

## Action Plan for the Human Resources Strategy for Researchers that Includes the European Charter and Code for Researchers

| Strategic Objective   | Designation | Principle from C&C | Activity   | Outcome/Result   | Key Performance Indicator   | Responsible services/ structures  | Responsible coordinator for the realization of activity         | End Date (month/year) | The Impact of the Institution (1 the least - 5 the highest) | Realization complexity (1 least - 5 the highest) | Explanation |
|---|-------------|--------------------|--|--|---|---|---|-----------------------|---|--|-------------|
| <b>SG1. Improving the education of researchers and strengthening mobility</b> |             |                    |  |  |   |   |   |                       |   |  |             |
| 1   | SG1.1       | 4                  | Maintenance of formal education and training of existing research project applications, the strategic objectives of the research areas, funding mechanisms and ways of reporting | Increased awareness of researchers on the possibilities of writing project applications, strategic objectives and priorities, different funding mechanisms and reporting obligations. The available presentations. | The number of trained researchers   | Vice-rector for Science, Research and Development, Department for Science, Research and Development                                 | Vice-rector for Science, Research and Development               | Continuously          | 4   | 4  |             |
|   | SG1.2       | 23                 | Provide researchers access to research databases   | Registration of the University to research networks  | Number of research databases  | Management structures of the University   | Rector  | Continuously          | 5   | 2  |             |
|   | SG1.3       | 28                 | Develop a strategy for career development of researchers   | The strategy draft for the career development of researchers has been sent to the University Senate  | The proposal was adopted/not adopted/in the procedure.  | Management structures of the University, Commission for strategy  | Vice-rector for Science, Research and Development               | 06/2019               | 4   | 4  |             |
|   | SG1.4       | 13, 28, 30         | Determine the position of career development adviser at the University for researchers and for students  | Amended systematization of jobs for introduction of this workplace /jurisdiction   | Number of initiatives undertaken in the direction of career counseling (training, education, information) | Management structures of the University, Legal department   | Secretary general   | 06/2018               | 4   | 5  |             |
|   | SG1.5       | 35                 | Inform teachers and staff of the University on the participation of researchers in the managerial bodies and the possibilities to offer proposals for improving research         | Disseminated information about the participation of researchers in the managerial bodies and the possibilities of sending proposals for improving research   | Number of sent e-mails to researchers   | Legal department, University IT center  | Secretary general   | Continuously          | 1   | 3  |             |
|   | SG1.6       | 38                 | Stimulate the mobility of researchers in order to improve existing skills and competences  | Written project applications for the mobility of researchers   | The number of mobile researchers. Number of research mobility programs.                                   | Office for international cooperation, Office for Quality Assurance, Vice-rector for International Cooperation and Quality Assurance | Vice-rector for International Cooperation and Quality Assurance | Continuously          | 5   | 4  |             |

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| SG1. Improving the education of researchers and strengthening of mobility |             |                    |   |   |   |   |   |                       |   |  |   |
| 1   | SG1.7       | 38, 39             | Support of formal education and training of researchers towards achieving greater professionalization (entrepreneurship, project management, intellectual property rights, communication, ethics, etc.)   | Developed training programs. Organized trainings.   | The number of researchers who are educated  | Vice-rector for Science, Research and Development, Vice-deans for Science and Research, Department for Science, Research and Development    | Vice-rector for Science, Research and Development               | Continuously          | 4   | 4  |   |
| SG2. Improvement of legislation related to research support               |             |                    |   |   |   |   |   |                       |   |  |   |
| 2   | SG2.1       | 1                  | Develop institutional regulations on the possibilities of projects co-ordination (establish hierarchical levels)  | The proposed act is adopted   | The total number of project coordinators at the University in relation to the number of ongoing projects  | Vice-rector for Science, Research and Development, Legal department   | Secretary general   | 12/2017               | 3   | 2  |   |
|   | SG2.2       | 3                  | Making precise institutional regulations to support the detection of plagiarism   | Proposed and adopted Rulebook   | The number of detected plagiarism. Functionality of the Rulebook (Yes/No).  | Management structures of the University, Legal department   | Vice-rector for International Cooperation and Quality Assurance | 12/2017               | 3   | 2  |   |
|   | SG2.3       | 16, 17, 20, 29     | Submit a proposal with the new broader and more stringent conditions for selection regarding the admission of researchers/candidates with score sheets, emphasizing the evaluation of professional qualifications during the life-long professional development, scientific mobility, foreign languages, etc. | Submitted proposal of new and wider conditions for selection with score sheet to the University Senate                              | The proposal was adopted/not adopted / in the procedure. Are the admission of candidates and the method of their evaluation done according to the new conditions? | Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources | Secretary general   | 12/2019               | 5   | 4  |   |
|   | SG2.4       | 14                 | Prepare and submit a proposal for amendments to the Rulebook on admission of researchers/candidates related to the appointment of members of the Commission for admission from other countries and outside the university system (private companies, research institutions, etc.) with gender equality        | Submitted proposal to change the composition of the Commission for the admission of researchers/candidates to the University Senate | The proposal was adopted/not adopted/in the procedure.  | Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources | Secretary general   | 12/2018               | 3   | 3  | The existing Rulebook refers to the Paragraph stating that at least one member of the Commission cannot be employed by the University, but there is no indication that members of the Commission should be from another country or outside the university system. Gender equality is not described. |

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| SG2. Improvement of legislation related to research support |             |                    |  |   |   |  |   |                       |   |  |             |
| 2   | SG2.5       | 17                 | Incorporate into the existing Rulebook on the admission of researchers/candidate the Article stating that the Commission for admission should positively evaluated change of jobs (variations in the chronological order of CVs) | Submitted amendments to the Rulebook on the admission of researchers/candidates                                       | Number of accepted candidates with variations in the chronological order of CV compared to other received candidates                              | Legal department   | Chief of Legal Department                                       | 12/2018               | 2   | 4  |             |
|   | SG2.6       | 19                 | Point out process of academic and professional recognition of qualifications (domestic and foreign) on the university web page, in Serbian and English languages   | Publicly disclosed information about the process of recognition of formal and informal qualifications                 | Number of sent e-mail notifications to researchers on the process of recognition of qualifications. Number of downloaded documents on recognition | Legal department, University IT Center   | IT coordinator  | 09/2017               | 2   | 2  |             |
|   | SG2.7       | 12, 19             | Speed up the process of recognition of qualifications at the University and faculties  | Reduced time from the application for recognition to the issuance of the final decision on qualification recognition. | The number of days regarding the University procedures for recognizing qualifications   | Legal department, Legal senior officers, Office for international cooperation          | Secretary general   | Continuously          | 2   | 3  |             |
|   | SG2.8       | 26, 33             | Defined percentage share of research in the overall workload of the teaching staff (60:40) put into practice   | Determined ratio of teaching and research load in the structure of the salary   | Percentage of research and teaching load  | Management structures of the University, Legal department, Office for teaching process | Vice-rector for teaching process                                | 06/2019               | 4   | 4  |             |
|   | SG2.9       | 34                 | Determine the position of ombudsman for teachers and researchers at the university level   | Amended systematization of jobs for introduction of this workplace /jurisdiction                                      | The percentage of cases of the total number of complaints addressed   | Management structures of the University, Legal department                              | Rector  | 09/2018               | 3   | 5  |             |
|   | SG2.10      | 10                 | Adopt institutional transparent procedure on anti-mobbing  | The proposed and adopted procedures   | The number of reported cases of mobbing   | Legal department   | Chief of Legal Department                                       | 12/2017               | 3   | 2  |             |
|   | SG2.11      | 13                 | Define unified number of days of public advertising for a job at the University  | Established minimum days needed for public announcement of job vacancies  | The average number of days for advertising job vacancies  | Management structures of the University, Legal department                              | Secretary general   | 12/2018               | 3   | 3  |             |
|   | SG2.12      | 18                 | Promote mobility programs and speed up the bureaucratic process  | Reduced time from application to approval of mobility   | The number of researchers in mobility   | Office for international cooperation, Office for Quality Assurance                     | Vice-rector for International Cooperation and Quality Assurance | Continuously          | 3   | 3  |             |
|   | SG2.13      | 29                 | Strengthen the mobility of researchers reformulating conditions to position elections  | Mobility is treated during election   | The number of mobile researchers  | Legal department, Office for teaching process  | Vice-rector for teaching process                                | 10/2019               | 3   | 4  |             |

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| SG3. Strengthening research capacities (human, financial, material) |             |                                     |  |  |  |   |   |                       |   |  |             |
| 3   | SG3.1       | 3                                   | Supply and implementation of the mechanism for automatic detection of plagiarism   | Purchased mechanism (software) to detect plagiarism and installed at all faculties                                       | The number of detected plagiarism. The total number of evaluated works via the mechanism for plagiarism        | University IT center, Office for Quality Assurance  | Vice-rector for International Cooperation and Quality Assurance | 12/2017               | 3   | 1  |             |
|   | SG3.2       | 3, 5, 8, 11, 14, 31, 28, 29, 32, 40 | Develop and implement a university eSR database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility  | The installed eSR base at the University and all faculties   | Number of scientific papers, projects, patents, technical solutions, doctoral dissertations, available mentors | Office for Science, Research and Development, University IT center  | Vice-rector for Science, Research and Development               | 03/2019               | 5   | 3  |             |
|   | SG3.3       | 19                                  | Improve the scientific employee cardboard with informal qualifications of researchers at the University  | Innovated scientific employee cardboard  | Number of completed scientific employee cardboard forms, scientific conferences                                | QA department, University IT center   | Quality Assurance coordinator                                   | 06/2018               | 4   | 4  |             |
|   | SG3.4       | 21                                  | Influence the various entities and national authorities regarding establishment and allocation of post-doctoral grant system   | Report on post-doctoral system in the entity and state   | The existence of post-doctoral system (Yes/No)   | Management structures of the University and faculties   | Rector  | Continuously          | 3   | 5  |             |
|   | SG3.5       | 23                                  | Develop a informer on existing research equipment at the University, and disseminate information about it  | Printed informer. Distributed informer to the teachers and researchers at the University. Informer available on website. | Number of pages in the informer. Number of copies of distributed informer. Download of informer from web page. | Vice-rector for Science, Research and Development, Department for Science and Research                                    | Coordinator for Science, Research and Development               | 05/2018               | 3   | 2  |             |
|   | SG3.6       | 23                                  | Develop a database of research infrastructure of the University  | Installed and functional application   | The functionality of the database (low, medium, high)  | University IT center, Vice-rector for Science, Research and Development, Vice-deans for Science, Research and Development | Coordinator for Science, Research and Development               | 03/2019               | 2   | 2  |             |
|   | SG3.7       | 23                                  | Influence the provision of additional research equipment through the presence of university representatives in committees and bodies of the Ministry of the Government of Republic of Srpska | Sent initiatives   | Satisfaction of researcher with available equipment in the electronic survey                                   | Management structures of the University   | Rector  | Continuously          | 3   | 4  |             |
|   | SG3.8       | 23, 7                               | Develop guidelines on the protection and security for all research laboratories, plant and equipment used at the University  | Instructions available in a visible place in a room with equipment   | The total number of such instructions  | Deans of the Organizational units, Laboratory personnel   | Vice-rector for Science, Research and Development               | 05/2018               | 2   | 3  |             |

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| SG3. Strengthening research capacities (human, financial, material) |             |                             |  |  |  |  |  |                       |   |  |  |
| 3   | SG3.9       | 24                          | Provide working conditions for disabled researchers  | Provided access to research equipment for disabled researchers   | Number of disabled researchers at the University   | Management structures of the University  | Officer for work with staff and students with disabilities | Continuously          | 4   | 3  |  |
|   | SG3.10      | 26                          | Consolidate incentives to researchers from the funds and projects in which they participate and act as team members  | Allocated adequate compensation for participation in the project and other activities in accordance with national/entity legislation | Number of teachers with a contract of indefinite and fixed-term  | Project Co-coordinators, Legal department  | Vice-rector for Science, Research and Development          | Continuously          | 5   | 4  |  |
|   | SG3.11      | 33                          | Develop a unified system of calculating teaching and associate loads at the University   | Developed methodology for estimation of the teaching and associate load  | The average number of hours of teaching and associate load   | Vice-rector for Teaching, Department for Teaching, University IT center  | Vice-rector for teaching process                           | 10/2017               | 3   | 4  |  |
|   | SG3.12      | 34, 37, 40                  | Making recommendations to the university and faculties related to the regulation of the legal obligations between student and supervisor to improve the quality of research  | Made and submitted set of recommendations (informer) to regulate the relationship of student and supervisor at the University        | The average score in an electronic questionnaire about the relationship between student and supervisor                             | Vice-rector for Science, Research and Development, Vice-rector for teaching process, Office for teaching process, Legal department | Coordinator for teaching process                           | 12/2017               | 3   | 1  |  |
|   | SG3.13      | 13                          | Create a form for submitting ads for employment in Serbian and English languages, and place this form on the university web page   | Adopted form for submitting ads for employment in Serbian and English languages  | Number of advertisements published in a new form in Serbian and particularly in English  | Legal department, University IT center, EURAXESS   | Quality Assurance coordinator                              | 12/2017               | 3   | 2  |  |
|   | SG3.14      | 13, 39                      | Develop, on university web page, listing of advertised jobs at all faculties and in the Rector's Office  | Posted listing of advertised jobs on the university web page   | The number of published job ads in web listing   | University IT center, EURAXESS   | IT coordinator   | 12/2017               | 3   | 2  |  |
| SG4. Quality assurance of research work                             |             |                             |  |  |  |  |  |                       |   |  |  |
| 4   | SG4.1       | 4, 5, 37                    | Develop a unified reporting methodology for research projects and doctoral studies   | Publicly announced form for project reporting. Publicly announced form for the doctoral promotion reporting.                         | Number of project reporting by faculties and the University. Number of reporting on doctoral studies.                              | Vice-rector for Science, Research and Development, Department for Science and Research   | Coordinator for Science, Research and Development          | 06/2017               | 3   | 2  |  |
|   | SG4.2       | 7, 10, 26, 1, 5, 12, 31, 34 | Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations | The organization of seminars and workshops with researchers. The publication of the relevant documents on the website.               | The number of participants on seminars and workshops. Number of related documents downloads. Number of sent emails to researchers. | Legal department, Department for Science, Research and Development   | IT coordinator   | 12/2017               | 2   | 2  | The communication system should provide basic information on the Labor Law, general and special collective agreement, the legal and institutional regulations related to the protection and confidentiality of research data, intellectual property rights, freedom of research, ethical principles, copyright law, regulations and the terms of the financiers and responsible institutions, legal protection, recognition of qualifications, regulations of health and safety in research, non-discrimination, criteria for researchers employment |

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| SG4. Quality assurance of research work |             |                    |   |  |   |   |   |                       |   |  |             |
| 4                                       | SG4.3       | 10, 11, 36, 40     | Conducting the online survey for doctoral candidates and other researchers. Implementation recommendation   | Evaluation system developed and implemented  | Average grades of different evaluation segments- Number of interviewed candidates compared to total number                              | Vice-rector for International Cooperation and Quality Assurance. Quality Assurance Department. University Computer Center | Quality Assurance coordinator                                   | 10/2017               | 3   | 2  |             |
|   | SG4.4       | 11, 12, 40         | Creation and regular administration of central data base for doctoral study programs and doctoral candidates  | Central database developed and implemented   | Number of entered doctoral study programs and doctoral candidates in the database. Is the central base used on the daily basis (yes/no) | University IT Center, Office for Teaching process   | IT coordinator  | 09/2017               | 3   | 3  |             |
|   | SG4.5       | 11, 32             | Creation of the Rulebook on evaluation of science and research results  | the Rulebook on evaluation of science and research results adopted   | Compliance of the electronic Science and Research database with the Rulebook on evaluation of science and research results (yes/no)     | Vice-rector for Science, Research and Development, Legal Service, Quality Assurance Committee                             | Quality Assurance coordinator                                   | 12/2017               | 4   | 4  |             |
|   | SG4.6       | 15, 16             | Creation of unified proposal of evaluation report for the University on the employment process, selection criteria and reporting upon the candidates selection process on good and bad sides of the application | Initiated proposal of evaluation report to the Senate of the University. Disseminate the report and train the faculties on its use and way of filling out. | Is the reporting carried out through the evaluation form (yes/no)   | Legal Department  | Secretary general   | 06/2018               | 1   | 4  |             |
|   | SG4.7       | 22                 | Promotion of principles of Code of Conduct with the aim of recognition of researches, ie doctoral students, as professionals by conducting surveys and awareness raising  | Conducted the online survey for researches. Code of Conduct distributed to the email addresses of all researches.  | Average grade of researches on attitude and treatment of academic community toward the researches. Number of informed researches.       | Management structures of the University   | Vice-rector for International Cooperation and Quality Assurance | Continuously          | 3   | 1  |             |
|   | SG4.8       | 33                 | Implementation of teaching obligations award system by the electronic grading system by students according to the representativeness of the sample  | Amended the Rulebook on Award Criteria adopted by the Senate   | Number of awarded teachers/researches on the University day. Number of actions taken according to negative results.                     | Vice-rector for International Cooperation and Quality Assurance, Quality Assurance Department                             | Quality Assurance coordinator                                   | 12/2017               | 3   | 3  |             |
|   | SG4.9       | 2                  | Forming of Ethical Committee for Science  | More efficient resolution of reported cases related exclusively to the research profession   | Number of members of the Ethical Committee for Science. Number of ongoing cases   | Management structures of the University   | Rector  | 12/2018               | 3   | 4  |             |
|   | SG4.10      | 2                  | Evaluation of previous cases of the Ethical Committee and assess the effects of the imposed measures  | More efficient solving of reported cases   | Number of previous solved cases. Number of previous unsolved cases  | Legal Department, Ethical Committee   | Vice-rector for International Cooperation and Quality Assurance | 12/2018               | 3   | 2  |             |
|   | SG4.11      | 8, 9, 39           | Creation of official mailing list for dissemination of information to all researches at the University  | Specified mailing list   | Total number of researchers' e-mails  | Science, Research and Development Department  | Coordinator for Science, Research and Development               | 05/2017               | 2   | 2  |             |

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| 4  | SG4.12      | 35                 | Informing researches on all important decisions made within managerial bodies of University   | Information on all important decisions of Management Board, Senate, and Permanent Councils of the University, same as of Councils of Faculties, are available. | Number of published news by categories   | Legal Department, University IT Center  | Coordinator for Science, Research and Development       | Continuously          | 2   | 2  |             |
| SG5. Contribute to the recognition of the University as the initiator for local and regional development through the cooperation with surroundings |             |                    |   |  |  |   |   |                       |   |  |             |
| 5  | SG5.1       | 8, 9               | Introducing the results of science and research work to the social community  | Media appearances organized  | Number of media appearances  | Management structures at the University   | Web redaction coordinator                               | Continuously          | 2   | 3  |             |
|  | SG5.2       | 23, 8              | Increase the income form cooperation with industries  | Created programs of cooperation with the industries  | Amount of income provided from consulting services, science studies, attests, third persons' education, lab services, etc. | Management structures of the University   | Vice-rector for Science, Research and Development       | Continuously          | 4   | 4  |             |
|  | SG5.3       | 23, 8              | Record the doctoral work and research projects with the industry  | Specification of doctoral work with the industry   | Number of doctoral work with the industry  | Vice-rector for Science, Research and Development, Science, Research and Development Department | Coordinator for Science, Research and Development       | Continuously          | 2   | 3  |             |
|  | SG5.4       | 24                 | By the presence of the University representatives to the meetings of commissions and bodies of the RS Government, to influence to the improvement of conditions for researches, related to the flexible working hours, paid leave, and financial commitment | Sent initiatives   | Satisfaction of researches with research conditions expressed through electronic survey                                    | Management structures of the University   | Rector  | Continuously          | 3   | 5  |             |
|  | SG5.5       | 38                 | Enforcement of existing, and introduction of new lifelong learning programs.  | Creation of feasibility study for lifelong learning program  | Number of lifelong learning programs   | Management structures of the University and faculties   | Vice-rector for teaching process                        | Continuously          | 4   | 4  |             |
|  | SG5.6       | 12                 | Promotion of establishment of alumni associations at the faculties  | Alumni Associations legally established  | Number of Alumni Associations at the University ad faculties   | Management structures of the University and faculties   | Quality Assurance coordinator                           | Continuously          | 3   | 4  |             |