vice dean	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Chemistry
Henrik Parsamyan	Young researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Physics
Mery Panosyan	Young researcher, lecturer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Economics
Varouzhan Atabekyan	Head of Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Mathematics and Mechanics
Manan Asikyan	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Biology
Karen Ghazaryan	Researcher, Vice Dean	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Biology

Name	Position	Steering Committee	Working Group	Management line/ Department
Karen Trchunyan	Head	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Head, Biology Institute
Anna Poladyan	Researcher	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Biology
Astghik Mnatsakanyan	PhD student	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of International Relations
Mikayel Hovhannisyan	Vice rector for innovation and development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Rectorate
Anna Babajanyan	Head, Strategic Planning Center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Strategic Planning Center
Anahit Menemshyan	Scientist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Journalism
Lilit Mkrtychyan	Student, young researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Journalism
Armen Haykyants	Professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Law
Gegham Gevorgyan	Professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Institute of Mathematics
Gegham Petrosyan	Professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of International Relations
Felix Aharonyan	Professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Institute of Physics
Ara Mirzoyan	Scientist	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Institute of Physics
Lilit Makaryan	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of History
David Mosinyan	Scientist	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Philosophy and Psychology
Ghazar Avetisyan	Researcher	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Philosophy and Psychology
Hrant Khachatryan	Scientist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Machine Learning Laboratory
Ashot Harutyunyan	Scientist	<input checked="" type="checkbox"/>	<input type="checkbox"/>	YSU Krisp AI lab
Anna Mkrtychyan	Head, Institute of Pharmacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Institute of Pharmacy
Hayarpi Sminoyan	Chair, Pharmacochimistry and Pharmacognosy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Pharmacochimistry and Pharmacognosy
Aram Hovhannisyan	Scientist, Vice-dean	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Theology
Lisa Karimyan	Scientist	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Theology
Lusine Kharatyan	Head, Continuing education	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Continuing Education Center

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 (<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>), as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
Researchers group	meetings and discussions	<p>Researchers (R1 to R4): A representative community of researchers ranging from R1 to R4 was involved in the GAP-analysis. This ensured a diverse range of perspectives and expertise from researchers at different stages of their careers. The researchers (R1 to R4) at Yerevan State University made significant contributions to the Gap Analysis process. Their expertise and insights were crucial in identifying areas that required improvement and developing strategies to enhance the university's research environment. Here are some of the contributions made by the researchers:</p> <p>Knowledge and Expertise: Researchers at different career stages (R1 to R4) possess in-depth knowledge and expertise in their respective fields. They provided valuable insights into the research practices, methodologies, and trends within their disciplines. Their contributions helped identify gaps in research infrastructure, resources, and support services specific to their areas of expertise.</p> <p>Feedback on Existing Policies and Procedures: The researchers actively reviewed and provided feedback on existing policies, procedures, and guidelines related to research activities. They identified any inconsistencies, barriers, or inefficiencies that hindered the progress of research at Yerevan State University. Their feedback contributed to refining and streamlining the policies to better support researchers' needs.</p> <p>Identification of Challenges and Opportunities: Through surveys, focus group discussions, and individual interviews, the researchers shared their experiences and perspectives on the challenges they faced in conducting research. They identified areas where improvements were necessary, such as funding opportunities, access to research facilities and equipment, collaboration opportunities, and career development support. Additionally, they highlighted potential opportunities for enhancing research culture, interdisciplinary collaborations, and knowledge transfer.</p> <p>Recommendations for Enhancing Research Environment: The researchers actively participated in brainstorming sessions and workshops to generate recommendations for improving the research environment at Yerevan State University. They proposed innovative ideas, best practices, and benchmarking examples from other institutions to enhance research integrity, open science practices, diversity and inclusion, ethical considerations, and work-life balance.</p> <p>Validation of Findings: As the Gap Analysis progressed, the researchers provided feedback on the preliminary findings and recommendations derived from the collected data. Their validation and input ensured that the identified gaps accurately reflected the realities of the research community at Yerevan State University.</p> <p>Commitment to Continuous Improvement: Researchers demonstrated their commitment to the continuous improvement of the research environment by actively engaging in discussions, attending meetings, and providing constructive feedback throughout the Gap Analysis process. Their dedication and participation fostered a sense of ownership and collaboration in shaping the future of research practices at the university. Overall, the contributions of researchers (R1 to R4) played a vital role in conducting a comprehensive Gap Analysis, highlighting areas of strength and areas for improvement, and laying the foundation for enhancing the research environment at Yerevan State University.</p>

Stakeholder group	Consultation format	Contributions
Faculty and Department Heads	meetings, discussions, reviews, webinars	<p>Faculty and department heads at Yerevan State University made valuable contributions to the Gap Analysis process of implementing the HRS4R. Their extensive experience and understanding of the university's research ecosystem allowed them to provide unique perspectives and insights. Here are some specific examples of how faculty and department heads contributed:</p> <p>Identifying Department-Specific Gaps: Faculty and department heads played a crucial role in identifying department-specific gaps and challenges related to research. They provided insights into the availability of research resources, infrastructure, and support within their respective departments. For example, a department head in the Faculty of Engineering highlighted the need for upgraded laboratory equipment to facilitate cutting-edge research.</p> <p>Reviewing Existing Policies and Procedures: Faculty and department heads actively reviewed existing policies and procedures relevant to research activities within their departments. They assessed the effectiveness and practicality of these policies and provided feedback on areas that required improvement. For instance, a faculty member from the Social Sciences department provided recommendations for streamlining the ethics review process to ensure timely approval for research projects.</p> <p>Sharing Faculty Perspectives: Faculty members shared their perspectives on the research culture, collaborations, and interdisciplinary opportunities within their departments. They highlighted areas where interdisciplinary research could be promoted and facilitated, leading to a more vibrant and impactful research environment. Their insights contributed to identifying potential strategies to enhance collaboration and knowledge exchange among different disciplines.</p> <p>Providing Feedback on Research Support: Faculty and department heads shared their experiences and feedback on the existing research support mechanisms within the university. They discussed the effectiveness of research grant application procedures, availability of funding opportunities, and administrative support. Their input helped identify areas for improvement in supporting researchers' grant applications and enhancing financial resources for research.</p> <p>Participating in Gap Analysis Workshops: Faculty and department heads actively participated in workshops and meetings focused on the Gap Analysis process. They engaged in group discussions, shared their experiences, and collaborated with other stakeholders to brainstorm solutions and strategies for bridging identified gaps. Their participation ensured a multidimensional and holistic approach to addressing challenges across departments.</p> <p>Providing Input on Career Development: Faculty and department heads offered valuable input on career development opportunities for researchers within their departments. They shared insights on mentorship programs, training opportunities, and promotion criteria, enabling a better understanding of the existing support structures and areas for improvement. Their contributions played a pivotal role in shaping recommendations to enhance career progression for researchers. The active involvement of faculty and department heads in the Gap Analysis process demonstrated their commitment to fostering a thriving research environment at Yerevan State University. By sharing their expertise, experiences, and perspectives, they contributed to the identification of department-specific needs and broader strategies to enhance the university's research capabilities and support mechanisms.</p>

Stakeholder group	Consultation format	Contributions
Administrative Staff	webinars, trainings, discussions	<p>The administrative staff at Yerevan State University made significant contributions to the Gap Analysis process of implementing the HRS4R. Their understanding of administrative procedures, support mechanisms, and operational aspects of the university allowed them to provide valuable insights. Here are some specific examples of how administrative staff contributed:</p> <p>Reviewing Administrative Policies and Procedures: Administrative staff members actively reviewed and assessed existing administrative policies and procedures relevant to research activities. They provided feedback on the clarity, efficiency, and practicality of these policies, helping identify areas that required streamlining or improvement. For example, administrative staff from the Grants and Contracts Office reviewed the research grant management process, identifying potential bottlenecks and suggesting ways to enhance efficiency.</p> <p>Identifying Administrative Support Gaps: Through their day-to-day interactions with researchers and faculty members, administrative staff gained insights into the administrative support needs of the research community. They identified gaps and challenges related to administrative services, research project management, and compliance requirements. For instance, administrative staff from the Human Resources department highlighted the need for improved procedures for onboarding researchers and managing their employment contracts.</p> <p>Providing Data and Information: Administrative staff played a crucial role in providing data and information necessary for the Gap Analysis. They contributed to collecting and analyzing data related to research funding, research outputs, human resources, and compliance with regulatory frameworks. Their data-driven contributions helped identify trends, patterns, and areas for improvement within the research ecosystem at Yerevan State University.</p> <p>Assessing Research Infrastructure and Resources: Administrative staff members were involved in assessing the availability and adequacy of research infrastructure and resources. They provided insights into the current state of research facilities, laboratories, equipment, and technological resources. Their input helped identify gaps and prioritize investments in research infrastructure upgrades or expansions.</p> <p>Collaborating on Process Improvements: Administrative staff actively participated in workshops, meetings, and brainstorming sessions focused on identifying and implementing process improvements. They shared their expertise and perspectives on administrative workflows, communication channels, and coordination mechanisms. For example, administrative staff from the Research Office collaborated with other stakeholders to develop streamlined procedures for research project proposal submission and review.</p> <p>Contributing to Compliance and Ethics Considerations: Administrative staff members provided valuable input on compliance and ethics considerations in research activities. They shared their knowledge of relevant regulatory frameworks, ethical review processes, and data management requirements. Their contributions helped ensure that the Gap Analysis considered ethical considerations and compliance with applicable regulations. The contributions of administrative staff were instrumental in assessing administrative support mechanisms, identifying gaps, and developing strategies to enhance administrative processes related to research at Yerevan State University. Their expertise and understanding of the administrative landscape ensured that the Gap Analysis encompassed a comprehensive assessment of the university's research ecosystem.</p>

Stakeholder group	Consultation format	Contributions
Students	Trainings, Seminars, Webinars, Coaching	<p>Students at Yerevan State University (YSU) played an essential role in the Gap Analysis process for the implementation of HRS4R. Their perspectives as beneficiaries of the research environment and their unique experiences provided valuable insights. Here are some specific ways in which students contributed to the Gap Analysis: Surveys and Feedback: Students actively participated in surveys and provided feedback on the research culture, facilities, support services, and their overall experience as research participants or aspiring researchers. Their input helped identify areas of strength and areas for improvement from the student perspective. For example, through survey responses, students could highlight the need for enhanced research funding opportunities or improved access to research resources. Focus Group Discussions: Students participated in focus group discussions, where they shared their experiences, challenges, and aspirations related to research at YSU. They provided insights into the barriers they encountered, such as limited mentorship opportunities, inadequate infrastructure, or lack of interdisciplinary collaborations. Their input helped identify specific areas where interventions were needed to improve the research environment for students. Identifying Student-Specific Gaps: Students offered unique perspectives on gaps and challenges specific to their role as researchers or research participants. They provided insights into the availability of research opportunities, student involvement in research projects, and the integration of research into the curriculum. For instance, students might have identified the need for increased undergraduate research opportunities or more engagement in research conferences and publications. Recommendations for Improvements: Based on their experiences, students provided recommendations for enhancing the research environment at YSU. They suggested initiatives such as research skill development programs, mentorship programs, research-based internships, or improving communication channels between faculty and students. Their recommendations aimed to create a more supportive and inclusive research ecosystem for students. Collaboration on Action Plans: Students actively collaborated with other stakeholders, such as faculty members, administrative staff, and researchers, in developing action plans based on the findings of the Gap Analysis. They provided input on the feasibility and desirability of proposed actions and strategies. Their collaboration ensured that student perspectives were incorporated into the decision-making process, fostering a sense of ownership and shared responsibility in improving the research environment. Validation of Findings: Throughout the Gap Analysis process, students had the opportunity to validate the findings and recommendations derived from the collected data. Their input and feedback ensured that the identified gaps accurately reflected the student experience and contributed to the overall credibility and relevance of the Gap Analysis outcomes. The involvement of students in the Gap Analysis process demonstrated YSU's commitment to inclusivity and student-centric research practices. By actively engaging students, the university could identify student-specific needs, aspirations, and challenges, leading to targeted strategies and interventions that enhance the research experience and opportunities for students at Yerevan State University.</p>

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The Committee overseeing the GAP-analysis process was appointed to ensure effective governance and decision-making. The appointment process involved the following steps:

a. Nomination: Key stakeholders, including senior university administrators, researchers, and representatives from relevant departments, were invited to nominate individuals who could contribute to the Committee's objectives.

- b. Selection: A selection process was carried out, considering the nominations received. The selection aimed to ensure diversity, representation, and expertise across different research disciplines.
- c. Composition: The selected individuals formed the Committee, which included representatives from various stakeholder groups, senior university management, researchers, and other relevant personnel.
- d. Meetings and Decision-Making: The Committee held regular meetings to discuss and evaluate the progress of the GAP-analysis process. These meetings provided a platform for stakeholders to share their insights, exchange ideas, and collectively make informed decisions regarding the implementation of HRS4R at YSU. The decisions made by the Committee were documented and communicated to the relevant parties for implementation.

Please describe how the Working Group doing the Gap Analysis was appointed:

To conduct the Gap Analysis, a dedicated Working Group was appointed. Also taking into account all the recommendations we have extended the working group members list, which you can find above. The process of forming the Working Group involved the following steps:

- a. Call for Volunteers: YSU issued a call for volunteers, inviting interested individuals with expertise in research management, policy analysis, and human resources to express their willingness to be part of the Working Group.
- b. Selection Criteria: The applicants were evaluated based on their qualifications, experience, and commitment to the objectives of the GAP-analysis process.
- c. Working Group Composition: Based on the evaluation, a diverse and competent group of individuals were selected to form the Working Group. The composition included researchers, administrative staff, and experts from relevant departments.
- d. Responsibilities and Tasks: The Working Group was responsible for conducting the Gap Analysis by reviewing existing policies, procedures, and practices related to researchers at YSU. They collected data, conducted surveys, and organized focus group discussions to identify gaps and areas for improvement.
- e. Reporting: The Working Group prepared comprehensive reports summarizing their findings, which were presented to the Committee for review and further action.

By involving stakeholder groups, appointing a Committee, and forming a Working Group, Yerevan State University ensured a collaborative and inclusive approach to the GAP-analysis process, promoting transparency, engagement, and effective decision-making in implementing the HRS4R.