

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review:
University of Kragujevac
Organisation's contact details:
Contact person: Marko Lukic (Secretary General) sekretar@kg.ac.rs
Web-link to published version of organisation's HR Strategy and Action Plan:
https://kg.ac.rs/eng/hr.php
Web-link to organisational recruitment policy (OTM-R principles): ⁴⁵
https://kg.ac.rs/eng/hr_otm-r.php

SUBMISSION DATE TO THE EUROPEAN COMMISSION: ...30/09/2020...

1. ORGANISATIONAL INFORMATION

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*1256
Of whom are international (i.e. foreign nationality)	*2
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*0
Of whom are women	*623
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*454
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*355
Of whom are stage R1 = in most organisations corresponding with doctoral level	*387
Total number of students (if relevant)	15717
Total number of staff (including management, administrative, teaching and research staff)	*1727
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	30,657,862.12
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	23,540,296.72
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1,084,879.75
Annual funding from private, non-government sources, designated for research	610,386.45

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The University of Kragujevac was founded in May 21, 1976. It was established and developed based on the concept of dispersed university, comprising 12 faculties and one Institute in six towns of the Central Serbia. The University of Kragujevac is a modern education and research center embracing almost all major areas of teaching and research, with a student population of 17,000 and 1,200 academic staff. It is rather active in the international cooperation, education and research projects (Erasmus+, Tempus, Horizon 2020, FP7, COST, IPA, NATO, CEI, UNDP, etc.).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

STRENGTH

Freedom in research is somewhat limited and defined by scientific and research standards, ethical principles, human rights, and environmental issues and legally regulated by the laws of the Republic of Serbia and the Statute of the University of Kragujevac. Researchers can make their own choice in which scientific and research areas they want to be engaged in, developing the seniority culture in the process.

The University's Code of professional ethics defines this area at the University of Kragujevac. The University established the Committee for professional ethics which is responsible to manage and discuss the potential problems of the mentioned Code. Besides this one, all faculties that are within the University of Kragujevac also have their own Ethics Committees.

Existing laws and codes regulate Researchers' professional responsibility. The transparency of Ph.D. theses is improved with online PhD database.

In 2018, the University adopted the first version of Rulebook on the procedure of checking for plagiarism of doctoral dissertations, according to which each dissertation passes the verification of originality using the appropriate software. In September 2020, the University adopted a new version of this rulebook reflecting the determination of the University's management to regulate this issue.

The University of Kragujevac adopted in 2017 the Open Science Policy and Amendments to the Bylaw on Doctoral Studies, which regulate rules and responsibilities for the implementation of the Platform for Open Science which was adopted by the Ministry of Education, Science and Technological Development of the Republic of Serbia, as well as the methodology of Open Science principle's implementation by researchers at UNIKG. The doctoral dissertations at the University of Kragujevac include the data management plan as its mandatory segment.

In line with this, the University adopted in December 2019 the Rulebook on Open Science which is currently implemented.

WEAKNESSES

According to our law, there is no clear division between teaching and research activities (all teachers are also researchers) which in most cases prevents pursuing the dedicated research career.

Most research is oriented towards one major discipline, there is a lack of interdisciplinary research.

The low competitiveness of economy and industry in Serbia effects their cooperation with university and creation of innovative research ideas.

Also, there is lack of the research grant opportunities, as well as the motivation of researchers to investigate these opportunities and apply for both national and international grants.

Once they sign the employment contract, young researchers are aware of their contractual obligations, but are not quite aware on the rules related to data protection and confidentiality issues or intellectual property rights.

The road from a junior to senior researcher is not straightforward, but rather insecure and depends on the funding opportunities, availability of mentors, availability of research positions, etc.

Although the Ethics Committee exists both at the University level, and the level of individual faculties, and their scope of work is well regulated by corresponding rulebooks, their visibility and actions are not always in focus necessary for achieving the prescribed goals.

Remarks (max 500 words)

500 words

Recruitment and selection

STRENGTHS

Recruitment is regulated by the Statute of the UNIKG, the Law on Scientific and Research Activities and the Law on Higher Education. University has an internal guide setting out clear OTM-R procedures and practices for all types of positions in [Rulebook on the manner and procedure of employment and acquiring the teacher title at the University. Instructions for application, submission, completion and definition of relevant documents submitted by the candidate during the election procedure](#), published at UNIKG website. At UNIKG the practice of recruiting researchers from the pool of the best University students is still dominant. Foreign citizens can apply for PhD studies under the same conditions as the citizens of Serbia, and they are eligible for a PhD grant in case there are bilateral agreements between Serbia and the country of origin of the PhD student.

Selection of candidates and advancement in researcher carrier is regulated by the *Statute of the UNIKG*, the *Law on Scientific and Research Activities* and the *Law on Higher Education*. There is a clear procedure for advertising open positions at the UNIKG. The criteria for selection and advancement in researcher career are transparent. Evaluation reports are standardized at University level. Templates of the evaluation reports are available at the University web site. Experience gained through mobility is typically regarded as a plus. There are clear rules for sabbatical use: all researchers with teaching positions held for the minimum of 5 years can apply for a one-year

sabbatical leave. The UNIKG has established clear rules governing the appointment of selection committees defined in [Rulebook on the manner and procedure of election](#) as well as in [Statute of the University](#).

Recognition of qualifications at the UNIKG is regulated by the [Rules on recognition of mobility and esp points](#), the Statute of the UNIKG and the Law on higher education (LHE). There is a clear procedure for the recognition of foreign degrees and qualifications at the Qualifications Agency which is following LHE. At UNIKG, the procedure has been defined and the procedure of recognition of qualifications from abroad for foreign and domestic citizens is being carried out to continue education at UNIKG. The procedure is prescribed by the Law on Higher Education, the Statute of the UNIKG and the Rulebook on the Recognition of Foreign Higher Education Documents for Continuing Education.

WEAKNESSES

The number of **foreign researchers** working at the University is insignificant. Most institutional grants for PhD students are not transferable and the procedures for employment of the foreign citizens are not transparent. There is only a sporadic involvement of foreign researchers in evaluation committees. Candidates are quantitatively evaluated based on the rules mostly favouring journal publications, and these rules do not consider the full spectrum of candidates. Creativity and potential for independence in research are not evaluated. The recognition of knowledge and skills acquired by non-formal or informal education is not regulated.

Postdoctoral positions are not regulated at the national level even in the Law of higher education from 2018. Insignificant internationalization of the research staff is a result of factors which go beyond the universities.

Remarks (max 500 words)

500 words

Working conditions

STRENGTHS

Profession in Serbia is defined and regulated at the national level. Educational and scientific titles at the University of Kragujevac are defined and regulated by the Law on Higher Education (LHE) and the Law on Scientific Research (LSR).

In accordance with the Law, a teaching assistant has an employment contract for a period of three years, assistant professors and associate professors have contracts for a period of five years, while full professors are employed permanently. After the expiration of stated time periods, researchers and teachers may be re-elected to the same or elected to advanced positions.

All the teachers at the University of Kragujevac are adequately involved in the decision-making bodies.

The representatives of the faculties participate in the University Councils, Quality Assurance Committee, Professional Ethics Board, University Council and University Senate. They include teachers with different academic titles.

The economic situation in the country determines the level of researches' wages. Social security, health and pension contributions are completely covered by the University. The stability of salary financing is ensured through financing from the budget of the Republic of Serbia.

The gender equality issues are given a lot of attention in the field of higher education in Serbia. Even 51% of researchers in Serbia are women.

Despite this information, gender imbalance in leading and top management positions is still present.

The University of Kragujevac includes the University Technology Transfer Center, which performs the activities of application of technological innovations. This includes in particular the search for ideas and partners for technology transfer, assessment of the commercial potential of transfers, encouragement for the realization and commercialization of technology transfers and assistance in the protection of intellectual property.

Mobility of students, teachers and administrative staff is regulated at the level of the University, and the level of the faculties. The University of Kragujevac is an active participant in the Erasmus +, Erasmus Mundus, CEEPUS and other mobility programs. Mobility has become a part of the evaluation for promotion of teachers to higher positions.

WEAKNESSES

All information about opened positions are published in local newspapers. Submission of application documents is possible only in the local language.

EURAXESS center exists within the International cooperation office. A large number of researchers have no information about the existence of this center, which activities take place through the University's Career Development Center, being that center is focused on advancement of researchers' careers, as well as mobility. University does not publish information about opened positions through EURAXESS portal, yet.

Researchers' working hours are overloaded with teaching obligations. Certain activities, such as supervision as well as doctoral activities, are not reported as working hours.

The research infrastructure is not considered sufficiently developed. Modern laboratory equipment is in short supply, and the centers are not housed in adequate space.

There are no patents filed to the relevant national or international databases, registered by the employees with the affiliation of the University of Kragujevac. There is no repository of scientific papers and patents that would allow better visibility of scientific results, yet.

Remarks (max 500 words)

500 words

Training and development

STRENGTHS

Doctoral schools founded at the University of Kragujevac have introduced many positive effects on the development of the structured professional relationship between supervisors, mentors, and students at the higher quality level when compared with those that existed before.

In recent period, different forms of training were organized by the University of Kragujevac targeting young researchers from all 12 faculties and providing education in the areas of research project writing, the presentation of research papers, entrepreneurial and communication skills, CV writing skills, working in teams, open science and many other.

WEAKNESSES

The additional education and training events organized for the researchers of the University of Kragujevac are not organized at regular basis. They are rather sporadic and generally not mandatory. They can be organized either at the university level for all the university researchers or at the faculty level targeting the specific fields, which makes the distribution of training rather uneven.

The necessity for the continuous professional development of researchers has become obvious at both the university and the faculties. However, university staff and researchers are generally declaratively committed, and the University does not regulate performance, availability and efficiency by law and / or regulation, nor are their realization and results evaluated.

Remarks (max 500 words)

500 words

Have any of the priorities for the short- and medium term changed?

They have not changed.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

They have not changed.

Are any strategic decisions under way that may influence the action plan?

Laws (like Law on science and research adopted by the Parliament in July 2019) and university regulations can influence action plan but they will not change it considerably because the goals in action plan are general and beneficial for the functioning of the University and the research. Apart from that, university regulations should be adopted according to the adopted Strategy and Action plan on human resources.

3. ACTIONS

Please consult the [list of all actions](#) you have submitted as part of your HR strategy. Please add to the overview the [current status of these actions as well as the status of the indicators](#). If any actions have been altered, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Examples:

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</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><i>not, however, contravene recognised ethical principles and practices, to which researchers have to adhere."</i></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>

2. ETHICAL PRINCIPLES			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<p><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></p>	<p>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.</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>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</p>	<ul style="list-style-type: none"> • Deans of faculties and faculties legal services 	<p>From the school year 2020/2021</p>
	<p>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</p>	<ul style="list-style-type: none"> • Deans of faculties and legal services of faculties 	<p>From the school year 2020/2022</p>
	<p>2.6 Establishment of the Commission for Management of Conflict of Interest at the University and at the faculties</p>	<ul style="list-style-type: none"> • University Council and Faculties Councils 	<p>From the school year 2020/2023</p>

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</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><i>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>5.3 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>
<p>7. GOOD PRACTICE IN RESEARCH</p>			
<p>Principle of the Charter for Researchers</p>	<p>Activities</p>	<p>Responsible institutions, bodies or individuals</p>	<p>Deadline</p>
<p><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></p>	<p>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.</p>	<ul style="list-style-type: none"> • Faculty and University's Legal affairs offices • Vice-deans for Scientific research 	<p>Till December 2021</p>
	<p>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.</p>	<ul style="list-style-type: none"> • University and faculties IT centers • Vice-deans for Scientific research 	<p>Till December 2021</p>
	<p>7.3 Conduct training on information security and protection of personal data and safety at work and environmental protection</p>	<ul style="list-style-type: none"> • Deans of the faculty vice-deans for R&D and IT services of the faculties 	<p>From the school year 2021/2022 onwards in continuity</p>

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>

	<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.</p>	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Faculties Educational-scientific councils 	<p>From school year 2017/18 and onwards (continuously)</p>
	<p>8.6 Full establishment of a repository of scientific papers</p>	<ul style="list-style-type: none"> • University IT Centre - UNIC • University Library 	<p>Till 31.12.2020</p>
	<p>8.7 Establishment of the Open Science Committee</p>	<ul style="list-style-type: none"> • Rector • Secretary General 	<p>Till 31.12.2020</p>
	<p>8.8 Education of young researchers on the principles of open science</p>	<ul style="list-style-type: none"> • Committee for Open Science • Vice-Rector for Scientific Research • Vice-Deans for Scientific Research 	<p>From the school year 2020/2021 onwards in continuity</p>

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

<p><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></p>	<p>10.2 Defining questionnaires, conducting tests and monitoring employees and employers related to the potential problems of discrimination (annually).</p>	<ul style="list-style-type: none"> ● HR departments at faculties and University ● Quality assurance committees at faculties ● Faculty Council 	<p>From school year 2016/17 annually</p>
	<p>10.3 Continuous work on stimulating and raising of number of projects applicated and coordinated by female and young researchers.</p>	<ul style="list-style-type: none"> ● Vice-deans for Scientific research ● Vice-rector for Science ● Vice-rector for International relations 	<p>From school year 2016/17 and onwards (continuously)</p>
	<p>10.4 Adoption of a strategy on gender equality</p>	<ul style="list-style-type: none"> ● Rector ● Vice-Rectors ● Secretary-General 	<p>Till 30.06.2021</p>

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><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>12.1 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>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."</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><i>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>14.2 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>
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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
<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>	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.	<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 	From school year 2017/18 and onwards (continuously)

20. SENIORITY (THE CODE OF CONDUCT)			
Principle of the Code of Conduct for the Recruitment of Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<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>	20.1 Informing and raising awareness about importance of lifelong learning and professional development.	<ul style="list-style-type: none"> • Center for Career Development and Student Counseling • University Lifelong learning center 	From June 2017 and onwards (continuously)

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>

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</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>

<i>provided in support of the agreed work programme."</i>	23.2 Encouraging of application and using of EU funds for improvement of research infrastructure, procurement of modern equipment, etc.	<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 	From school year 2017/18 and onwards (continuously)
	23.3 Encouraging institutional cooperation with other domestic universities in order to ensure more rational using of available research infrastructure and equipment.	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Vice-rector for Science • Knowledge transfer center 	From school year 2017/18 and onwards (continuously)

24. WORKING CONDITIONS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<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</i>	24.1 (together with activity 23.1) Encouraging funds allocation for science at national level (campaigns, public lectures, open meetings, round tables, etc.)	<ul style="list-style-type: none"> • Vice-rector for Science • Rector • Deans • University and faculties • Legal affairs offices 	Since school year 2020/2021 and onwards

<p><i>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>24.2 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</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 	From school year 2016/17 and onwards (continuously)

<p><i>evaluation committees should have an adequate gender balance."</i></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>
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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>	31.2 Developing of mechanisms for researcher's information and education related to intellectual property rights.	<ul style="list-style-type: none"> University and faculties IT center Vice-deans for Scientific research Faculties Educational-scientific councils Deans 	From September 2017 and onwards (continuously)

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.</i></p> <p><i>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
<p><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</i></p>	<p>33.2 Develop a system of training and education of young researchers (assistants, researcher and associate researcher) for lecturing and teaching.</p>	<ul style="list-style-type: none"> ● Faculties' department ● Vice deans for education ● Mentors/supervisors ● Faculties Educational-scientific councils 	<p>From school year 2017/18 and onwards (continuously)</p>

<i>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>			
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34. COMPLAINTS/APEALS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<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>	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.	<ul style="list-style-type: none"> ● Rector ● University Secretary general ● University Legal affairs offices ● University Ethical committee 	30.9.2021.

35. PARTICIPATION IN DECISION-MAKING BODIES			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<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>	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.).	<ul style="list-style-type: none"> • Vice-deans for Scientific research • Faculties administrative services and offices • Legal affairs offices at faculties 	Since school year 2020/2021 and onwards

36. RELATION WITH SUPERVISORS			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<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>	36.1 Internal analysis of faculty/departments practice in context of improvement of quality relationship between mentor and PhD students.	<ul style="list-style-type: none"> • Departments • Vice-deans for Scientific research • Faculties Educational-scientific councils 	From school year 2016/17 onwards, annually

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</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>

<i>training, workshops, conferences and e-learning."</i>	38.2 Encouraging introduction of new and use of existing programs for lifelong learning.	<ul style="list-style-type: none"> • University and faculties IT center • Center for Career Development and Student Counseling • Knowledge transfer center 	From school year 2017/18 and onwards (continuously)
	38.3 Encouraging education and training of professors for teaching at the faculties/University.	<ul style="list-style-type: none"> • Vice deans for Education • Knowledge transfer center • University and faculties IT center 	From school year 2017/18 and onwards (continuously)

39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT			
Principle of the Charter for Researchers	Activities	Responsible institutions, bodies or individuals	Deadline
<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>	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.	<ul style="list-style-type: none"> • Knowledge transfer center • Vice-deans for Scientific research • Faculties' departments • Mentors/supervisors 	From school year 2017/18 and onwards (continuously)

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>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>

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

In Serbian: https://kg.ac.rs/hr_otm-r.php

In English: https://kg.ac.rs/eng/hr_otm-r.php

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

N/A

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

In Serbian: https://kg.ac.rs/hr_otm-r.php

In English: https://kg.ac.rs/eng/hr_otm-r.php

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

The activities on the implementation of the Strategy were well received at the University of Kragujevac. Given the fact that, according to Serbian law, universities are disintegrated, that is, the faculties are separate legal entities, the Strategy, that was adopted at the University level, was accepted by all faculties, determined to work on its implementation. Yet, the realization of some activities were slower due to decentralization process. Moreover, in some cases the existing legal framework in the Republic of Serbia has prevented, or partially prevented the implementation of some actions, since the national rules have not been quite harmonized by EU regulation.

In the first phase of the implementation of this strategy, the faculties and their researchers were notified about its existence, as well as the existence of the Action plan with the aim of informing them about their rights and obligations. The Strategy and the Action Plan have remain posted at the University front page making it easily accessible to all interested parties.

Maybe the major problem in its implementation remains publishing of research job positions at EURAXESS portal due to unfavorable national rules on employment foreign nationals. In order to work at Serbian university, a foreign national needs to have his previous degrees recognized, which is a costly and long procedure. Serbian language is often mandatory in writing official reports and thesis. Moreover, obtaining work permit is also a burdened administrative procedure. The new Serbian Law on foreigners have not brought the relaxation of legal procedure. On the contrary, it imposed new obligations in terms of the requirements for visa issuance. However, a good news comes from the Ministry of finance which increased the non-taxable amount of research grants to 1000 euros per month, so that foreign researchers can now count on the fuller amount of their grants.

The second phase in the implementation of the Strategy was dedicated to the activities aimed at developing research expertise and skills and promoting research profession by organizing the training of researchers in various fields, including the fields of academic integrity and ethics, as well in antidiscrimination policies.

The major focus and efforts were invested in improving the process of informing the teachers and researchers and in that context the University started to publish online version of University bulletin (which has received the electronic digitalized catalogue ISSN number by the National Serbian Library). In addition, the University's International Relations Department – the Office of international projects, has its own newsletter which is regularly sent to the mailing list of University's researchers informing them on open calls for national and international funding of research activities and research projects.

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

The internal review has been prepared by the team in charge of the implementation of the

Human Resources Strategy for Researchers and Action Plan for Implementation. The team has monitored the implementation of the Strategy in the previous period, as well as the progress of the activities from the Action Plan.

The team has followed the activities which has been completed at the University level (new polices and rulebooks adopted by the Senate, or by the Rector's decision), as well as at the level of faculties where the researchers are actually employed and work (their employment contracts are signed by the dean and not by the rector). This duality in monitoring process has enabled the team to obtain a more comprehensive picture on the implementation progress.

Firstly, the team has analyzed to what extent the strategic documents adopted at the state level and university level have affected the implementation of the Strategy and helped /hindered the achieving of the objectives promoted by Human Resources Strategy for Researchers and Action Plan for Implementation.

Then, the team has analyzed all other adopted acts and documents at the University and faculty level related to the researchers' employment, the criteria for their promotion to higher ranks, the provisions regulated academic integrity and ethics, the acts promoting the internationalization of the University and higher education in general, as well as other documents related to the position of researchers and its harmonization with the Strategy goals. Based on this analysis, the team has established to what extent the Strategy goals have been achieved in terms of adopted acts, and then in terms of the individual implementation of activities: conducted trainings, workshops, courses, etc.

Based on the completed activities, the team was able to obtain certain indicators that will serve, together with the results of the analysis for determining what has been achieved and what should be the focus of the additional work in future.

- How have you involved the research community, your main stakeholders, in the implementation process?

The researchers are the main focus of the HRS4R and the University tends to include them as much as it is possible in the implementation process. This is mainly done through the various training and educational events, informative actions, raising awareness, and professional skills development related to the principles of the HRS4R strategy.

It also relies on the stakeholders, especially those whose focus is overlapping with university's strategy, such as provision of education opportunity, career development opportunity, securing the funds for mobilities and research, etc.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

The progress of the implementation of Human Resources Strategy for Researchers and Action Plan

has been monitored by the team headed by the Vice-rector for research and Secretary General of the University of Kragujevac, as well as by the staff employed at the University Secretariat - the representatives from the Legal Department, Department of International Cooperation (International Projects Office and Career Office), with the additional help coming from the relevant faculty staff.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

Many internal HR procedures that are regularly used at the University of Kragujevac were already in line with the European Charter for Researchers and the European Code of Conduct for Recruitment. However, the gap analysis showed that there were gaps that needed to be addressed with some updated and/or new procedures and actions. These actions and strategic measures were presented in the HRS4R strategy and they are mainly relate to the requirements for the selection of titles, method and procedure for acquiring the title of teacher, Code of Professional Integrity, doctoral studies, annual award of researchers, etc.

The University has developed and adopted procedures and rulebooks that include the principles defined by the European Charter and HRS4R, recognizing in this way their provisions and strategic view related to the development of the HR policy:

- procedures regulating the rules for preventing conflicts of interest at the University (https://www.kg.ac.rs/Docs/Pravilnik_o_sprecavanju_sukoba_interesa.pdf)
- new Rulebook on the criteria for election to the title of teacher (https://www.kg.ac.rs/Docs/Pravilnik_o_kriterijumima_za_izbor_u_zvanje_nastavnika.pdf)
- Rulebook on the manner and procedure of election to the title of teacher (https://www.kg.ac.rs/Docs/Pravilnik_o_nacinu_i_postupku_izbora_u_zvanje_nastavnika.pdf)
- Rulebook on narrow scientific fields (https://www.kg.ac.rs/Docs/pravilnik_uze_naucne_umetnicke_strucne_oblasti.pdf)
- Rulebook regulating the principles of open science (https://www.kg.ac.rs/doc/pravilnik_senat_26122019_26.pdf)
- Rulebook on personal data protection (https://www.kg.ac.rs/Docs/Pravilnik_o_zastiti_podataka_o_licnosti.pdf)
- Etc.

- How has your organisation ensured that the proposed actions would be also implemented?

The Vice-rector for research and Secretary General inform rector and, if applicable, the University

Senate on the progress/obstacles on the implementation of the Strategy.

The University management conducts regular meetings with faculty management informing them, among other things, about their duties in the implementation of the Strategy and Action Plan. Given the fact that faculties are separate legal entities, these meetings serve for resolving the differences in their approaches and for the harmonization of faculty practices and criteria related to the employment and promotion of their researchers in specific fields. In the next period, the team in charge of the implementation of the Strategy will conduct regular annual meeting with the vice-deans for research aimed at closer and more effective planning of Strategy activities and monitoring of their implementation.

- How are you monitoring progress (timeline)?

In implementing the Human Resources Strategy for Researchers and its Action Plan, the team for implementation was guided by its first principle, to make best efforts to follow the defined timeline as much as it was applicable given the impact of external circumstances that may interrupt or obstruct regular University activities.

The core of the team, Vice-rector for research, Secretary General and main departments staff meet on quarterly basis to assess the progress in Strategy implementation, identify the problems and possible ways for their solution or circumventing, plan actions for the following period and, if necessary, set new deadlines for their implementation

The team informs the rector and other university bodies annually what has been achieved in the implementation of the Human Resources Strategy for Researchers and its Action Plan, including the obstacles and problems that have been encountered (or may be encountered in future) in the realization of its activities.

- How will you measure progress (indicators) in view of the next assessment?

The main task will be to attempt to implement activities within defined timelines.

In that context, the team in charge for implementation needs to pay closer attention to set deadlines and prepare the guidelines for all the subjects involved in the realization of the planned activities

Special attention will be given to the actions whose implementation was extended or incomplete due to unfavorable legal context or other circumstances and special focus will be put on eliminating or mitigating of such circumstances in order to allow full or alternative application of such actions. Also, the activities that marked the progress at first, but are staggering at the moment, should be analyzed in order to identify the problems and help their successful continuing. All fields of implementation will be monitored, particularly those where lack of progress or productivity is obvious.

Depending on the action, the indicators to be observed may be numerical or qualitative.

- How do you expect to prepare for the external review?

The University management and the team in charge of the implementation of the Human Resources Strategy for Researchers and its Action Plan will strive in the period of next two years to complete all foreseen activities and create more favorably and better quality ambient for researchers. In that context the main goal will be to adopt all outstanding University regulations that may contribute to enhancing the researchers position. The activities that have been completed shall be continuously revised and improved in line with new HR trends and objectives

The team for external evaluation of the University's HR Strategy for researchers will present all the achieved results in terms of adopted acts, conducted training and courses, etc.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

1000 words

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.