



UNIVERSITY OF KRAGUJEVAC
SERBIA

Human Resources Strategy for Researchers
*(Incorporating the European Charter for Researchers and
the Code of Conduct for the Recruitment of Researchers)*

ACTION PLAN FOR IMPLEMENTATION

KRAGUJEVAC, September, 2020.

ETICAL AND PROFESSIONAL ASPECTS

1. RESEARCH FREEDOM			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.</i></p> <p><i>Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision /guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere."</i></p>	<p>1.1 Conducting periodic analysis of the conditions and controlling if the legal and ethical norms and standards of research work at University and faculties are respected.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties Educational-scientific councils • University Ethical Committee • Vice-rector for Science 	<p>From school year 2016/17 and onwards</p>
	<p>1.2 Introduction of Statement signing of awareness and acceptance of ethical norms by all newly employed researchers, with handing copies of University Code of Ethics and translated version of the European Charter for Researchers and the Code of the Rights of the Recruitment of Researchers.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties' deans • University Ethical Committee • Vice-rector for Science 	<p>From 1st October 2016 (for all new researchers)</p> <p>From school year 2016/17 (for all new PhD students)</p>
	<p>1.3 Organizing of annually lectures, at University or faculties, on topic "Code of Ethics and European Charter & Code" for new researchers and PhD students.</p>	<ul style="list-style-type: none"> • Re@WBC project work team (2016 to 2018) • Ethical Committee, from 2019 onwards continuously 	<p>It was planned to start with lectures during the academic year 2019/2020, but due to the epidemiological situation, the action will start from 2020/2021.</p>

	<p>1.4 Organizing lectures on prevention of conflicts of interest at faculties once a year for new young researchers.</p>	<ul style="list-style-type: none"> • Vice Deans for R&D • Deans of faculties • Faculties' teaching and scientific councils • Professional Ethics Committee • Vice Rector for Science 	<p>During December, starting in 2020</p>
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2. ETHICAL PRINCIPLES			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<i>"Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics."</i>	2.1 (together with activity 1.1) Conducting periodic analysis of present state and controlling if legal and ethical norms and standards of research work are respected.	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties Educational-scientific councils • University Ethical Committee • Vice-rector for Science 	From school year 2016/17 and onwards
	2.4 Signing a statement on the absence of conflicts of interest of members of the commission in the process of application, preparation and approval of doctoral dissertations	<ul style="list-style-type: none"> • Deans of faculties and faculties legal services 	From the school year 2020/2021
	2.5 Signing a statement on the absence of conflicts of interest of the members of the commission in the process of election to the title of teacher, associate and researcher	<ul style="list-style-type: none"> • Deans of faculties and legal services of faculties 	From the school year 2020/2022
	2.6 Establishment of the Commission for Management of Conflict of Interest at the University and at the faculties	<ul style="list-style-type: none"> • University Council and Faculties Councils 	From the school year 2020/2023

4. PROFESSIONAL ATTITUDE			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.</i></p> <p><i>They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason."</i></p>	<p>4.2 Continuous work on improvement of project management activities especially in part related to coordination of activities and informing of responsible persons and bodies at University and faculties.</p> <p>Project managers should be worn on importance for respecting of agreed deadlines for activities implementation and reminded on necessity for proper reporting on project results.</p>	<ul style="list-style-type: none"> • University International projects office • University Office for International Cooperation • Vice-rector for International relation • Vice-deans for Scientific research 	<p>From school year 2016/17 and onwards</p>

5. CONTRACTUAL AND LEGAL OBLIGATIONS

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document."</i></p>	<p>5.1 Introduce researchers with national legislation and University rules. Encourage researchers to get familiarize with these topics through workshops, seminars, meetings, etc.</p>	<ul style="list-style-type: none"> • Faculty and University's Legal affairs offices • Vice-deans for Scientific research • Knowledge transfer center 	<p>From school year 2017/18 and onwards</p>
	<p>5.3 Development of a University Gazette in which regulations issued by University bodies would be published</p>	<ul style="list-style-type: none"> • Secretary General and Faculty of Law 	<p>From the school year 2020/2021 onwards in continuity</p>

7. GOOD PRACTICE IN RESEARCH			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<i>"Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times."</i>	7.1 (together with activities 5.1 and 6.1) Introduce researchers with national legislation, rules of University and faculties related to safety and health at work, environmental protection and security of data and information's.	<ul style="list-style-type: none"> • Faculty and University's Legal affairs offices • Vice-deans for Scientific research 	Till December 2021
	7.2 Strengthening and/or improvement of IT system and education of users on topics related to security and protection of data and information's.	<ul style="list-style-type: none"> • University and faculties IT centers • Vice-deans for Scientific research 	Till December 2021
	7.3 Conduct training on information security and protection of personal data and safety at work and environmental protection	<ul style="list-style-type: none"> • Deans of the faculty vice-deans for R&D and IT services of the faculties 	From the school year 2021/2022 onwards in continuity

8. DISSEMINATION, EXPLOITATION OF RESULTS

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises."</i></p>	<p>8.2 Continuous promotion of importance for dissemination of research results. Publishing of completed projects results at University and faculties' web pages.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • University and faculties IT centers 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>8.3 Developing and establishing of newsletter system for informing of researchers.</p>	<ul style="list-style-type: none"> • University Knowledge transfer center • University and faculties IT centers • Vice-deans for Scientific research 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>8.4 Realization of training and full implementation of the system of research results commercialization</p>	<ul style="list-style-type: none"> • University Knowledge transfer center • University and faculties IT centers • Vice-deans for Scientific research 	<p>From 2021, continuously</p>

	8.5 Introduction of practice for registering and designing scientific research achievements and results database as well as its ranking (according to pre-defined parameters) for professors and researchers.	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Faculties Educational-scientific councils 	From school year 2017/18 and onwards (continuously)
	8.6 Full establishment of a repository of scientific papers	<ul style="list-style-type: none"> • University IT Centre - UNIC • University Library 	Till 31.12.2020
	8.7 Establishment of the Open Science Committee	<ul style="list-style-type: none"> • Rector • Secretary General 	Till 31.12.2020
	8.8 Education of young researchers on the principles of open science	<ul style="list-style-type: none"> • Committee for Open Science • Vice-Rector for Scientific Research • Vice-Deans for Scientific Research 	From the school year 2020/2021 onwards in continuity

9. PUBLIC ENGAGEMENT			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns."</i></p>	<p>9.1 Presentation of scientific results to general public (TV, social networks, meetings of various types, etc.).</p>	<ul style="list-style-type: none"> • Faculties' PR offices and managers • Faculties' deans • Vice-deans for Scientific research • Vice-rector for Science 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>9.2 Develop a presentation strategy of Universities achievements and organize more public lectures and thematic round tables in order to inform the public with the scientific developments within the University.</p> <p>Define special approach and contents for the promotion of scientific achievements, depending on the audience (schools, SMEs, industry, public utility companies, health care institutions, ...)</p>	<ul style="list-style-type: none"> • Faculties' PR offices and managers • Faculties' deans • Vice-deans for Scientific research • Vice-rector for Science 	<p>From school year 2017/18 and onwards (continuously)</p>

10. NON-DISCRIMINATION			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<i>"Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition."</i>	10.2 Defining questionnaires, conducting tests and monitoring employees and employers related to the potential problems of discrimination (annually).	<ul style="list-style-type: none"> • HR departments at faculties and University • Quality assurance committees at faculties • Faculty Council 	From school year 2016/17 annually
	10.3 Continuous work on stimulating and raising of number of projects applicated and coordinated by female and young researchers.	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Vice-rector for International relations 	From school year 2016/17 and onwards (continuously)
	10.4 Adoption of a strategy on gender equality	<ul style="list-style-type: none"> • Rector • Vice-Rectors • Secretary-General 	Till 30.06.2021

RECRUITMENT

12. RECRUITMENT OF RESEARCHERS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including professors (of any level) returning to a research career.</i></p>	<p>12.1 Defining of proposal/ initiative addressed to relevant Ministry in order to inspire defining of appropriate regulations and by-laws, at the national level, which should define, more precisely, various issues related to the employment of foreign researchers (to be performed in collaboration with other higher education institutions)</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties' deans • Vice-rector for Science • Vice-rector for International relations • Rector 	Till 31.12.2021
<p><i>Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers."</i></p>	<p>12.2 Developing an advertising system for open positions in order to attract high potential and quality researchers (domestic or foreign citizens) from other institutions and those who are returning to the scientific research career.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties' Legal affairs offices • University and faculties IT center 	From the school year 2017/2018 onwards in continuity

13. RECRUITMENT (THE CODE OF CONDUCT)

Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic."</i></p>	<p>13.2 Introduction of obligation for advertising all vacancies on EURAXESS web-portal.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Deans 	<p>From the school year 2020/2021 onwards in continuity</p>
	<p>13.4 Introduction of option to search open positions ads, published on University web page, per basic criteria (title, field of study, ...)</p>	<ul style="list-style-type: none"> • University IT center 	<p>Till 31.12.2021</p>

14. SELECTION (THE CODE OF CONDUCT)

Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained."</i></p>	<p>14.1 Continuous evaluation (annually) of selection and election process of candidates and defining measures aimed to its further improvement.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Faculties Educational-scientific councils • Quality Assurance Committee at faculties 	<p>From school year 2016/17 and onwards (continuously)</p>
	<p>14.2 Possibility and justification analysis for introducing of mandatory member from abroad (with appropriate competencies) to election commissions for position of full professor.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science 	<p>Till 31.12.2021</p>

16. JUDGING MERIT (THE CODE OF CONDUCT)

Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions."</i></p>	<p>16.1 (together with activity 14.1) Continuous evaluation (annually) of selection and election process of candidates and defining measures aimed to its further improvement.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Faculties Educational-scientific councils • Quality Assurance Committee at faculties 	<p>From school year 2016/17 and onwards (continuously)</p>

18. RECOGNITION OF MOBILITY EXPERIENCE (THE CODE OF CONDUCT)

Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher."</i></p>	<p>18.1 Encouraging mobility of PhD students and stimulating development of post-doctoral students, at home and abroad, through promotion of programs and projects that provides mobilities funding, organizing workshops for application in relevant projects, etc.</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Vice-rector for International relations • Vice-deans for Scientific research • University Office for International Cooperation • Center for Career development and student counseling 	<p>From school year 2017/18 and onwards (continuously)</p>

20. SENIORITY (THE CODE OF CONDUCT)

Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised."</i></p>	<p>20.1 Informing and raising awareness about importance of lifelong learning and professional development.</p>	<ul style="list-style-type: none"> • Center for Career Development and Student Counseling • University Lifelong learning center 	<p>From June 2017 and onwards (continuously)</p>

21. POSTDOCTORAL APPOINTMENTS (THE CODE OF CONDUCT)

Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects."</i></p>	<p>21.2 Establishing training program in skills related to the preparation and writing of proposals for EU funded projects.</p>	<ul style="list-style-type: none"> • Knowledge transfer center • Vice-rector for International relations • Re@WBC project work group 	<p>From June 2017/2018 and onwards (continuously)</p>

WORKING CONDITIONS AND SOCIAL SECURITY

22. RECOGNITIONS OF THE PROFESSION			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants)."</i></p>	<p>22.1 Continuous promoting of scientific researcher profession, which need to be adequately recognized and protected at the national level, regardless of level and status of researchers (from PhD students through researcher to professors' titles and positions within research institutions).</p>	<ul style="list-style-type: none"> • Deans • Vice-deans for Scientific research • Vice-rector for Science • Rector 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>22.2 Encouraging establishment of researcher's associations/organizations as well as regular meetings/forums in order to evaluate and assess situation in research profession.</p>	<ul style="list-style-type: none"> • Quality Assurance Committee at faculties • Faculties Educational-scientific councils 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>22.3 Defining initiative for popularization of research profession among future students. Establishing a rewarding system for researchers and research groups from different areas (on annually basis).</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties' PR managers and promotion commissions • Vice-rector for Science • Rector 	<p>From school year 2017/18 and onwards (continuously)</p>

23. RESEARCH ENVIRONMENT

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme."</i></p>	<p>23.1 Encouraging funds allocation for science at national level (campaigns, public lectures, open meetings, round tables, etc.) and connections with the industry and wider community related to the realization of joint projects, which are of mutual interest.</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Rector • Deans • Faculty and University's Legal affairs offices 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>23.2 Encouraging of application and using of EU funds for improvement of research infrastructure, procurement of modern equipment, etc.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Vice-rector for International relations • University International projects office • Deans 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>23.3 Encouraging institutional cooperation with other domestic universities in order to ensure more rational using of available research infrastructure and equipment.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Knowledge transfer center 	<p>From school year 2017/18 and onwards (continuously)</p>

24. WORKING CONDITIONS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career 9. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements."</i></p>	<p>24.1 (together with activity 23.1) Encouraging funds allocation for science at national level (campaigns, public lectures, open meetings, round tables, etc.)</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Rector • Deans • University and faculties • Legal affairs offices 	<p>Since school year 2020/2021 and onwards</p>
	<p>24.2 Encouraging flexible working conditions in every sense, with control of working time efficiency or introducing periodic independent evaluation of employees.</p>	<ul style="list-style-type: none"> • Quality Assurance Committee at faculties • Project coordinators, research coordinators, mentors • HR departments at faculties and University 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>24.3 Addressing the housing needs of young researchers up to the age of 40 through pre-year leases with the right of redemption after that period</p>	<ul style="list-style-type: none"> • Rector • University Council 	<p>From school year 2018 and onwards (continuously)</p>

26. FUNDING AND SALARIES			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities."</i></p>	<p>26.1 Preparation of initiatives on national level for a more precise definition researchers' status at universities in order to ensure stable and stimulating financing of their work (will be realized in coordination and joint work with other state universities in country)</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Rector • Deans • Faculty and University's Legal affairs offices 	01.01.2021
	<p>26.2 Defining and establishing of methodology for evaluation and rewarding of successful coordinators of research groups and/or independent researchers.</p>	<ul style="list-style-type: none"> • Rector • Faculties Educational-scientific councils • Deans 	31.12.2020

27. GENDER BALANCE			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance."</i></p>	<p>27.1 Further strengthening of awareness on the gender balance at faculties. Special attention should be given to faculties with below average number of female researchers and professors. (43% of female researchers is average on national level in Serbia)</p>	<ul style="list-style-type: none"> • Faculties Educational-scientific councils • Faculties Councils • University Senate 	<p>From school year 2016/17 and onwards (continuously)</p>
	<p>27.2 Analysis of possibilities and promotion of part-time employment for researchers, if necessary, to adequately fit personal/family and professional obligations.</p>	<ul style="list-style-type: none"> • Deans • Faculties Educational-scientific councils • Vice-rector for Science • Rector 	<p>From school year 2017/18 and onwards (continuously)</p>

28. CAREER DEVELOPMENT

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements."</i></p>	<p>28.1 Development and implementation of various training and personal development courses, as a mandatory part of researcher's education (career management, communication and negotiation skills, creation and evaluation capabilities, project management, innovation, etc.).</p>	<ul style="list-style-type: none"> • Re@WBC project work team • Mentors/supervisors • University Lifelong learning center 	<p>From school year 2017/18 and onwards (continuously)</p>

29. VALUE OF MOBILITY			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation."</i></p>	<p>29.1 Defining of initiative for creation of adequate national and institutional framework, as well as, creating conditions and encourage mobility of post-doctoral students (will be realized in coordination and joint work with other state universities in country)</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Rector • Deans • Faculty and University's Legal affairs offices 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>29.2 Encouraging professional training and other forms of mobility of researchers through creation of mobility networks for researchers.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Faculties' departments • University Office for International Cooperation 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>29.3 Encourage return of researchers from abroad to Serbia, and emphasize need to adopt a national framework for ensuring conditions for employment of returning researchers, their further development and improvement.</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Rector • Faculties' deans 	<p>From school year 2017/18 and onwards (continuously)</p>

30. ACCESS TO CAREER ADVICE			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<i>"Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation."</i>	30.1 More intensive involvement of the Centre for Career Development and Student Counseling with aim of better and more quality counseling and career guidance of graduate students, especially PhD students and post-doctoral students.	<ul style="list-style-type: none"> Center for Career Development and Student Counseling 	31.01.2017. and continuously

31. INTELLECTUAL PROPERTY RIGHTS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.</i></p> <p><i>Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement."</i></p>	<p>31.2 Developing of mechanisms for researcher's information and education related to intellectual property rights.</p>	<ul style="list-style-type: none"> • University and faculties IT center • Vice-deans for Scientific research • Faculties Educational-scientific councils • Deans 	<p>From September 2017 and onwards (continuously)</p>

32. CO-AUTHORSHIP

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s)."</i></p>	<p>32.1 Encouraging cooperation and co-authorship with international research groups (projects, papers, etc.).</p>	<ul style="list-style-type: none"> • Vice-rector for International relations • Vice-deans for Scientific research • Mentors/supervisors • Project coordinators 	<p>From school year 2016/17 and onwards (continuously)</p>

33. TEACHING

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<i>"Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers."</i>	33.2 Develop a system of training and education of young researchers (assistants, researcher and associate researcher) for lecturing and teaching.	<ul style="list-style-type: none">• Faculties' department• Vice deans for education• Mentors/supervisors• Faculties Educational-scientific councils	From school year 2017/18 and onwards (continuously)

34. COMPLAINTS/APEALS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/ appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment."</i></p>	<p>34.2 Justification analysis for introduction of the Ombudsman in order to protect rights of researchers at University which would be a independent body of the Ethics Committee and who would mediate in resolving problems in relations researcher-research coordinator, PhD student-mentor, researcher/professor-institution, etc.</p>	<ul style="list-style-type: none"> • Rector • University Secretary general • University Legal affairs offices • University Ethical committee 	<p>30.9.2021.</p>

35. PARTICIPATION IN DECISION-MAKING BODIES

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution"</i></p>	<p>35.1 Promotion of change in regulations that would allow participation of researchers in various faculty bodies (Educational-scientific Council, Faculty Council, Study programs Committee, etc.).</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties administrative services and offices • Legal affairs offices at faculties 	<p>Since school year 2020/2021 and onwards</p>

EMPOWERMENT

36. RELATION WITH SUPERVISORS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs."</i></p>	<p>36.1 Internal analysis of faculty/departments practice in context of improvement of quality relationship between mentor and PhD students.</p>	<ul style="list-style-type: none"> • Departments • Vice-deans for Scientific research • Faculties Educational-scientific councils 	<p>From school year 2016/17 onwards, annually</p>

37. SUPERVISION AND MANAGERIAL DUTIES

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early- stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers."</i></p>	<p>37.1 Monitoring and analysis of progress and results achieved by researchers/PhD students during research, scientific and educational work activities.</p>	<ul style="list-style-type: none"> • Faculties' departments • Vice-deans for Scientific research • Faculties Educational-scientific councils 	<p>From school year 2016/17 onwards, annually</p>

38. CONTINUING PROFESSIONAL DEVELOPMENT

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning."</i></p>	<p>38.1 Providing programs and funds to encourage the development of new knowledge, skills and competences of young researchers.</p>	<ul style="list-style-type: none"> • Vice-rector for Science • Vice-deans for Scientific research 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>38.2 Encouraging introduction of new and use of existing programs for lifelong learning.</p>	<ul style="list-style-type: none"> • University and faculties IT center • Center for Career Development and Student Counseling • Knowledge transfer center 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>38.3 Encouraging education and training of professors for teaching at the faculties/University.</p>	<ul style="list-style-type: none"> • Vice deans for Education • Knowledge transfer center • University and faculties IT center 	<p>From school year 2017/18 and onwards (continuously)</p>

39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT

Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability."</i></p>	<p>39.1 (together with activities 38.1 and 38.2) Encouraging continuous training of researchers through improved system of theory and practice at faculties, University and industry.</p>	<ul style="list-style-type: none"> • Knowledge transfer center • Vice-deans for Scientific research • Faculties' departments • Mentors/supervisors 	<p>From school year 2017/18 and onwards (continuously)</p>

40. SUPERVISION			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><i>"Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</i></p> <p>"</p>	<p>40.1 Monitoring and analysis of mentor's load in teaching in order to achieve an optimal balance with various teaching/training/monitoring/research activities related to work with PhD students.</p>	<ul style="list-style-type: none"> • Faculties' departments • Faculties Educational-scientific councils • Mentors/supervisors • Faculties deans 	<p>From school year 2017/18 and onwards (continuously)</p>