

Internal Review

Case number: 2020RS533646

Name Organisation under review: University of Kragujevac

Organisation's contact details : medjunarodna.saradnja@kg.ac.rs

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 *	1347
Of whom are international (i.e. foreign nationality) *	5
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	52
Of whom are women *	771
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	328
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	202
Of whom are stage R1 = in most organisations corresponding with doctoral level *	314
Total number of students (if relevant) *	16700
Total number of staff (including management, administrative, teaching and research staff) *	1744

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	31.462.339,00
Annual organisational direct government funding (designated for research)	12.623.169,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.713.845,47
Annual funding from private, non-government sources, designated for research	157.206,06

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

The University of Kragujevac was founded on May 21, 1976. It was established and developed based on the concept of a dispersed university, comprising 12 faculties and one Institute for Information Technologies located in six towns of 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 about 16,700 and 1,200 academic staff. International cooperation, education, and research projects (Erasmus+, Tempus, Horizon 2020, FP7, COST, IPA, NATO, CEI, UNDP, etc.) are of the utmost importance for our institution.

During 2023, the street where University is located changed its name into Liceja Knezevine Srbije, which means that address is updated into the following:

University of Kragujevac
Liceja Knezevine Srbije 1A,
34000 Kragujevac, Serbia



2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four 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:

Strengths and Weaknesses

STRENGTHS

The adopted University's Code of Academic Integrity and Professional Ethics, Plan to Achieve Gender Equality for 2022-2025, Rulebook on Intellectual Property Management, Rulebook on Preventing Conflicts of Interest, and Rulebook on Personal Data Protection are the major documents defining ethical standards and governing the rules of ethical conduct. The standards are upheld by the Committee of Professional Ethics, established at the level of the University, although, similar bodies exist at the level of faculties as well. In this regard, the University and faculties periodically organize training to familiarize employees with key elements and changes in national and university regulations related to ethical issues.

The university's continuous commitment to open science policy is reflected in the development and enhancement of the Platform for open science and implementation of the latest initiatives of the Ministry of Science, Technological Development and Innovation related to the development and promotion of scientific and research activities.

The University repository SCIDAR (<https://scidar.kg.ac.rs/>) and the [repository of doctoral dissertations](#) are functional concerning all ethical criteria for preserving integrity. Also, from May 2023, the results deposited in the university repository have been transferred to the national portal [e-science](#), formed by the Ministry. All researchers from the University are obliged to have an account on the national e-science portal.

In February 2021, Serbian Government adopted the Strategy of Scientific and Technological Development of the Republic of Serbia for the period from 2021 to 2025, called "Power of Knowledge". This strategy recognizes knowledge and science as the basis of future economic progress and education development and passes the measures that will create the necessary conditions for a dynamic development of science, research, and innovation.

The University of Kragujevac responded to the requirements set by the new Ministry and new Strategy by enhancing the promotion of scientific and research activities, increasing the cooperation with local industry and economy, and strengthening its internationalization process in the field of science and research by supporting the exchange of research students and staff, collaboration with foreign partners on research projects and publications, organization of international conferences and other scientific events, development of joint and dual degree programs, etc.

Since innovation has become an inseparable component of science and technological development, and in order to demonstrate its relevance in the progress of the economy and society, the University of Kragujevac, in addition to the management position of the Vice-Rector for Education and Student Affairs and Vice-Rector for Science, also created the position for the Vice-Rector for Innovation and Development in January 2022.

WEAKNESSES:

There are several points that the Team for Implementation agreed to work on in the following period. These points refer to the following:

- Insufficient number of trainings regarding ethical criteria in the application process for international projects, cooperation projects with the economy, the formation of start-ups and spin-off companies, etc.
- Inadequate inclusion of researchers in the working bodies of the faculty and the Institute, responsible for the respect of ethical principles.

Remarks (max 500 words)

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Recruitment and selection:

Strengths and Weaknesses

STRENGTHS

At the University of Kragujevac, employees are elected for teaching positions (assistant, assistant professor, associate professor, full professor) or scientific positions (trainee researcher, research associate, scientific associate, senior research associate, research advisor). All positions, except for the positions of full professor and academic advisor, require elections or re-elections after several years.

Also, at faculties within the University, besides the employees engaged in teaching positions, there is a certain number of employees working in scientific positions, while in the Institute for Information Technologies, almost all employees work in scientific positions and only a few work in teaching.

According to our law, there is no clear division between teaching and research activities (all teachers are also researchers), it is quite often that the recruitment of a number of researchers starts actually as the recruitment of teachers. The practice is that young researchers are chosen from among the best students.

The selection of teachers at the University is carried out under the Law on Higher Education, the Statute of the University, and the Rulebook on the manner and procedure of obtaining the title and employment of teachers at the University of Kragujevac. Within the Rulebook, the criteria and minimum conditions for selection for appropriate teaching positions are defined, depending on the scientific field. Instructions for application, submission, completion, and definition of relevant documents submitted by the candidate during the election procedure are published on the University website. The major requirements for the selection of the candidates are the number of scientific papers published in the SCI list of journals and the participation in scientific projects and conferences, so the scientific component of teacher's positions remains relevant.

Elections for research and scientific positions of researchers are carried out in the manner prescribed by the Law on Science and Research and based on criteria prescribed at the national level. The procedures are carried out at faculties and confirmed by the National Scientific Boards.

The major requirement for the selection of the candidates is also the number of scientific papers published in the SCI list of journals and the participation in scientific projects and conferences, and the final decision on the selection for the corresponding scientific position is made by the Scientific Boards of home institutions.

All information about calls for open positions is publicly available. Yet, these advertisements remain to be published in Serbian language. Only the recruitment of foreign researchers for the work on funded international research projects is done through public calls placed on the EURAXESS portal.

Recognition of foreign qualifications at the University is regulated by the Rulebook on Academic Recognition of Foreign Qualifications which is based on the Law on Higher Education and Lisbon Recognition Convention, while the mobility periods are recognized according to the Rulebook on the Procedure of the Recognition of Mobility and ECTS Credits.

WEAKNESSES

- Reduced need for researchers at the faculties as a consequence of the smaller number of enrolled students.
- Employment of researchers from abroad is not recognized by national institutions and regulations.
- The participation of foreign scientists in the committees for the selection of teachers and researchers, as well as in the committees for the preparation of doctoral dissertations, is sporadic.
- Postdoctoral positions are not regulated at the national level.

Remarks (max 500 words)

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Working conditions:

Strengths and Weaknesses

STRENGTHS

Besides the facts that teaching and scientific titles as well as the duration of employment contracts at the University of Kragujevac are regulated by national laws, the full research freedom, coverage of health and pension insurance costs by the employer, rising competitiveness in European projects are the main qualities of working conditions at the University. The researchers are also entitled to other benefits: covering transport costs, holiday bonuses, access to other resources, etc.

The university and faculties put a lot of effort into the process of disseminating the results of employee research through various promotional activities, awarding the best senior and young researchers, organizing conferences, open-door days, participating in education, science, and innovation fairs, to increase motivation and reliability at local, regional, national and international level.

The University of Kragujevac is striving to improve its research infrastructure (laboratories, equipment), using not only government resources but also by submitting applications for internationally funded projects aimed at financing scientific work.

A very important mission for the next period is the completion of works on the construction of the Center of Excellence. In this way, the working conditions for a good part of the researchers will improve significantly. Also, the management of the University will continue to actively work on providing apartments for employees.

At the University of Kragujevac, the question related to gender balance in research reveals a well-balanced distribution, with an increasing number of women participating in science, as well as in management positions. To secure gender balance, the University of Kragujevac adopted in 2022 a Plan for Achieving Gender Equality for the period of 2022-2025.

Although the University offers good and secure working conditions for researchers to pursue a research career, the low income of researchers at public institutions and the fact that researchers are not recognized by the industry remain major deterrence and largely contribute to brain drain trends. However, through the process of supporting the development of innovations and the opening of the Science and Technology Park in Kragujevac, cooperation with economic and public institutions will be significantly improved.

WEAKNESSES:

- Insufficient investment in equipment and infrastructure by the responsible Ministry. At the national level, there haven't been any calls for the purchase of capital equipment for more than 10 years
- Low income of researchers at public institutions remains a major deterrence and largely contributes to brain drain trends
- Absence of association of researchers at the level of institutions and universities
- Insufficient inclusion of researchers in decision-making bodies at faculties and institute
- Uncertain status of researchers at faculties
- Insufficient funding by institutions at the national level for disseminating results and rewarding the best researchers at the faculties.

Remarks (max 500 words)

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Training and development:

Strengths and Weaknesses

STRENGTHS

- Serbia is either a full or associate member in different programs such as Erasmus, Horizon Europe, and other European mobility, scientific and research programs, so, all funding opportunities which are available to researchers at any other European university, are also available to our researchers. The University of Kragujevac, Department of International Relations, continuously advertises these opportunities via its website, targeted e-mail groups, organization of info days, etc.
- The University of Kragujevac also finances out of its own funds a one- to three-month post-doc research period for both incoming and outgoing researchers on a competitive basis as a part of the process of internationalization at home.
- PhD students can go on shorter or longer mobility exchanges via the Erasmus program. Also, the University's two Horizon projects, SGABU and DECODE, have offered the opportunity to a group of researchers to go on a short-term exchange to the project partner universities.
- Workshops with representatives of the Science Fund were organized at the University in the previous period, with the aim of familiarizing researchers with the application procedure, selection, evaluation, and other specifics of the call. Also, the researchers were timely informed about the online workshops of the Science Fund.
- In the last three years, the university has announced calls for financing projects for young researchers in five different scientific fields, for young scientists to become more familiar with the procedure of application, selection, evaluation and dissemination of research results.
- In order to increase the motivation of researchers to participate in scientific projects, in the Rulebook for Selection for Teaching Positions the University has introduced coordination or participation in national or international projects as a mandatory requirement.
- Every year, there are University awards for the best scientists, awards for the best female scientists of the University, St. Sava award, etc.
- The activities of the Center for Career Development and Student Counseling are aimed at students and graduates (up to 2 years after graduation). It provides career information (mainly about opportunities for gaining relevant experience and training) and career counseling (identifying the needs of students and developing awareness of the skills needed for career management), as well as connecting with the business community.
- Through the Innovation Community, the Center provides support for the development of entrepreneurship at the University targeting both students and employees, but also through information on available resources and opportunities offered by STP parks and other members of the Innovation Community.
- Balancing family and professional responsibilities leads to decreased productivity. This is why the University of Kragujevac recognizes the importance of supporting work-life balance and it is doing everything within the legal framework to provide better conditions for researchers.

WEAKNESSES

- Absence of official associations and bodies of researchers within institutions through which training, workshops, info-days, and other activities related to development, education, project application procedures, lifelong learning, open positions, awareness, etc. would be directly organized.
- Uncertain status of researchers at faculties at the national level.
- Insufficient motivation as a consequence of the limited number of project calls at the national level.

Remarks (max 500 words)

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Have any of the priorities for the short and medium term changed? (max 500 words)

In accordance with the current situation, the priorities for improving the status of researchers at the University will be:

- Increase of the influence on the work of national institutions responsible for funding and the position of researchers at faculties and the institute (Ministry of Education, Ministry of Science, Technological Development and Innovation)
- Development of the sector for innovation and cooperation with the economy.
- Improvement of infrastructure (Opening of Center of Excellence, Science and Technology Park), purchase of new and servicing of existing capital equipment.
- Continuous motivation of researchers to apply for international and national scientific projects, projects for the development of infrastructure and capital equipment, projects of cooperation with the economy, and post-doctoral training.
- Increase of the recognition of the University in the world.
- More extensive involvement of researchers at home institutions and participation in the University, faculties and institute bodies that are responsible for decision-making processes and regulations important for the position of researchers.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

No. Namely, the work of the University management, units within the University, all faculties and the Institute for Information Technology, the University IT Center and the University Library is well-organized, and their rights, obligations, and responsibilities are defined by appropriate acts.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

Changes in national regulations related to the position and funding of researchers by the Ministry of Education and the Ministry of Science, Technological Development and Innovation may affect some activities proposed within the Action Plan.

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 or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations
- 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination
- 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code)
- 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession
- 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1 1.1 Conducting periodic analysis of the conditions and controlling if the legal and ethical norms and standards of research work at the University, faculties, and institute are respected.	Research freedom	From academic year 2016/2017 onwards	Professional Ethics Committee Vice-rector for Science, Secretary general, Council for Ethics, Deans, Vice-director at the Institute for information technologies (IIT), Researchers	The reports of the self-evaluation and accreditation of the faculties. / The Committee for Professional Ethics, Commission for Quality Assurance	In progress	Continuous analysis is carried out at faculties within the process of self-evaluation and accreditation. Official documents, which include, among other things, the control of legal and ethical norms, are adopted by the Commission for Quality Assurance at the University, and then by the Senate .
ACTION 2 1.2 Introduction of Statement signing of awareness and acceptance of ethical norms by all newly employed researchers, with handing copies of the University Code of Ethics and translated version of the European Charter for Researchers and the Code of the Rights of the Recruitment of Researchers.	Research freedom	From 1st October 2016 (for all new researchers) From academic year 2016/2017 (for all new PhD students)	University Ethical Committee, Vice-rector for Science, Vice-deans for Scientific research, Faculties, University Ethical Committee, Vice-rector for Science, Vice-director at IIT	The employment contracts / Researchers, Deans, Director, and Secretaries at the faculties	Completed	The employment contracts, which each researcher signs at the parent institution, defined by the Labor Law of the Republic of Serbia, general acts of the University and Faculty, contain provisions related to ethical norms. Labor Law University Statute Code of academic integrity and professional ethics Gender Equality Plan Rulebook of the committee for professional ethics Rulebook on work safety and health Rulebook on personal data protection Rulebook on intellectual property management
ACTION 3 1.3 Organizing annual lectures, at the University or faculties/institute, on the topic "Code of Ethics and European Charter & Code" for new researchers and PhD students.	Research freedom	From academic year 2020/2021	Professional Ethics Committee, Vice-rector for Science, Deans, Director of the IIT, Vice-deans for Scientific research, Faculties and institute teaching and scientific councils.	Information about the lecture (https://www.kg.ac.rs/vest.php?vest_je=3516) / Researchers	In progress	This Activity is joined by ACTION 86 (1.4) The General Secretary of the University continuously conducts meetings of the Collegium of Secretaries where new regulations related to ethical issues are introduced. The secretaries, in their home institutions, carry out further activities in the manner prescribed by the general acts of the faculty.
ACTION 86 1.4 Organizing lectures on the prevention of conflicts of interest at faculties/institute once a	Research freedom	During December, starting in 2020	Vice Deans for R&D, Deans, Director of the IIT, Faculties, and institute teaching	Information about the lecture (https://www.kg.ac.rs/vest.php?vest_je=3516) / Researchers	In progress	Joined to 1.3

year for new young researchers			and scientific councils. Professional Ethics Committee, Vice-Rector for Science			
ACTION 4 2.1 (together with activity 1.1) Conducting periodic analysis of the present state and controlling if legal and ethical norms and standards of research work are respected.	Ethical principles	From academic year 2016/2017 onwards	University's Professional Ethics Committee, Commission for Quality Assessment at the University, Vice-rector for Science, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute teaching and scientific councils, Researchers	Official documents adopted at faculties and IIT, reports from the Commissions for the Quality Assessment at the faculties / Deans, Director of IIT, Commissions for Quality Assessment at the University and faculties	In progress	Joined to ACTION 87 (2.4) and ACTION 88 (2.5) According to the University rulebook, these are activities carried out at faculties and institute. Also, periodic analysis is carried out in the process of self-evaluation and accreditation of the faculty, and official documents are adopted by the Commission for Quality Assessment at the University, and then by the Senate.
ACTION 87 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	Ethical principles	From academic year 2020/2021	Deans, Director of the IIT, Faculties, and institute legal services	Official documents adopted during the preparation of documentation for dissertations / PhD students, members of the commission	Completed	Joined to 2.1 Signing a statement on the absence of internal conflict is defined by the Rulebook on the Prevention of Conflict of Interest .
ACTION 88 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	Ethical principles	From academic year 2020/2021	Deans, Director of the IIT, Faculties and institute legal services	Official documents adopted during the preparation of documentation for dissertations / PhD students, members of the commission	Completed	Joined to 2.1 Signing a statement on the absence of internal conflict is defined by the Rulebook on the Prevention of Conflict of Interest .
ACTION 89 2.6 Establishment of the Commission for Management of Conflict of Interest at the University and at the faculties and institute	Ethical principles	From academic year 2020/2021	University Council, Faculties and institute Councils	Official documents adopted at the faculties and Institute according to the Rulebook / Deans, Director, Secretaries at the faculties	Completed	The University of Kragujevac complies with the Law on Prevention of Corruption R. of Serbia and adopted the Rulebook on preventing conflicts of interest at the University of Kragujevac. The afore mentioned document defines who is responsible for preventing possible unwanted situations. https://www.paragraf.rs/propisi/zakon-o-sprecavanju-korupcije.html https://kg.ac.rs/dokumenti.php
ACTION 12 4.2 Continuous work on improvement of project	Professional attitude	From the school year	University Projects office, University Office	Defined procedures for monitoring international projects, Annual reporting,	In progress	The University has established instructions, guidelines, and regulations concerning various aspects of project management and coordination

<p>management activities especially in part related to coordination of activities and informing of responsible persons and bodies at University and faculties and institute. Project managers should be warned of the importance of respecting agreed deadlines for activities implementation and reminded of the necessity for proper reporting on project results.</p>		2016/17 onwards	for International Cooperation, Vice-rector for Science, Vice-deans for Scientific Research, Vice-director at IIT	Information, and rules published at the university website, Organized workshops, Call conditions, and eligibility rules published at the website /Researchers		<p>that researchers need to adhere to. Most of these are available online on the University's website and researchers and responsible persons are instructed to use them regularly. These are the Rulebook on the method and procedures for the implementation of international projects in which the University of Kragujevac is a partner or coordinator, the Documents and Forms section, and Internal Procedures for Project Managers. Apart from these, there is a regular mandatory six-month reporting practice when project managers need to deliver narrative and financial reports on the realization of project activities.</p>
<p>ACTION 14 5.1 Introduce researchers with national legislation and University rules. Encourage researchers to familiarize themselves with these topics through workshops, seminars, meetings, etc.</p>	Contractual and legal obligations	From academic year 2017/2018 onwards	University Projects office, University Office for International Cooperation, Vice-rector for Science, Vice-deans for Scientific Research, Vice-director at IIT	The information on the University website about the national laws and rulebooks as well as University rulebooks /Deans, Secretary at the faculties, Researchers	In progress	<p>Joined to ACTION 90 (5.3)</p> <p>We propose a newsletter system, instead of the University Gazette</p> <p>Researchers play a pivotal role in shaping society through their work, and as such, it is crucial for them to comprehend and comply with national legislation governing research activities. In this sense, the umbrella position of researchers is defined through the Labor Law of R. Serbia, through appropriate provisions. In addition to national legislation, researchers must navigate the specific rules and regulations established by their respective universities.</p> <p>The University of Kragujevac continues to carry out permanent activities, and public meetings of bodies, as well as organizing public debates, which involve researchers in the processes of their election to positions and thus their rights and obligations. Also, all legal regulations and the complete process are available on the website of the University of Kragujevac. https://kg.ac.rs/dokumenti.php</p> <p>National legislation and university rules that are part of the requirements and conditions of sponsors, funders, and funding agencies, are in great portion available online on the university website:</p> <ul style="list-style-type: none"> • Procedures for Project Managers • Documents and forms • Rulebook on procedures for the implementation of international projects • Rulebook on evaluation and selection criteria of students, teaching and non-teaching staff within the E+ program

						<ul style="list-style-type: none"> • Rulebook on the procedure for selection and financing of scientific research and artistic projects of young researchers and artists of the University of Kragujevac <p>Researchers also get familiar with these regulations at project (kick-off) meetings, where financial and contractual project-related rules are presented that define the terms and conditions for the implementation of activities within the frame of the specific funding program.</p> <p>Additionally, the University's Project Office continuously provides support to researchers in the form of individual consultations, meetings, workshops, etc.</p>
ACTION 90 5.3 Development of a University Gazette in which regulations issued by University bodies would be published	Contractual and legal obligations	From academic year 2020/2021 onwards in continuity	Secretary-General and Faculty of Law	Timely information on the adopted national and University regulations and changes in the procedures and criteria for the selection for the title of teacher, associate, and researcher on the website /Researchers	Completed	<p>The status of this activity is declared as Completed because the activity is moved and joined to 5.1, which is in progress.</p> <p>The establishment of a University Gazette serves as a crucial step in enhancing transparency, communication, and accessibility of information within an academic institution. This platform will be designed to publish and disseminate regulations issued by various university bodies, ensuring that the entire academic community is well-informed and engaged in the decision-making processes.</p>
ACTION 16 6.1 (together with activity 5.1) Encouraging appropriate, transparent, and efficient projects financial management.	Accountability	From academic year 2016/2017 onwards (continuously)	University International projects office, University Office for International Cooperation, Vice-deans for Scientific research, Vice-deans for Finance, Vice-director at IIT	The University website (section for international cooperation) (https://kg.ac.rs/dokumenti.php), Rulebook on the manner and procedures of realization of international projects managed or coordinated by the University of Kragujevac, Request for approval of a business trip and opening of a travel order, Report from a business trip abroad, Request for payment of fees (model), Request for signing pre-financing documentation (model) / Researchers	Completed	<p>The University has published the procedures and documents related to financial project management, Rulebook on the manner and procedures of realization of international projects managed or coordinated by the University of Kragujevac, Request for approval of a business trip and opening of a travel order, Report from a business trip abroad, Request for payment of fees, Request for signing pre-financing documentation (model), everything available on https://kg.ac.rs/dokumenti.php</p> <p>Principles of sound, transparent, and efficient financial management are strongly encouraged at the University in several ways:</p> <ul style="list-style-type: none"> • A separate section on the University website dedicated to the financial management of projects, Internal Procedures for Project Managers, where guidelines are given for the most common financial procedures on projects. • Mandatory six-month reporting when project managers submit financial reports presenting transparently and concisely an overview of the financial realization of their projects. • Projects for young researchers funded by the University in cooperation with SASA also define in their agreements with project managers

						<p>mandatory reporting twice in a project lifetime (interim and final report).</p> <ul style="list-style-type: none"> • At the level of the Financial Department, separate financial analytical cards are kept that contain information on project costs which supports the transparency of the project-related spending. <p>The University practices signing contracts with project managers related to the financing and realization of projects where the University is coordinator or partner. These contracts (among other provisions) define the obligations of project managers to manage the project financing in a responsible, transparent way following the rules of the funding program and national laws.</p>
<p>ACTION 18 7.1 (together with activities 5.1 and 6.1) Introduce researchers to national legislation, rules of the University and faculties and institute related to safety and health at work, environmental protection, and security of data and information.</p>	Good practice in research	December 2021	Vice-deans for Scientific research, Vice-director at IIT, Faculty and University's Legal affairs offices	<p>The Rulebook on personal data protection (https://kg.ac.rs/Docs/Pravilnik_o_zastiti_podataka_o_licnosti.pdf), Rulebook on safety and health at work (https://kg.ac.rs/Docs/pravilnikBezbednost.pdf) and soon the Rulebook on information security, The employment contracts / University, faculties and institute management, Researchers, all employees</p>	Extended	<p>This activity is implemented through the signing of work contracts at faculties and institute. Information related to safety and health at work, environmental protection, and security of data and information is defined in the employment contract with the parent institution, which is in accordance with national, university, and faculty regulations.</p>
<p>ACTION 19 7.2 Strengthening and/or improvement of IT system and education of users on topics related to security and protection of data and information.</p>	Good practice in research	December 2021	University IT center, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute IT centers	<p>Improved information system from the aspect of information security and personal data protection, website of the University, faculties, IIT, website of the University IT Centre/researchers, all employees</p>	Extended	<p>In recognition of the evolving landscape of cybersecurity threats, we have carried out a series of initiatives to fortify the University Computing Center's resilience, including (1) Infrastructure Upgrades: We have invested in upgrading our IT infrastructure to incorporate the latest security practices. The infrastructure is now fully virtualized and regular daily backups are now mandatory. (2) Regular Security Audits: Our IT systems undergo regular security audits by qualified professionals. These audits help identify vulnerabilities and allow us to address potential issues before they can be exploited proactively. (3) Improving User Awareness of Security: The IT personnel at faculties and institutes cover topics such as password management, phishing awareness, and best practices for data protection. We measure the effectiveness of these actions using the following indicators:</p> <ul style="list-style-type: none"> • Incident Response Time: We monitor and continually strive to reduce the response time to any potential security incidents, ensuring effective action to mitigate risks. The University Computing

						Center also monitors incidents that occur at the individual faculties and institutes. • Incident Reduction: We track and analyze incidents related to information security and personal data protection, aiming for a consistent reduction in the number and severity of such incidents.
ACTION 91 7.3 Conduct training on information security and protection of personal data and safety at work and environmental protection.	Good practice in research	From academic year 2021/2022 onwards in continuity	Deans, Vice-deans for Scientific research, Vice-director at IIT, IT services of the faculties	Raising the level of knowledge of researchers on information security and personal data management / Researchers, all employees	In progress	The University hasn't conducted official training yet but they are planned for the following period. The IT personnel at faculties and institutes cover topics such as password management, phishing awareness, and best practices for data protection. Other trainings are also organized internally at the faculties.
ACTION 21 8.2 Continuous promotion of importance for dissemination of research results. Publishing of completed project results at the University and faculties and institute's web pages (to the extent allowed by confidentiality limitations)	Dissemination, exploitation of results	From academic year 2017/2018 onwards (continuously)	University IT center, University library, Vice-deans for Scientific research, Faculties IT centers, Vice-director at IIT, Researchers	Results of implemented projects are publicly available https://kg.ac.rs/tekuci_realizovani_projekti.php https://kg.ac.rs/vestik.php?kat_je=2 https://kg.ac.rs/centri_medjunarodni_projekti.php https://kg.ac.rs/naucni_projekti.php , University repository SCIDAR, national portal e-science / Researchers	In progress	The University encourages its researchers to make project results accessible to the public whenever the opportunity arises. For instance, upon the completion of each round of projects for young researchers funded by the University and the Center for University Cooperation with SASA, events were organized to present the projects and achieved results to the public (2022, 2023) and accompanied by appropriate (local) media coverage. Additionally, some of the selection criteria within this call for projects (for young researchers) are: 1) that the project team ensures the commercialization, promotion, and visibility of the project by participating in conferences, organizing gatherings, publishing scientific papers, etc., 2) that papers produced as a result of the project clearly indicate the connection to the project and funding authority, 3) that the principles of open science are applied, 4) mandatory submission of the paper (based on project results) in a scientific journal published at the University or in a journal on the SCI list, or the one (in the art field) with representative reference. The project results are additionally promoted on the University's website in the Current and Completed Projects section , which also contains a list of links to their internet presentations and through the University's social networks (Facebook , Instagram , LinkedIn), etc. Important results are also forwarded to faculties that post announcements on their websites. Researchers are obliged to disseminate research results following the regulations defined by the projects they are working on, either on the website of universities, faculties, or organizations that provide funding, as well as on the national portal e-science portal and SCIDAR, for the sake of better visibility of individuals or institutions.

ACTION 22 8.3 Developing and establishing of newsletter system for informing researchers.	Dissemination, exploitation of results	From academic year 2017/18 onwards (continuously)	University Knowledge transfer center, University and faculties and institute IT centers, Vice-deans for Scientific research, Vice-director at IIT	The system was fully established through a Newsletter regularly sent to researchers and professors regarding the open calls, information on website of the University, The University Bulletin / Researchers	Completed	The University Bulletin is a publication dedicated to the promotion of scientific, research, artistic, and educational events and results at the University, published 3 times a year and available free of charge on the University's website. The Bulletin contains information about research achievements and scientific results, awards for achieved scientific and research results, international scientific conferences, training, promotion of publications, scientific magazines, lectures, signed strategic documents, etc.
ACTION 92 8.4 Realization of training and full implementation of the system of research results commercialization	Dissemination, exploitation of results	From 2021, continuously	Vice-rector for Science, Vice-rector for Innovations, Knowledge Transfer Center, Vice Deans for Scientific Research, Legal Services of Faculties and institute and University	Information at University website / Researchers	In progress	Centre for Technology Transfer (CTT) is actively involved in this activity. In the period from November 17 to December 15, 2023, training programs for employees were held every Friday (Implementation of the "Expert2Mentors" training program at the University of Kragujevac) The third session of the Expert2Mentors program was held at the NTP Startup Center in Čačak.
ACTION 94 8.5 Full establishment of a repository of scientific papers	Dissemination, exploitation of results	31.12.2020	University IT Centre -UNIC, University Library	Portals e-science and SCIDAR / Researchers	Completed	At the national level e-science portal, and at the University of Kragujevac Scidar .
ACTION 95 8.6 Full establishment of a repository of scientific papers	Dissemination, exploitation of results	31.12.2020	University IT Centre -UNIC, University Library	Portals e-science and SCIDAR / Researchers	Completed	The University formed the Committee for Open Science on April 2, 2021 (Ref. no. I-01-287) University information center, University Repository SCIDAR. All researchers from the University are obligated to have an account on the national portal e-science.
ACTION 96 8.7 Education of young researchers on the principles of open science	Dissemination, exploitation of results	From academic year 2020/2021 onwards in continuity	University Library	Workshops organized by University library / Researchers, Librarians	In progress	In 2023, the library held workshops for researchers and librarians (local system administrators) at the Faculty of Agronomy, Faculty of Education, Užice, Faculty of Hotel Management and Tourism, Faculty of Technical Sciences, Faculty of Mechanical and Civil Engineering, Institute for Information Technologies, with numerous Zoom meetings/trainings, both at the University level and within the Serbian scientific community.
ACTION 23 9.1 Presentation of scientific results to the general public (TV, social networks, meetings of various types, etc.).	Public engagement	From academic year 2017/2018 onwards (continuously)	Faculties and institute's PR offices and managers, Deans, Director of IIT, Vice-deans for Scientific research, Vice-	The information on scientific results and achievements presented and disseminated through UNIKG website news (https://kg.ac.rs/vesti.php), TV shows and interviews, News portals, Newspapers,	Completed	The presentation of scientific results is continuously carried out through the promotion of the researchers' participation at conferences, the promotion of important publications and participation in international and national projects, open days at faculties, the celebration of Science Day, etc. Information about presentations is published through social networks, TV channels,

			rector for Science, Vice-director at IIT	Social media (Facebook, Twitter, etc.), Events on projects / Researchers, public		scientific portals, and the websites of universities and faculties. University news page University members
ACTION 24 9.2 Develop a presentation strategy of University achievements and organize more public lectures and thematic round tables to inform the public about the scientific developments within the University. Define special approaches and contents for the promotion of scientific achievements, depending on the audience (schools, SMEs, industry, public utility companies, health care institutions, ...)	Public engagement	From academic year 2017/2018 onwards (continuously)	Vice-rector for Science, Deans, Director of IIT, Faculties and institute's PR offices and managers, Vice-deans for Scientific research, Vice-director at IIT, Researchers	The information on scientific results and achievements presented and disseminated through UNIKG website news (https://kg.ac.rs/vesti.php), TV shows and interviews, News portals, Newspapers, Social media (Facebook, Twitter, etc.), Events on projects / Researchers, public, schools, companies ...	In progress	This activity will be conducted through the new sector for innovations at the University. However, the presentations of researchers and teams that have achieved significant scientific results in various scientific fields are continuously organized at the University and its faculties and institute. In specific cases (art, biomedicine, artificial intelligence) promotions are organized and adapted to the guests. Results obtained based on projects that are financed from other national funds are promoted in the manner provided by the contract.
ACTION 26 10.1 Further strengthening of awareness among employees and employers on the problem of discrimination of any type.	Non discrimination	From academic year 2016/2017 onwards (continuously)	University and Faculty's 's Legal affairs offices, Faculties and institute, Quality Assurance committees at faculties and the institute, Education and Scientific councils at faculties and the institute, Researchers	Rulebook on prevention and protection from sexual harassment at the University of Kragujevac , Plan for achieving gender equality at the University of Kragujevac , Rulebook on the internal whistle-blowing procedure at the University of Kragujevac , Rulebook on the protection of personal data and protection measures during the processing of personal data at the University of Kragujevac , Rulebook on preventing conflicts of interest at the University of Kragujevac / Researchers, all employees	In progress	Discrimination in any form can undermine productivity, creativity, and employee morale. Therefore, it is essential for the University to proactively address and prevent discrimination while raising awareness among employees about the significance of diversity and inclusion. Preventing discrimination and raising awareness among employees is an ongoing process that requires commitment, education, and a proactive approach. The university and its members continuously work and monitor the situation, to prevent any attempt at discrimination. In this sense, regulations related to the subject matter have been adopted at the University level. https://kg.ac.rs/dokumenti.php
ACTION 27 10.2 Defining questionnaires, conducting tests, and monitoring employees and employers related to the potential problems of discrimination (annually).	Non discrimination	From academic year 2016/2017 annually	HR department at the University, HR departments at faculties and the institute, Quality assurance committees at faculties and institute, Education and Scientific councils	Official documents at faculties and IIT / Researchers, all employees	In progress	The Quality Assurance Committee of the University is proactively engaged in raising awareness about discrimination by spreading the culture of quality in the educational process among employees, researchers, and students. Also, special Commissions and other working bodies of University members are involved in this process. In this sense, the University has a Quality Assurance Strategy, which strives to eliminate all possible negative impacts.

			at faculties and institute			https://kg.ac.rs/dokumenti.php
ACTION 28 10.3 Continuous work on stimulating and raising of number of projects applied and coordinated by female and young researchers.	Non discrimination	From academic year 2017/2018 annually	Vice-rector for Science, International project office, Secretary General, Vice-deans for Scientific research, Vice-director at IIT, Researchers	Information on the University website about projects, Plan for gender equality / Researchers	In progress	<p>This activity is mainly conducted by respecting the rules and recommendations set in the Plan for achieving gender equality at the University of Kragujevac.</p> <p>To encourage the participation of young researchers, the University in cooperation with the Centre for Scientific Research of the Serbian Academy of Sciences and Arts (SASA) and the University of Kragujevac established annual calls for proposals for research projects coordinated by young researchers. The idea behind the call is to enable young scientists to implement their ideas, form research groups, and contribute to the development of science at the University of Kragujevac. In addition, by filling in admission forms, which are very similar to those for international projects, they gain competencies and experience in how to present their ideas in more complex project calls. Three calls have been announced so far (2021, 2022, 2023), and two implementation rounds have been completed (2021, 2022). The participation of female and male researchers in these projects is very balanced, out of 15 projects funded so far (5 each year), there are 8 male and 7 female team leaders/project coordinators.</p> <p>The proportions for international projects are somewhat different, in favor of male applicants and this will be addressed further in the following period. 19 projects were submitted by male applicants (researchers and teachers) and 7 by female applicants (researchers and teachers) in 2021. In 2022, 20 projects were submitted by male applicants (researchers and teachers) and 5 projects by female applicants (researchers and teachers). During 2023, 24 projects have been submitted by male applicants (researchers and teachers) and 12 by female applicants (researchers and teachers).</p>
ACTION 93 10.4 Adoption of a strategy for gender equality	Non discrimination	Till 30.06.2021	Rector, Vice-Rectors, Secretary-General, University Council	Plan for gender equality/ Researchers	Completed	<p>The University of Kragujevac has already prepared a Plan for achieving gender equality. Harmonizing the regulations, the adoption of a comprehensive strategy for gender equality by the University of Kragujevac will underscore its commitment to creating an inclusive and equitable environment. By addressing various aspects of institutional operations, from hiring practices to support services, the strategy will aim to foster a culture where individuals of all genders can thrive and contribute to the institution's mission and success.</p>

						https://kg.ac.rs/dokumenti.php
ACTION 30 11.2 Promote and encourage the introduction of an open and clear definition of conditions within the selection/re-election procedure of researchers in research positions.	Evaluation/ appraisal systems	From academic year 2017/2018 onward (continuously)	Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute Educational and scientific councils, Researchers	Rulebook on the manner and procedure of employment and acquiring the teacher title at the University of Kragujevac (https://kg.ac.rs/Docs/pravilnik_radni_odnos_preciscen_tekst.pdf), Instructions for application, submission, completion and definition of relevant documents submitted by the candidate during the election procedure (https://kg.ac.rs/Docs/Uputstvo_KPP_Izbor_u_zvanje.pdf), Rulebook on the acquisition of research and scientific titles , Law on science and research / Researchers	In progress	Any amendment of the conditions for selection and/or election procedure is communicated to researchers by faculties and the institute as part of their regular practice. Procedures for the selection of scientists for the respective titles are clearly defined by national regulations (Rulebook on the acquisition of research and scientific titles) The University implements procedures according to the Law on Science and Research , continuously monitoring all steps in the procedure and providing public access during election procedures at the University and faculties.
ACTION 31 11.3 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.	Evaluation/ appraisal systems	From academic year 2017/18 onwards in c continuity	Vice-deans for Scientific research, Vice-director at IIT, Vice-rector for Science, Faculties, and institute Educational scientific councils	Adopted open science platform(https://www.kg.ac.rs/Docs/platforma_za_otvorenou_nauku.pdf), Open science rulebook at the University of Kragujevac, SCIDAR University repository, portal e-science / Researchers	Completed	Researchers are obliged to register to the university repository SCIDAR and in the national e-science portal. Only the results that are visible in these databases are evaluated in the evaluation and selection process.
ACTION 32 12.1 Defining of proposal/initiative addressed to relevant Ministry in order to inspire the defining of appropriate regulations and bylaws, 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)	Recruitment	31.12.2021	Rector, KONUS, Vice-rector for Education, Vice-rector for Science, Deans, Vice-deans for Education, Vice-deans for Scientific research, Vice-director at IIT, Researchers	Accredited study programs in English, Number of projects and publications with foreign researchers, Agreements on cooperation with universities, faculties, and institutes from abroad / Researchers, Deans, Secretary of the faculties and institute	Extended	The issue of employment of foreign researchers is regulated by the Law on Foreigners of R. Serbia. The competent ministry defines the necessary processes. Based on the strategic goal of the University of Kragujevac to raise the overall level of internationalization of higher education units within it, especially in the field of cooperation, the competent authorities of the University have repeatedly submitted initiatives to simplify the process of hiring and engaging foreign researchers.
ACTION 33 12.2 Developing an advertising system for open positions in order to	Recruitment	From academic year 2017/2018	Vice-deans for Scientific research, Vice-director at IIT,	Information on the website of the University about open positions, official national	Completed	On the website of the University, open vacancies for positions at faculties are continuously published, and the link is available to candidates from the country and from abroad. Also, open

attract high potential and quality researchers (domestic or foreign citizens) from other institutions and those who are returning to the scientific research career.		onwards in continuity	Faculties and institute' Legal affairs offices, University and faculties and institute IT center	portals/researchers		positions are published on official national portals so that they can be visible to candidates outside the University of Kragujevac as well.
ACTION 36 13.2 Introduction of obligation for advertising all vacancies on the EURAXESS web portal.	Recruitment (Code)	From academic year 2020/2021 onwards in continuity	Deans, Vice-deans for Scientific research, Vice-director at IIT	Increasing the visibility of job vacancies outside the state on the national level / Researchers, Deans, Vice-rectors, Vice-deans, Director of IIT	Extended	This activity is in preparation.
ACTION 38 13.4 Introduction of option to search open positions ads, published on the University web page, per basic criteria (title, field of study, ...)	Recruitment (Code)	31.12.2021	University IT center	Information on the website of the University about open positions, official national portals/researchers	Completed	Information about open competitions for positions is regularly published on the University's website.
ACTION 39 14.1 Continuous evaluation(annually) of the selection and election process of candidates and defining measures aimed at its further improvement.	Selection (Code)	From academic year 2016/17 onwards (continuously)	Vice-rector for Science, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute Educational and Scientific councils, Quality Assurance Committee at faculties and institutes	The reports from the Senate of the University of Kragujevac, University Rulebooks on criteria, National Rulebooks, Information on University and faculties website about selection and election processes / Rector, Vice-rectors, Senate members, Deans, General secretary, researchers	In progress	The Senate continuously monitors the procedures and improves the Rulebook on elections to teaching positions at the University . Elections to research and scientific professions are carried out according to the procedures defined by the Law on Science and Research of the Republic of Serbia and the Rulebook on the Acquisition of Research and Scientific Professions , and the evaluation and selection of candidates are monitored at the level of faculties and Home Scientific Committees.
ACTION 40 14.2 Possibility and justification analysis for introducing mandatory member from abroad (with appropriate competencies) to election commissions for the position of full professor.	Selection (Code)	31.12.2021	Vice-rector for Education, Vice-rector for Science, Vice-deans for Education, Vice-deans for Scientific research, Vice-director at IIT	/ Rector, Vice-rectors, Deans, Director of IIT, Secretary General	Extended	This activity has been extended if the national regulations are changed. Internationalization of this type is still a recommendation but not an obligation at the level of national and university regulations.
ACTION 43 16.1 (together with activity 14.1) Continuous evaluation (annually) of the selection and election process of candidates and defining measures aimed at its further improvement	Judging merit (Code)	From academic year 2016/2017 onwards (continuously)	Vice-deans for Scientific research, Vice-rector for Science, Faculties and institute Educational scientific councils, Quality Assurance Committee at	The reports from the Senate of the University of Kragujevac, University Rulebooks on criteria, National Rulebooks, Information on University and faculties website about selection and election processes / Rector, Vice-rectors, Senate members,	Completed	Information on election procedures is publicly available. The Senate continuously monitors the procedures and improves the Rulebook on elections to teaching positions at the University . Elections to research and scientific professions are carried out according to the procedures defined by the Law on Science and Research of the Republic of Serbia and the Rulebook on the Acquisition of Research and Scientific

			faculties and institute Vice-director at IIT	Deans, General secretary, Researchers		Professions , and the evaluation and selection of candidates are monitored at the level of faculties and Home Institutions Academic Boards.
ACTION 46 18.1 Encouraging mobility of Ph.D. students and stimulating the development of post-doctoral students, at home and abroad, through the promotion of programs and projects that provide mobility funding, organizing workshops for application in relevant projects, etc.	Recognition of mobility experience (Code)	From academic year 2017/2018 Onwards (continuously)	Vice-rector for Science, University Office for International Cooperation, Center for Career Development and Student Counseling, Vice-deans for Scientific research, Vice-director at IIT, Researchers	University of Kragujevac Senate's decision on providing scholarships to postdoctoral candidates, April workshops of the Center for Career Development and student counseling, October Scholarship fair, Other workshops and presentations realized throughout each academic year / PhD students	In progress	<p>University announces the call for scholarships for post-doc students who would like to develop professionally at scientific or research organizations abroad.</p> <p>Apart from this, the news on opportunities for PhD/postdoc students is also published on the university website. Here are just a few examples: https://kg.ac.rs/vest.php?vest_je=4600 https://kg.ac.rs/vest.php?vest_je=4378 https://kg.ac.rs/vest.php?vest_je=4357 https://kg.ac.rs/vest.php?vest_je=4394 https://kg.ac.rs/vest.php?vest_je=4266</p> <p>There is still continuous notification of Ph.D. students about open calls, programs, and projects for training and about post-doc positions on the website of the University and the website of the faculties. The activities of the Department for International Cooperation, which include workshops related to student exchange, are also continuously carried out.</p>
ACTION 49 20.1 Informing and raising awareness about the importance of lifelong learning and professional development.	Seniority (Code)	June 2017, onwards (continuously)	Center for Career Development and Student Counseling, University Lifelong Learning Center	Various presentations and workshops held by the Center for Career Development and Student Counseling (such as career management, online marketing, self-marketing, project management), Programs for professional development that specifically target their staff (Faculty of Medical Sciences , Faculty of Education in Jagodina , etc.)/ Researchers, Staff, all employees	In progress	<p>Information on learning and training opportunities is regularly communicated to researchers:</p> <ul style="list-style-type: none"> • announcements and news in the New/Projects section on the University website • information sent through the email database • organized events such as lectures (example 1, example 2, example 3, example 4, example 5), conferences (example 1, example 2), presentations of research results, monographs and papers (example 1, example 2, example 3, example 4), etc. • supporting learning opportunities (example 1, example 2, example 3, example 4), study visits (example 1, example 2, example 3), workshops (example 1), summer schools (example 1), etc. within the international projects • etc. <p>Professional development in terms of acquiring project management-related skills is supported by Project Office. It organizes a series of workshops and info days for this purpose (preparation of the budget for Horizon Europe projects, analysis of the Grant Agreement, applying to EU funds, fund-raising, etc.).</p> <p>Faculties also have programs for professional development that specifically target their staff (Faculty of Medical Sciences, Faculty of Education in Jagodina, etc.).</p>

ACTION 51 21.2 Establishing a training program in skills related to the preparation and writing of proposals for EU-funded projects.	Postdoctoral appointments (Code)	30.06.2017	Vice-rector for Science, International project office, Vice-deans for Science, Vice-director at IIT, Researchers	Info days (https://www.kg.ac.rs/vesti.php?vest_je=801), Presentations (https://www.kg.ac.rs/vebinari_prezentacije.php), Webinars (https://www.kg.ac.rs/vebinari_prezentacije.php), Increase in the number of awarded projects (https://www.kg.ac.rs/tekucirealizovani_projekti.php) / Researchers	Extended	The University Project Office organizes info days and workshops for the development of skills related to the preparation and writing of proposals for EU-funded projects. The topics are 1) available funding opportunities, 2) preparation and submission of project applications, 3) budget preparations, 4) contracting rules (grant agreement provisions), etc. Some of the held webinars/info days can be found here .
ACTION 52 22.1 Continuous promotion of the scientific research profession, which needs to be adequately recognized and protected at the national level, regardless of the level and status of researchers (from Ph.D. students through researchers to professors' titles and positions within research institutions).	Recognition of the profession	From academic year 2017/2018 onwards (continuously)	Rector, Vice-rector for Science, Deans, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute's PR offices and managers, all employees	Website of the Fund for Science, Innovation Fund, Ministry of Science, Technological Development and Innovation, Science Fair, Organization of Researchers' Night /Researches, public	In progress	With the forming of national institutions, such as the Fund for Science, and the Innovation Fund, the beneficiaries of the respective projects are obliged to promote the project, team members, and results at various public events, portals, and other promotional tools. By forming science parks, and organizing science fairs and researchers' nights, the public gets to know scientists, their status, work, and results in more detail.
ACTION 53 22.2 Encouraging the establishment of researchers associations/organizations as well as regular meetings/forums to evaluate and assess situations in the research profession.	Recognition of the profession	From academic year 2017/2018 onwards (continuously)	Secretary general, Quality Assurance Committee at faculties and institute, Faculties and institute Educational and Scientific councils, Researchers	Number of researchers, official documents at home institutions on involvement of researchers in different bodies	In progress	In the dynamic landscape of research, where innovation and progress are paramount, it is essential to cultivate an environment that supports continuous evaluation, collaboration, and the exchange of ideas. This approach not only facilitates the assessment of the current situation within the research profession but also promotes a culture of mutual support and development. In this sense, the University permanently organizes meetings with various representatives of business and science, to contribute to the overall development and creation of organizations, associations, etc. https://kg.ac.rs/vesti.php This kind of involvement of researchers will be also facilitated through national regulations.
ACTION 54 22.3 Defining initiative for the popularization of the research profession among future students. Establishing a reward system for researchers and research groups from	Recognition of the profession	From academic year 2017/2018 onwards (continuously)	Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute' PR managers and promotion	Information on the University and faculties websites based on the popularization and promotion of research profession, results, awareness/pupils in high schools, public	Completed	The initiative is implemented by organizing "open door days" at faculties, guest appearances in scientific shows, using social networks, etc. Since 2021, the best scientists have been awarded by the University, as well as the best female scientists as part of the celebration of Women in Science Day (since 2022), and starting in 2021, projects for young researchers in 5 different

different areas (on an annual basis).			commission, Vice-rector for science, Rector			scientific fields have been financed.
ACTION 55 23.1 Encouraging funds allocation for science at the 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.	Research environment	From academic year 2017/2018 onwards (continuously)	Vice-rector for Science, Vice-rector for Innovations, Rector, Deans, Faculties' and University's Legal affairs offices	The information on funds and open calls is given on the University website / Researchers, the public, companies	In progress	In addition to calls from the Science Fund, the Ministry of Science, Technological Development and Innovation, the Innovation Fund, the Ministry of Economy, the Ministry of Culture and other national institutions continuously announce calls for projects of cooperation between science and business through public calls.
ACTION 56 23.2 Encouraging of application and use of EU funds for the improvement of research infrastructure, procurement of modern equipment, etc.	Research environment	From academic year 2016/2017 onwards (continuously)	Vice-deans for Scientific research, Vice-director at IIT, Vice-rector for Science, Vice-rector for Innovation, University International projects office, Deans	The information on funds from different national and foreign sources is given on the University website / Researchers, public	In progress	The University Project Office regularly informs researchers about information on funding opportunities for these purposes and provides (technical and administrative) assistance in submitting the project proposals. This funding includes the opportunities to improve research infrastructure, purchase some modern equipment, purchase consumables necessary for research activities, etc.
ACTION 57 23.3 Encouraging institutional cooperation with other domestic universities in order to ensure more rational use of available research infrastructure and equipment.	Research environment	From academic year 2017/2018 onwards (continuously)	Vice-deans for Scientific research, Vice-director at IIT, Vice-rector for Science, Knowledge transfer center	Agreements on the received projects at the University and faculties, Agreements on cooperation at the University and faculties / Rector, Vice-rectors, Deans, Director of ITT, Vice-deans, General secretary, Researchers	In progress	Cooperation between scientists and institutions regarding the use of equipment and infrastructure is often a necessary condition when applying for various national or international projects.
ACTION 58 24.1 (together with activity 23.1) Encouraging funds allocation for science at the national level (campaigns, public lectures, open meetings, round tables, etc.)	Working conditions	Since academic year 2020/2021 onwards	Vice-rector for Science, Rector, Deans, University and faculties/institute Legal affairs offices	The information about national open calls and organized workshops are given on the University website / Researchers	In progress	Workshops with representatives of the Science Fund were organized at the University of Kragujevac - PROMIS 2023 workshop . Continuous participation in Science Fund workshops Online Open doors of the Science Fund – programs "Prism" and "Green program of cooperation between science and business" . University representatives are members of the Scientific Council of the Fund for Science and the National Science Council, who decide on the financing of scientific research.
ACTION 59 24.2 Encouraging flexible working conditions in every sense, with control	Working conditions	From academic year 2017/2018	Quality Assurance Committee at faculties and institute, Project	The employment contracts / Researchers	Completed	Working hours and working conditions are defined by the Labor Law of the Republic of Serbia. Also, these conditions are specified by individual rights contracts on the researcher's obligations. The

of working time efficiency or introducing periodic independent evaluation of employees.		onwards (continuously)	coordinators, research coordinators, mentors, HR departments at faculties/institute and University			University of Kragujevac strives to provide all its researchers with suitable working conditions and working hours.
ACTION 97 24.3 Addressing the housing needs of young researchers up to the age of 40 through a pre-year lease with the right of redemption after that period	Working conditions	From 2018 (continuously)	Rector, University Council	Lease agreements for 150 apartments/researchers	Completed	The distribution of apartments was completed in 2019. The construction and distribution of new apartments are expected.
ACTION 62 26.1 Preparation of initiatives on the national level for a more precise definition of 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 the country)	Funding and salaries	01.01.2021 .	Vice-rector for Science, Rector, Deans, Faculty, and University's Legal affairs offices	The Law on Science and Research, Rulebooks at the Faculties/Researchers	Completed	The Law on Science and Research stipulates that the financing of the researchers will be transferred to the institutional one with the possibility of additional project financing.
ACTION 63 26.2 Defining and establishing methodology for evaluation and rewarding of successful coordinators of research groups and/or independent researchers.	Funding and salaries	31.12.2020 .	Rector, Vice-rector for Science, Deans, Faculties and institute Educational and Scientific councils, Researchers	The adoption of the decision to award the best-rated project applications submitted through the University of Kragujevac is in progress./Senate members, Researchers	Extended	From 2021, the best scientists in various scientific fields are awarded at the University, and from 2022, the best female scientists of the University are awarded https://kg.ac.rs/vest.php?vest_je=3573 . From 2021, the best projects for young scientists have been financed and awarded on the basis of Rulebook on the selection and financing of projects of young researchers and artists , Svetosavska awards and post-doctoral scholarships will be awarded https://kg.ac.rs/sednica_saveta.php?id=658 . Evaluation rules are clearly defined in official documents.
ACTION 64 27.1 Further strengthening of awareness on the gender balance at faculties/institute. Special attention should be given to faculties/institute with below average number of female researchers and professors. (43% of female researchers is	Gender balance	From academic year 2016/2017 onwards (continuously)	University Senate, Legal affairs offices at University, HR department at the University, Legal affairs offices at faculties and institute, HR departments at faculties and the institute, Quality	Achieving the principle of equal gender representation, Gender Equality Plan /Researchers	In progress	Given that gender equality is an important segment of society, the University of Kragujevac implements the provisions of the Law on Gender Equality, as well as the Plan of the Ministry of Education for the realization and improvement of gender equality. In this sense, the University of Kragujevac has adopted a Plan for achieving gender equality. The University of Kragujevac bases its activities on the Strategy of Scientific and Technological Development of the Republic of Serbia for the period from 2021-2025. year - "The Power of Knowledge", adopted by the

average on the national level in Serbia)			assurance committees at faculties and institute, Educational and Scientific councils, Faculties and institute Councils, Reserchers			Government of the Republic of Serbia and the Strategy for the Development of Education and Training in the Republic of Serbia until 2030. https://kg.ac.rs/dokumenti.php
ACTION 65 27.2 Analysis of possibilities and promotion of part-time employment for researchers, if necessary, to adequately fit personal/family and professional obligations.	Gender balance	From academic year 2017/2018 onwards (continuously)	Deans, Faculties and institute Educational scientific councils, Vice-rector for Science, Rector	The employment contracts / Researchers, Secretary at the faculties	Completed	Balancing family and professional responsibilities is a challenge for many researchers, often leading to decreased productivity. Recognizing the importance of supporting work-life balance, the University of Kragujevac is doing everything within the legal framework to provide conditions for this type of research. The University of Kragujevac and its members allow in accordance with the Labor Law flexible work arrangements which is a key strategy to accommodate the diverse needs of researchers. This includes options such as flexible working hours, compressed workweeks, or telecommuting. By allowing researchers to adjust their schedules to accommodate family obligations, the University can empower them to maintain a healthy work-life balance.
ACTION 66 28.1 Development and implementation of various training and personal development courses, as a mandatory part of researchers' education (career management, communication and negotiation skills, creation and evaluation capabilities, project management, innovation, etc.).	Career development	31.12.2017 onwards	Vice-rector for Science, Vice-rector for Innovations, University Lifelong Learning Center, International Project office at the University, Vice- deans for Science, Vice - director, University Lifelong Learning Center, Researchers	The Projects office periodically organizes training on project application writing and project management. April workshops program organized by the Center for Career Development and student counseling, and independent workshops organized throughout each academic year/ Researchers	In progress	The Projects Office organizes training on project application writing and project management and/or individual consultations (when needed). Every year, the Center for Career Development organizes April workshops for students and graduates covering topics such as: <ul style="list-style-type: none"> • writing a CV and a motivation letter • stress and conflict management • academic writing skills • efficient communication • postgraduate anxiety – fear of future • how to become a Project Manager • how to become a Business Development Manager • and many others. However, these activities are not mandatory for researchers.
ACTION 67 29.1 Defining of initiative for the creation of an adequate national and institutional framework, as well as, creating conditions and encouraging mobility of post-doctoral students (will be realized in	Value of mobility	31.12.2017 onwards	Vice-rector for Science, Rector, Deans, Faculties'/insitute's and University's Legal affairs offices	University of Kragujevac Senate's decision on providing scholarships to postdoctoral candidates, new on the University website about the open positions for post-doc studies at foreign universities, faculties or institutes / Researchers	Completed	The university awards funds for post-doc studies. Decision of the senate on the determining proposals for post-doctorate scholarships It also continuously informs employees about open calls for post-doc positions, and national and international scholarships for post-doc studies. This activity is also favored through official agreements on cooperation with foreign R&D organizations.

coordination and joint work with other state universities in the country)						
ACTION 68 29.2 Encouraging professional training and other forms of mobility of researchers through the creation of mobility networks for researchers.	Value of mobility	From academic 2017/2018 onwards (continuously)	Vice-deans for Scientific research, Vice-director at IIT, Vice-rector for Science, Faculties and institute departments, University Office for International Cooperation	Information about existing mobility networks, such as Erasmus+ and others, on websites/researchers	Completed	Opportunities for professional training outside the University are communicated to the researchers through email lists by the Project Office. Additionally, the Office regularly informs researchers about the mobility opportunities within the Horizon Europe Programme, particularly Marie Skłodowska-Curie Actions on the University's website.
ACTION 69 29.3 Encourage the return of researchers from abroad to Serbia, and emphasize the need to adopt a national framework for ensuring conditions for employment of returning researchers, their further development, and improvement.	Value of mobility	From academic 2017/2018 onwards (continuously)	Rector, KONUS, Vice-rector for Education, Vice-rector for Science, Deans, Researchers	The University uses the existence of a specific program of the Science Fund, which is intended to finance cooperation with the scientific diaspora, to facilitate the return of researchers to Serbia from abroad, other open calls and activities promoted on the website of the University / Researchers	In progress	The researchers are encouraged through participation in the calls of the Fund for Science that envisage cooperation with the diaspora and in existing study programs at the University, engagement in national scientific and innovation projects, cooperation projects with the economy, organization of lectures, workshops, promotions, participation in conferences organized by the University in the faculty.
ACTION 70 30.1 More intensive involvement of the Centre for Career Development and Student Counseling with the aim of better and more quality counseling and career guidance of graduate students, especially PhD students and post-doctoral students.	Access to career advice	31.01.2017 onwards	Center for Career Development and Student Counseling, Deans, Researchers	Individual and group counseling with the users of the Center's services / Graduated students, PhD students	In progress	The Center's activities are aimed at students and graduates (up to 2 years after graduation). It provides career information (mainly about opportunities for gaining relevant experience and training) and career counseling (identifying the needs of students and developing awareness of the skills needed for career management), as well as connecting with the business community. Through the Innovation Community, the Center provides support for the development of entrepreneurship at the University targeting both students and employees, but also through information on available resources and opportunities offered by STP parks and other members of the Innovation Community.
ACTION 72 31.2 Developing of mechanisms for researchers' information and education related to intellectual property rights.	Intellectual Property Rights	September 2017 onwards in continuity	University and faculties and institute IT center, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute Educational scientific councils, Deans	Technology transfer center http://ctt.kg.ac.rs/sr/ , Training on IPR management held at University of Kragujevac http://www.if4tm.kg.ac.rs/news/training-on-ipr-management-held-at-university-of-kragujevac.html , Training on IP protection and management at the	Completed	The University of Kragujevac, in accordance with the Strategy of Scientific and Technological Development of the Republic of Serbia for the period from 2021 to 2025 "The Power of Knowledge", is taking significant steps to enable all researchers to use their intellectual rights in the best possible way. In this sense, the University's technology transfer center provides support to all researchers and implements the application processes of certain intellectual rights. All necessary documents are available on the official website of the University.

				Intellectual Property Office http://www.if4tm.kg.ac.rs/news/training-on-ip-protection-and-management-at-the-intellectual-property-office.html , Workshop, Methodology Guide for Innovation" held at the University of Kragujevac http://www.if4tm.kg.ac.rs/news/workshop-methodology-guide-for-innovation-held-at-the-university-of-kragujevac.html		https://kg.ac.rs/dokumenti.php
ACTION 73 32.1 Encouraging cooperation and coauthorship with international research groups (projects, papers, etc.).	Co-authorship	From academic year 2016/2017 onwards (continuously)	Vice-rector for, International relations, Vice-deans for Scientific research, Vice-director at IIT, Mentors/supervisors, Project coordinators	Achieved cooperation through numerous international projects, which includes participation in international consortia. Achieved cooperation through networking activities. Signed cooperation agreements with numerous foreign scientific research institutions, joint published papers / Researchers	Completed	The University supports cooperation with international research groups through the signing of memorandums of understanding, agreements on cooperation, interinstitutional cooperation, etc. with other universities. These agreements/memoranda support staff and student mobility opportunities, research collaboration in research fields of mutual interests, and joint organization of research symposiums and conferences, as opportunities arise. During the last three years, the University has signed 16 new agreements/ memoranda with other universities. Currently, 11 international and 5 institutional projects are implemented. In 2022 and 2023, a series of info days was organized at almost all faculties within the University to promote and encourage researchers to get involved in international projects. The science paper repository includes papers produced in cooperation with both national and international research groups.
ACTION 75 33.2 Develop a system of training and education of young researchers (assistants, researchers, and associate researchers) for lecturing and teaching.	Teaching	From academic year 2017/2018 onwards (continuously)	Vice-rector for Education, Vice-deans for Education, Faculties and institute Educational and scientific councils, Mentors/Supervisors, Researchers	Employment contracts for teaching at faculties/researchers	In progress	At home institutions, young researchers are trained for teaching work by engaging in exercises, workshops, and projects, and preparing seminar papers, presentations, and reports.
ACTION 77 34.2 Justification analysis for introduction of the Ombudsman in order to protect the rights of	Complains/appeals	30.9.2021.	Rector, Secretary general, University Legal affairs offices, University's	Raising protection of the rights level of researchers at the university and peaceful resolution of potential	Extended	The introduction of an Ombudsman as an independent body associated with the Ethics Committee is a strategic investment in the well-being and rights of researchers at the university. By providing an impartial, confidential, and

researchers at the University which would be an 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.			Professional Ethics Committee	problems/Secretary General		supportive space for conflict resolution, the Ombudsman contributes to a positive and ethical research culture, fostering collaboration and advancing the institution's commitment to academic excellence. This proactive approach ensures that the university remains a place where researchers can thrive, innovate, and contribute to the advancement of knowledge with confidence in the protection of their rights and interests. In the coming period, the University will try to harmonize the legal regulations with these needs.
ACTION 78 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.).	Participation in decision-making bodies	Since academic year 2020/2021 onwards	Secretary general, Deans, Vice-deans for Scientific research, Vice-director at IIT, Legal affairs offices at faculties and institute, Researchers	Information on the website of the University about national and university regulations / Researchers	In progress	In the previous period, the University harmonized the current regulations and enabled researchers to participate in various organs and bodies at the University itself as well as at the faculties. https://kg.ac.rs/dokumenti.php Due to the separation and reorganization of ministries, there is a possibility of further changes in the status of researchers, so the activity is prolonged.
ACTION 79 36.1 Internal analysis of faculty/department practice in the context of improvement of the quality relationship between mentor and PhD students.	Relation with supervisors	From academic year 2016/2017 onwards on an annual basis	Departments, Vice-deans for Scientific research, Vice-director at IIT, Faculties, and institute Educational scientific councils	Reports to the Doctoral Studies Council at the faculties / PhD students, mentors, Manager of doctoral studies	Completed	Managers of doctoral studies at faculties/departments analyze the work and relationship between PhD students and mentors based on internal criteria. Managers submit a Report to the Doctoral Studies Council at the Faculty every year.
ACTION 80 37.1 Monitoring and analysis of progress and results achieved by researchers/PhD students during research, scientific, and educational work activities.	Supervision and managerial duties	From academic year 2016/2017 onwards on an annual basis	Faculties and institute departments, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute Educational scientific councils	Reports to the Doctoral Studies Council at the faculties / PhD students, mentors, Manager of doctoral studies	Completed	Based on the Ph.D. student's work report, which is submitted annually to the head of doctoral studies, the evaluation is carried out at the faculties. For PhD students who receive scholarships from the Ministry of Education, the report is submitted annually to the Ministry of Education.
ACTION 81 38.1 Providing programs and funds to encourage the development of new knowledge, skills, and competencies of young researchers.	Continuing Professional Development	From academic year 2017/2018 onwards	Vice-rector for Science, Vice-deans for Scientific research, Vice-director at IIT	Info days (https://www.kg.ac.rs/vest.php?vest_je=801), Presentations (https://www.kg.ac.rs/vebinari_i_prezentacije.php), Webinars (https://www.kg.ac.rs/vebinari_i_prezentacije.php), Increase in the number of awarded projects (https://www.kg.ac.rs/tekuci)	Completed	Calls from the Science Fund for Young Researchers Promise are published at the national level. Every year, the University publishes a call for funding of projects for young researchers, PUBLIC CALL for applications for scientific research, and artistic projects of young researchers and artists of the University of Kragujevac .

				realizovani projekti.php)		
ACTION 82 38.2 Encouraging the introduction of new and use of existing programs for lifelong learning.	Continuing Professional Development	From academic year 2017/2018 onwards	University IT center, Center for Career Development and Student Counseling, Knowledge transfer center Faculties and institute IT centers	D4.1 Guidelines for the establishment of an integrative approach in continuing education at the university level, Training on IP protection and IP Management held at the University of Kragujevac, Training on Market Strategy held at the University of Kragujevac, Start-up training / Researchers	In progress	Guidelines for the establishment of an integrative approach in continuing education at the university level were developed in 2018, as a recommendation for universities. At faculties that are integral parts of the University, there is targeted training for university staff (Faculty of Medical Sciences , Faculty of Education in Jagodina , etc.).
ACTION 83 38.3 Encouraging education and training of professors for teaching at the faculties and institute/University	Continuing Professional Development	From academic year 2017/2018 onwards	Vice-rector for Education, Vice-rector for Science, Knowledge transfer center Vice deans for Education, Faculties and institute IT center	Information on the website of the University teacher training / Researchers	In progress	The training was held by the Tempus Office for teaching in English. University of Kragujevac - Public call for registration of lecturers from the University of Kragujevac for training in teaching in English
ACTION 84 39.1 (together with activities 38.1 and 38.2) Encouraging continuous training of researchers through an improved system of theory and practice at faculties and institutes, Universities, and industry.	Access to research training and continuous development	From academic year 2017/2018 onwards	Vice rector for Science, Vice rector for Innovations, Knowledge transfer center, Vice-deans for Scientific research, Vice-director at IIT, Faculties and institute departments, mentors/supervisors, Researchers	Info days (https://www.kg.ac.rs/vest.php?vest_je=801), Presentations (https://www.kg.ac.rs/vebinari_i_prezentacije.php), Webinars (https://www.kg.ac.rs/vebinari_i_prezentacije.php), Increase in the number of awarded projects (https://www.kg.ac.rs/tekuci_realizovani_projekti.php), Guidelines for the establishment of integrative approach in continuing education at university level, Training on IP protection and IP Management held at the University of Kragujevac, Training on Market Strategy held at University of Kragujevac, Start-up training /Researchers	In progress	Additional activities were carried out within the Center for Career Development and Student Counseling , and the Center for Technology Transfer . Also, in the period from November 17 to December 15, 2023, training programs for employees were held every Friday. The Center for Scientific Research SASA and the University of Kragujevac organizes training and lectures on a regular basis: Lecture 1 Lecture 2 Lecture 3 Etc.
ACTION 85 40.1 Monitoring and analysis of mentor's load in teaching in order to achieve an optimal	Supervision	From academic year 2017/2018 onwards	Faculties' and institute's departments, Faculties and institute	Official acts of the faculties about accreditation and self-evaluation / Researchers, PhD students, mentors	Completed	The mentor's workload is defined by the accredited study program. Responsibilities are defined by the general acts of the faculty, and evaluation of work is done on the basis of student surveys.

balance with various teaching/training/monitoring/research activities related to work with PhD students.			Educational scientific councils, Mentors/supervisors, Faculties and institute deans			
ACTION 98 7.4 Organizing workshops where researchers would talk about their experiences on international and national projects and potentially forming the portal for the communication of researchers.	Good practice in research	End of 2024	Vice rector for science, Vice deans for science. Vice-director of IIT, Projects Office, University IT center, faculties' IT centres, IIT IT centre	Organized 2 workshops (online or onsite format)/Researchers	New	
ACTION 99 8.8 Support to researchers with regards to activities on e-science portal	Dissemination, exploitation of results	End of 2024	University library, deans, IT center	Annual report on university and faculties work/Researchers, all employees	New	
ACTION 100 8.9 Support in the establishment of start-ups and commercialization of results through the Innovation Incubator (project selected for funding by the Ministry)	Dissemination, exploitation of results	End of 2025	Vice rector for Innovation, deans, director for IIT	Information on workshops/consultations / Researchers	New	
ACTION 101 18.3 Making the influence at the national level to include and quantitatively evaluate mobility of researchers, post-doc and other in the criteria for the selection	Recognition of mobility experience (the code of conduct)	End of 2025	Rector, KONUS, Vice rector for science, Director IIT, deans	Rulebook on the acquisition of research and scientific titles (at state level), Law on science	New	
ACTION 102 21.3 Encouraging post-doctoral study programs at the University	Postdoctoral appointments (the code of conduct)	End of 2026	Rector, vice rector for sciences, deans, director IIT	New accredited study programs at faculties / PhD students	New	
ACTION 103 29.4 Encouraging joint master and PhD study programs	Value of mobility	End of 2026	Vice rector for education, vice deans for education, vice director from IIT	New accredited study programs (joint master, PhD) / student	New	
ACTION 104 39.2 Taking steps to introduce changes in national regulations related to the engagement of researchers in the teaching process	Access to research training and continuous development	End of 2026	Vice rector for education, vice deans for education, vice director from IIT	Accredited joint programs / Students	New	

Note: Add as many actions are needed.

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 *:

URL: https://www.kg.ac.rs/hr_excellence_in_research.php (RS), <https://en.kg.ac.rs/hr.php> (EN)

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

OTM-R principles continue to be implemented following national and university procedures and regulations.

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.

URL: *https://www.yoursite.com*

4. Implementation

General overview of the expected overall implementation process of the action plan: (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, 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 was 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 with the 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 remained posted at the University front page making it easily accessible to all interested parties.

The first submission of the HRS4R strategy was **in 2016** when the University of Kragujevac was first awarded the label **HR Excellence in Research**. Since 2016, the University has invested significant efforts in improving and upgrading its practices in terms of HR strategy. A number of internal acts and documents were adopted to support this, many initiatives were initialized and many educational (training, workshop, info days) activities were carried out. These were in line with the Action plan presented at that time.

As a result, the University submitted its internal review **in 2020**, where all these activities were listed and presented. At that time, the Action plan consisted of 96 actions. In spite of its complexity, the University succeeded in implementation of the actions in a way that they became the part of the regular practice of University departments and services rather than separate tasks delegated to individual groups. This facilitated the monitoring of activities since each service/department is responsible for realization of the activities within its scope of work. Overall coordination and review of the HR Action plan implementation was carried out by the **Team for implementation of activities within the Action Plan for realization of Human Resources Strategy for Researchers at the University of Kragujevac**, established in 2020 by the Rector's decision. The team is consisted of Vice-Rector for Science, Secretary General, Head of Department for International Cooperation, Head of Department for Legal, Human Resources and Administrative Affairs, Head of University Information Centre, and the Coordinator of the International Projects Office. The composition of the Team was carefully designed in order to cover all the aspects of HRS4R implementation (academic, legal, informatics, internationalization, mobilities, etc.). They monitor activities within their everyday work and within their departments which overcomes the potential complexity issues.

Additionally, in some activities the KONUS has been added in the column Responsible Unit, particularly those that are connected to the national level of implementation and/or communication with relevant ministries. KONUS is the Conference of Universities of Serbia founded in 2005. It gathers 17 accredited universities throughout Serbia. The conference coordinates the work of all universities, state and private, and defines their common policy and achieves common interests.

Until **2023**, many activities were completed which will unburden the Action plan to a great extent. Some new activities were added, and at this stage, researchers were included in the design in the Action plan. They gave their own insight into what activities should be pursued in the following three-year period. Within each activity, bodies, institutions and individuals responsible for implementation are clearly defined according to the "top-down" principle

The revised and somewhat simplified **Action Plan** is presented within this report and provided at the website of the University of Kragujevac at https://kg.ac.rs/hr_excellence_in_research.php (Serbian) and <https://en.kg.ac.rs/hr.php> (English). The redesigned plan consists of reduced number of actions, with updated deadlines and updated list of responsible people at the University (that now includes the Team for the HRS4R implementation). This will contribute to more dynamic implementation and ensure an easy tracking of different activities during the following years.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

Detailed description and duly justification (max 500 words)

The internal review has been prepared by the Team for the implementation of HRS4R and Action Plan. 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.

As the implementation of HRS4R actions is spread over different departments and faculties, the mapping of the realized activities and reporting on their status was the responsibility of these sectors. The information was collected and processed by the Team of Implementation of HRS4R, supported by researchers, who actively participated in the redesign of the HRS4R action plan, particularly in the design of new measures.

The Action plan was redesigned in accordance with the recommendation from previous internal reporting. Since one of the weaknesses of previous Action Plan was its complexity and wide span of time for the implementation, which was assessed as potential handicap for the people who monitor the actions, the Team 1) reduced the number of activities, 2) updated the time frames, 3) updated the indicators and targets, 4) updated the status from "in progress" to "completed" for many activities (where this was true) that referred to an open period (from academic year onwards, or continuously).

The updated and redesigned Action Plan is available at https://kg.ac.rs/hr_excellence_in_research.php.

Also, in the Section 3 Actions, each Action has an updated status followed with an explanation and description of the current phase of the realization of planned activities (Remarks).

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

Detailed description and duly justification (max 500 words)

The researchers are the main target group of the HRS4R strategy and the University tends to include them as much as it is possible in the implementation process.

They are involved in various ways:

- participating in different events, training and educational events, informative actions, raising awareness activities, professional skills development related, etc.
- carrying out activities such as promotion of research results, presentations, publications in magazines, producing papers, etc.
- contributing to the design of HRS4R Action plan, by proposing the activities to be carried out.

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

Detailed description and duly justification (max 500 words)

The progress of the implementation of HRS4R and Action Plan has been monitored by the Team for the Implementation of Activities from the Action Plan for the Human Resources Strategy for Researchers. The team includes:

- 1) Vice-rector for Scientific Research,
- 2) Vice-Rector for Innovation and Development,
- 3) Vice-rector for Education and Student Affairs,
- 4) Secretary General
- 5) Coordinator of international cooperation affairs - head of the Department for International Cooperation
- 6) Head of the Department for Legal, Personnel and Administrative Affairs
- 7) Head of University Information Center
- 8) Head of the Projects Office,
- 9) Three researchers from the Institute for information technologies (two senior scientific associates and one research associate)

The team for the implementation of activities from the Action Plan for the Implementation of the Human Resources Strategy for Researchers of the University of Kragujevac will work on the implementation of activities and coordination with institutions, bodies and individuals who are responsible for the implementation of activities and tasks within the proposed actions and within the deadlines given in the Action Plan for implementation of the Human Resources Strategy for researchers at the University of Kragujevac.

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

Detailed description and duly justification (max 500 words)

Many internal 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. During the time, some gaps were additionally addressed with updated and/or new procedures and actions. These actions and strategic measures were presented in the HRS4R strategy and internal reports.

Apart from procedures and rulebooks from the previous report, in the last three-year period additional set of principles were defined that are in line with the European Charter and HRS4R, recognizing in this way their provisions and strategic view related to the development of the HR policy:

[Decision on amending and supplementing the Rulebook on the manner and procedure of obtaining the title and establishing the employment relationship of teachers of the University of Kragujevac](#)

[Decision on the establishment of the registry and database in electronic form of the repository of the University of Kragujevac](#)

[Rulebook on the selection and financing of scientific research and art projects of young researchers and artists of the University of Kragujevac](#)

[Plan for achieving gender equality at the University of Kragujevac](#)

[Rulebook on criteria for awarding annual awards for teaching and scientific research staff for exceptional results in scientific research and artistic work](#)

[Decision on postdoctoral scholarship](#)

[Rulebook on the work of the Committee for Professional Ethics of the University of Kragujevac](#)

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

Detailed description and duly justification (max 500 words)

Many of the regulations and rules are adopted by the highest management structures of the University which ensures the wide scope of implementation. Additionally, it provides a kind of an example for faculties and institute how to manage the Strategy at their level.

Besides this, many activities are conducted and/or initiated by the University units and departments (Rector's office, legal department, Projects Office, Center for Career Development and student counselling, etc.) which provides the integrated approach to the implementation of HRS4R activities.

How are you monitoring progress (timeline)? *

Detailed description and duly justification (max 500 words)

Implementation of the proposed actions is decentralized, meaning they are not the responsibility of one person or solely the Team for implementation. The activities are designed in such a way that they are incorporated in the regular activities and practices of the different University, faculties and institute units. In this way, the monitoring is facilitated, and each unit monitors the activities within their scope of work. When requested, they are obliged to send necessary information to the Team for implementation of the Strategy whose members are responsible to outline the report based on received information. The report is sent to the management, when requested. In the regular University's Work Report, which every year the management of the University submits to the Senate and the Council, the activities foreseen in the Action Plan are also described.

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

Detailed description and duly justification (max 500 words)

The indicators defined in the previous reporting period were rather qualitative and descriptive, which in combination with the number of activities was rather complex. For the next period, the indicators as well as the targets have been simplified as much as it was feasible and new/updated Action plan is to a great extent easier to monitor.

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

Detailed description and duly justification (max 500 words)

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 three 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 necessary additional 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.

During the External review, the management of the University, together with the Implementation Team, faculty deans, the director of IIT and other responsible persons at institutions, will enable the verification of the indicators for the mentioned actions by organizing contact with the responsible persons or institutions, inspecting the official documents, making the mentioned information available, etc.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)

Considering all, in the previous period the University of Kragujevac invested a lot of effort in the implementation of previously defined activities. Also, in the process of implementation, the development of the revised Strategy and Action Plan, the comments from the evaluator were taken into account. In the further implementation process, the new legal regulations announced by the newly formed Ministry of Science, Technological Development and Innovation of the Republic of Serbia will play a significant role in improving the position and status of researchers.

In developing the revised version of the Strategy and Action Plan, the University of Kragujevac took into account the comments from the previous evaluation, primarily in terms of reducing the number of activities and more significantly involving researchers in the Team for implementation of the Strategy. With this, the authorizations and responsibilities for the above-mentioned activities are spread onto academic environment and we believe that the implementation in the coming period will be more effective.

Due to the technical limitations, indicators and responsible units could not be updated in the Actions' textboxes on the platform. However, in order to follow up the recommendations from the evaluators, both indicators and responsible units have been updated in the Strategy/Action Plan published on the project website both in Serbian (https://kg.ac.rs/hr_excellence_in_research.php) and English (<https://en.kg.ac.rs/hr.php>) sections.

Since, this report needs to be followed by the onsite visit, we would like to propose the end of March as the date for the meeting, more specifically March 27, 2024. Any additional information or consultations regarding this matter, can be done to the following emails: medjunarodna.saradnja@kg.ac.rs and unikg@kg.ac.rs (official university email). We are at your disposal for any further information.