



## **Human Resources Strategy for Researchers in accordance with principles of European Charter and Code 2016-2020**

**Internal analysis**

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## Internal analysis

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Within internal analysis of C&C principles detailed analysis of all 40 principles within 4 areas is made (I Ethical and professional aspects, II Recruitment, III Working conditions & social security, IV Training), in the way that for every individual principle relevant legislation was analyzed, same as existing institutional rules and practices, and separate actions and responsibilities for implementation. Study on the legal regulations and legal preconditions for the implementation of actions was made by the legal expert associates, Nina Ličina BCs of Law, and Jovana Amović BCs of Law. Key element for the defining necessary actions in this internal analysis was the survey filled in by all our teachers/researches and PhD candidates (315 feedbacks in total). Based on the filled in survey we obtained evaluation in the range from 2,29 to 4,29, whereupon University management decided that all answers below the grade 4 should be treated with the appropriate action for improvement (33 C&C principles in total).

Following members actively participated in the preparation of the analysis presented in this document: representative of the Quality Assurance Department MSc Nenad Marković, then representative of the International Cooperation Department, coordinator MSc Slobodanka Krulj, representatives of the Science, Research and Development Department, project officer Dajana Vukojević, PhD, senior associate for development Predrag Ždrle, BSc. Econ, and Financial officer for projects Todor Obradović, BSc of Econ. The entire analysis was approved by the University management (rector prof. Radoslav Grujić, PhD, and vice-rectors prof. Dejan Bokonjić, PhD, and prof. Slaviša Moljević, PhD) who, as a key working group, were included in the process of preparation and supervision of the entire process, providing the feasibility assessments of named activities. All activities were reviewed several times by the Legal Department, University IT Center (coordinator Zoran Novaković, BsC Eng.), and professional services in order to make realistic definition of activities with the implementation justification.

All necessary actions are visible in each of 40 principles, and grouped in 5 strategic goals as follows. SG1. Improving the education of researchers and strengthening mobility, SG2. Improvement of legislation related to research support, SG3. Strengthening research capacities (human, financial, material), SG4. Quality assurance of research work SG5. Contribution to the recognition of the University as the initiator for local and regional development through the cooperation with surroundings. Detailed structure of the order of necessary activities according to the strategic goals is shown in the special document Action Plan.

Used methodology is taken from EURAXESS methodologies based on which the submission for evaluation and assessment of the application of Charter&Code to the European Commission will be made.

## I. Ethical and professional aspects

### 1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Constitution of BH, Article 2, Paragraph 3</li> <li>- The Law on Higher Education of Republika Srpska, Article 3, Paragraph 1</li> <li>- The Law on Scientific Research Activities and Technological Development of Republika Srpska, Article 6.</li> <li>- The Law on Copyright and Related Rights BH</li> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- The freedom of research is guaranteed by various legislative, regulatory and institutional acts.</li> <li>- Freedom of young researchers is limited in terms of co-ordinating role in national and international projects, where only the titles of assistant professor and higher can apply to projects as coordinators.</li> <li>- More than 84.05% of the surveyed researchers agree that there is a freedom in research.</li> </ul>	- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)	12/2017 Legal department, Department for Science, Research and Development
		- Develop institutional regulations on the possibilities of projects co-ordination (establish hierarchical levels) (SG2.1)	12/2017 Vice-rector for Science, Research and Development, Legal department

## 2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific Research Activities and Technological Development of Republika Srpska, Article 6.</li> <li>- Labour Law of Republic of Srpska</li> <li>- The Law on Higher Education of Republika Srpska, Article 1, Paragraph 160</li> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Ethical principles are defined in the Code of Conduct and other legislation and regulations.</li> <li>- The Ethical Committee is active and makes decisions later adopted by the Senate. These decisions are binding for faculties and academics.</li> <li>- In the research, the researchers state the respect of ethical principles and practices (78.84%)</li> </ul>	- Forming of Ethical Committee for Science (SG4.9)	12/2018 Management structures of the University
		- Evaluation of previous cases of the Ethical Committee and assess the effects of the imposed measures (SG4.10)	12/2018 Legal Department, Ethical Committee
		- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)	12/2017 Legal department, Department for Science, Research and Development

### 3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Higher Education of Republika Srpska, article 75.</li> <li>- The Law on Scientific Research Activities and Technological Development of Republika Srpska, article 6.</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- There is a procedure of revocation of the teaching of scientific degrees and PhD thesis defined by the institutional rules.</li> <li>- Plagiarism has already been the subject of the work of the Ethical Committee.</li> <li>- There are mechanisms for detecting plagiarism at some faculties, while at the other faculties these mechanisms do not exist.</li> </ul>	- Supply and implementation of the mechanism to automatic detection of plagiarism (SG3.1)	12/2017 University IT center
		- Making precise institutional regulations to support the detection of plagiarism (SG2.2)	12/2017 Management structures of the University, Legal department
		- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)	03/2019 Vice-rector for Science, Research and Development, University IT center

#### 4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific Research Activities and Technological Development of Republika Srpska, article 103, 104, 105, 106.</li> <li>- Management methodology of grants for programs that are financed or co-financed by means of the RS budget</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- Funds largely dictate the strategic objectives, research environment as well as the reporting procedure.</li> <li>- The procedure of research projects internal reporting does not exist, but there are internal audit carried out by the Internal Auditor of the University by order.</li> <li>- There is double reporting regarding the implementation of projects and their realization, to funders and the University.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance of formal education and training of existing research project applications, the strategic objectives of the research areas, funding mechanisms and ways of reporting (SG1.1)</li> </ul>	06/2020 Vice-rector for Science, Research and Development, Department for Science, Science and Development
		<ul style="list-style-type: none"> <li>- Develop a unified reporting methodology for research projects and doctoral studies (SG4.1)</li> </ul>	06/2017 Vice-rector for Science, Research and Development, Department for Science and Research

## 5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska, article 103, paragraph (3), article 104, article 107, article 108. i article 109.</li> <li>- Labour Law of Republic of Srpska</li> <li>- National programs and strategies</li> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Although the researchers are aware of the existing rules, especially those of the funders of some research, it is necessary to develop and fully exploit the communication system making entire legislation available.</li> <li>- In order to evaluate compliance with the regulations it is necessary to continue with the good practice of reporting that should be unified for the entire University.</li> <li>- Generally, the researchers are satisfied regarding the familiarity about their contractual and legal research conditions</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)</li> </ul>	03/2019 Vice-rector for Science, Research and Development, University IT center
		<ul style="list-style-type: none"> <li>- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)</li> </ul>	12/2017 Legal department, Department for Science, Research and Development
		<ul style="list-style-type: none"> <li>- Develop a unified reporting methodology for research projects and doctoral studies (SG4.1)</li> </ul>	06/2017 Vice-rector for Science, Research and Development, Department for Science and Research



## 6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Labour Law of Republic of Srpska</li> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska, article 107, article 108.</li> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Researchers are generally satisfied with their responsibility towards their employers, funders and other bodies (71.6%).</li> <li>- Any research that is conducted at the University is subject to internal and external audit.</li> <li>- Any finance expenditure of research must correspond to the expenditure stated in the project application. Every research income must be explained and expenditure justified.</li> </ul>	n/a	n/a

## 7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Researchers are not familiar enough with the existing regulations, it is necessary to create an adequate system for continuous informing. They are informed in extent which they need for the implementation of research activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)</li> </ul>	12/2017 Legal department, Department for Science, Research and Development
		<ul style="list-style-type: none"> <li>- Develop a guidelines on the protection and security for all research laboratories, plant and equipment used at the University (SG3.8)</li> </ul>	05/2018 Deans of the Organizational units

## 8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska</li> <li>- Rules on the publication of scientific publications</li> </ul>	<ul style="list-style-type: none"> <li>- Publication of research results is the responsibility of all teachers and staff for career progress.</li> <li>- In most of the research projects it is required that all results are disseminated in different ways.</li> <li>- The commercialization of research results is not satisfactory.</li> </ul>	- Creation of official mailing list for dissemination of information to all researches at the University (SG4.11)	05/2017 Science, Research and Development Department
		- Introducing the results of science and research work to the social community (SG5.1)	10/2018 Management structures at the University
		- Increase the income form cooperation with industries (SG5.2)	09/2020 Management structures of the University
		- Record the doctoral work and research projects with the industry (SG5.3)	03/2019 Vice-rector for Science, Research and Development, Science, Research and Development Department
		- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)	03/2019 Vice-rector for Science, Research and Development, University IT center

## 9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
n/a	<ul style="list-style-type: none"> <li>- The university web page regularly contains research activities on the basis of news delivered by the research coordinator.</li> <li>- Media come to all important events at the University and faculties upon invitation and create reports in the media.</li> <li>- There is insufficient research and artistic information published in media.</li> </ul>	<ul style="list-style-type: none"> <li>- Creation of official mailing list for dissemination of information to all researches at the University (SG4.11)</li> </ul>	05/2017 Science, Research and Development Department
		<ul style="list-style-type: none"> <li>- Introducing the results of science and research work to the social community (SG5.1)</li> </ul>	10/2018 Management structures at the University

## 10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Constitution of BH, Article 2, Paragraph 4</li> <li>- Labour Law of Republic of Srpska, article 5.</li> <li>- Law on Higher Education of Republika Srpska, article 74.</li> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- All employees of the University have the right to appeal to the Steering Board and the Senate, as well as to the Ethical Committee in case of violation of basic human rights.</li> <li>- Percentage of females researchers surveyed is 48.99%.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)</li> </ul>	12/2017 Legal department, Department for Science, Research and Development
		<ul style="list-style-type: none"> <li>- Conducting the online survey for doctoral candidates and other researchers. Implementation recommendation (SG4.3)</li> </ul>	10/2017 Vice-rector for International Cooperation and Quality Assurance. Quality Assurance Department. University Computer Center
		<ul style="list-style-type: none"> <li>- Adopt institutional transparent procedure on anti-mobbing (SG2.10)</li> </ul>	12/2017 Legal department

## 11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska, article 70, article 74.</li> <li>- Statute of University</li> <li>- Rules of Procedure and terms of selection of academic staff</li> </ul>	<ul style="list-style-type: none"> <li>- The University conducts evaluation of scientific research and artistic achievements through cardboard of scientific work within the self-evaluation report of the University.</li> <li>- Evaluation of research is not conducted by an independent commission.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)</li> </ul>	03/2019 Vice-rector for Science, Research and Development, University IT center
		<ul style="list-style-type: none"> <li>- Conducting the online survey for doctoral candidates and other researchers. Implementation recommendation (SG4.3)</li> </ul>	10/2017 Vice-rector for International Cooperation and Quality Assurance. Quality Assurance Department. University Computer Center
		<ul style="list-style-type: none"> <li>- Creation and regular administration of central data base for doctoral study programs and doctoral candidates (SG4.4)</li> </ul>	09/2017 University IT Center
		<ul style="list-style-type: none"> <li>- Creation of the Rulebook on evaluation of science and research results (SG4.5)</li> </ul>	12/2017 Vice-rector for Science, Research and Development, Legal Service, Quality Assurance Committee

## II. Recruitment

### 12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska</li> <li>- Statute of University</li> <li>- Rules of Procedure and terms of selection of academic staff</li> </ul>	<ul style="list-style-type: none"> <li>- Foreigners can apply for a university PhD studies in accordance with the same conditions, but with a different cost of tuition.</li> <li>- Currently there are no PhD study programs in English at the University.</li> <li>- Interviewed researchers (teaching staff and PhD students) are satisfied with the criteria and standards for the researcher admission (over 77%).</li> <li>- The procedures for hiring foreigners are not transparent.</li> </ul>	- Speed up the process of recognition of qualifications at the University and faculties (SG2.7)	10/2018 Legal department, Legal senior officers
		- Promotion of establishment of alumni associations at the faculties (SG5.6)	12/2018 Management structures of the University and faculties
		- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)	12/2017 Legal department, Department for Science, Research and Development
		- Creation and regular administration of central data base for doctoral study programs and doctoral candidates (SG4.4)	09/2017 University IT Center

### 13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska article 76, article 77, article 78, article 79, article 80, article 81, article 83, article 85, article 89.</li> <li>- Law on Higher Education of Republika Srpska</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- All advertising for the job goes from a faculty to the university administration.</li> <li>- The University does not provide possibility for creation of strategy for career development.</li> <li>- Deadlines for applications for the job should be uniform.</li> </ul>	- Determine the position of career development adviser at the University for researchers and for students (SG1.4)	06/2018 Management structures of the University, Legal department
		- Create a form for submitting ads for employment in Serbian and English languages, and place this form on the university web page (SG3.13)	12/2017 Legal department, University IT center, EURAXESS
		- Develop, on university web page, listing of advertised jobs at all faculties and in the Rector's Office (SG3.14)	12/2017 University IT center, EURAXESS
		- Define unified number of days of public advertising for a job at the university (SG2.11)	12/2017 Management structures of the University, Legal department



#### 14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"><li>- Law on Higher Education of Republika Srpska, article 91.</li><li>- Rules of Procedure and terms of selection of academic staff</li></ul>	<ul style="list-style-type: none"><li>- Commission for selection consists mostly of members from the University, rarely from other sectors and other countries.</li></ul>	<ul style="list-style-type: none"><li>- 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 (SG2.4)</li></ul>	12/2018 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources
		<ul style="list-style-type: none"><li>- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)</li></ul>	03/2019 Vice-rector for Science, Research and Development, University IT center

## 15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"><li>- Law on Higher Education of Republika Srpska, article 89, article 90, article 91, article 92, article 94, article 95, article 96.</li><li>- Rules of Procedure and terms of selection of academic staff</li></ul>	<ul style="list-style-type: none"><li>- Evaluation reports after the hiring process are not uniform at the University level.</li><li>- There is no reporting methodology regarding weaknesses and strengths of the candidates' applications.</li></ul>	<ul style="list-style-type: none"><li>- 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 (SG4.6)</li></ul>	06/2018 Legal Department

## 16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
- Statute of University	- Candidates are evaluated in accordance with the existing rules which are mainly related to the previous published papers.	- 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. (SG2.3)	12/2019 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources
		- 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 (SG4.6)	06/2018 Legal Department

## 17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
n/a	- Career breaks are not treated negatively.	- 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. (SG2.3)	12/2019 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources
		- Incorporated 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) (SG2.5)	12/2018 Legal department

## 18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"><li>- Statute of University</li><li>- Law on Higher Education of Republika Srpska</li></ul>	<ul style="list-style-type: none"><li>- Mobility is significantly promoted at the University.</li><li>- Mobility is not treated as career advancement by any institutional act.</li><li>- Researchers are not motivated enough for mobility programs.</li></ul>	<ul style="list-style-type: none"><li>- Promote mobility programs and speed up the bureaucratic process (SG2.12)</li></ul>	10/2018 Vice-rector for International Cooperation and Quality Assurance
		<ul style="list-style-type: none"><li>- 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. (SG2.3)</li></ul>	12/2019 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources

## 19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska article 124, article 125, article 126, article 127, article 128.</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- The University web page does not contain specifically separated information on the recognition of qualifications.</li> <li>- All information on the recognition of qualifications is available mainly in Serbian.</li> <li>- Recognition of non-formal qualifications is not regulated. It is not assessed when evaluating potential candidates.</li> </ul>	- Point out process of academic and professional recognition of qualifications (domestic and foreign) on the university web page, in Serbian and English languages (SG2.6)	09/2017 Legal department, University IT Center
		- Speed up the process of recognition of qualifications at the University and faculties (SG2.7)	10/2018 Legal department, Legal senior officers
		- Improve the scientific employee cardboard with informal qualifications of researchers at the University (SG3.3)	06/2018 QA department, University IT center
		- 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. (SG2.3)	12/2019 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources

## 20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
n/a	n/a	- 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. (SG2.3)	12/2019 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources

## 21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
n/a	<ul style="list-style-type: none"><li>- Currently, there are no post-doc studies at the University.</li><li>- There is a small number of researchers who want to attend post-doc studies abroad and return to the institution.</li></ul>	<ul style="list-style-type: none"><li>- Influence the various entities and national authorities regarding establishment and allocation of post-doctoral grant system (SG3.4)</li></ul>	10/2020 Management structures of the University and faculties



### III. Working conditions and social security

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#### 22. Priznavanje profesije

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"><li>- Law on Higher Education of Republika Srpska</li><li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska, article 71, article 72, article 73, article 74, article 75, article 76, article 77.</li><li>- Statute of University</li><li>- Code of Conduct</li></ul>	<ul style="list-style-type: none"><li>- PhD students are not recognized as professionals at the University.</li></ul>	<ul style="list-style-type: none"><li>- 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 (SG4.7)</li></ul>	06/2018 Management structures of the University

### 23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- The University has recently purchased the research equipment for large number of faculties based on the contract between the Government of Republic of Srpska and the Austrian Government, amounting to over 20 million Euros.</li> <li>- Faculties among themselves have not sufficiently disseminated information on the available equipment.</li> <li>- There is no sufficient number of professional associates at the University who work with research equipment.</li> </ul>	- Provide researchers access to research databases (SG1.2)	06/2017 Upravljačke strukture na Univerzitetu
		- Develop a informer on existing research equipment at the University, and disseminate information about it (SG3.5)	05/2018 Vice-rector for Science, Research and Development, Department for Science and Research
		- Develop a database of research infrastructure of the University (SG3.6)	03/2019 University IT center, Vice-rector for Science, Research and Development, Vice-deans for Science, Research and Development
		- 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 (SG3.7)	12/2020 Management structures of the University
		- Develop a guidelines on the protection and security for all research laboratories, plant and equipment used at the University (SG3.8)	05/2018 Deans of the Organizational units
		- Increase the income form cooperation with industries (SG5.2)	09/2020 Management structures of the University
		- Record the doctoral work and research projects with the industry (SG5.3)	03/2019 Vice-rector for Science, Research and Development, Science, Research and Development Department

## 24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- Labour Law of Republika Srpska</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- The Labour Law defines a sufficient number of prominent principles in a satisfactory manner for the benefit of researchers.</li> <li>- The University allows flexible working hours, in accordance with the specifics.</li> <li>- Currently, teaching and research of employees are conjoint.</li> <li>- The teaching staff is burdened with teaching to a certain extent.</li> </ul>	<ul style="list-style-type: none"> <li>- 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 (SG5.4)</li> </ul>	05/2020 Management structures of the University
		<ul style="list-style-type: none"> <li>- Provide working conditions for disabled researchers (SG3.9)</li> </ul>	10/2020 Management structures of the University

## 25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"><li>- Statute of University</li><li>- Law on Higher Education of Republika Srpska</li><li>- Rules of Procedure and terms of selection of academic staff</li></ul>	<ul style="list-style-type: none"><li>- All the researchers at the university are employed with the contract on a specified time (except associated and full professors), with the obligation of career promotion.</li><li>- If there is no promotion in higher position there is a possibility of re-election in the current position.</li><li>- There is no possibility to improve the stability and sustainability of employment in accordance with existing national and entity legislation.</li><li>- Researchers themselves should provide safety and durability of employment providing good research results.</li></ul>	<ul style="list-style-type: none"><li>- n/a</li></ul>	n/a

## 26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on salaries of employees in the field of education and culture of Republika Srpska</li> <li>- Labour Law of Republika Srpska</li> <li>- Law on Higher Education of Republika Srpska</li> <li>- The Special Collective Agreement for employees in the field of education and culture of RS</li> <li>- Rules on financing</li> </ul>	<ul style="list-style-type: none"> <li>- Salaries along with social insurance are guaranteed to all employed researchers at all stages of their career.</li> <li>- Teaching and research are jointly covered by the salary, they are not separated.</li> <li>- Percentage of teaching and research is not unified.</li> <li>- The University is obliged to respect general and special collective agreements along with the Labor Law.</li> </ul>	<ul style="list-style-type: none"> <li>- Consolidate incentives to researchers from the funds and projects in which they participate and act as team members (SG3.10)</li> </ul>	10/2018 Project Co-coordinators, Legal department
		<ul style="list-style-type: none"> <li>- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)</li> </ul>	12/2017 Legal department, Department for Science, Research and Development
		<ul style="list-style-type: none"> <li>- Defined percentage share of research in the overall workload of the teaching staff (60:40) put into practice (SG2.8)</li> </ul>	06/2019 Management structures of the University, Legal department

## 27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"><li>- Law on Gender Equality of BiH</li><li>- Labour Law of Republika Srpska</li><li>- Law on Higher Education of Republika Srpska</li></ul>	<ul style="list-style-type: none"><li>- More than 70% of the surveyed researchers believe the institution tends to gender equality at all levels.</li><li>- 48.99% of the surveyed researchers were females.</li><li>- Surveyed researchers believe that the institution must give priority to quality and competence rather than gender.</li></ul>	n/a	n/a

## 28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- The Law on Scientific - Research Activities and Technological Development of Republika Srpska</li> </ul>	<ul style="list-style-type: none"> <li>- There is no strategy for career development of researchers, or process of conducting research career.</li> <li>- There is no database of available mentors with specific topics.</li> <li>- All the researchers are familiar with their contractual situations and their possibilities and conditions for progress.</li> </ul>	- Develop a strategy for career development of researchers (SG1.3)	06/2019 Management structures of the University and Faculties
		- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)	03/2019 Vice-rector for Science, Research and Development, University IT center
		- Determine the position of career development adviser at the University for researchers and for students (SG1.4)	06/2018 Management structures of the University, Legal department

## 29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- Rules on co-financing international exchange of students and academic staff</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- Mobility is not assessed in career progress.</li> <li>- Excessive bureaucratization in mobility leads to a reduction in the mobility of researchers.</li> <li>- There is no institutional regulation stating that researchers need to spend some time in the mobility at the foreign institutions for career progress, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- 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. (SG2.3)</li> </ul>	12/2019 Legal department, Vice-rector for Science, Research and Development, Vice-rector for Teaching, Vice-rector for Human and Material Resources
		<ul style="list-style-type: none"> <li>- Strengthen the mobility of researchers reformulating conditions to position elections (SG2.13)</li> </ul>	10/2019 Legal department
		<ul style="list-style-type: none"> <li>- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)</li> </ul>	03/2019 Vice-rector for Science, Research and Development, University IT center
		<ul style="list-style-type: none"> <li>- Develop a strategy for career development of researchers (SG1.3)</li> </ul>	06/2019 Management structures of the University and Faculties



### 30. Access to careers advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
n/a	<ul style="list-style-type: none"><li>- In practice, there is not an advisory service that would advise researchers throughout their career.</li><li>- Consultancy regarding career is performed mainly by the mentors.</li></ul>	<ul style="list-style-type: none"><li>- Determine the position of career development adviser at the University for researchers and for students (SG1.4)</li></ul>	06/2018 Management structures of the University, Legal department

### 31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Law on Scientific Research Activities and Technological Development of Republika Srpska</li> <li>- The Law on Higher Education of Republika Srpska</li> <li>- The Law on Copyright and Related Rights BH</li> <li>- Patent Law BiH</li> <li>- Code of Conduct</li> <li>- Rules on studying for doctoral studies</li> </ul>	<ul style="list-style-type: none"> <li>- There is no wide knowledge about exploitation of R &amp; D results, mode of exploitation, possibilities, protection of rights, copyright, etc. at the University</li> <li>- The University collects the number of patents through self-evaluation report, but there are no details and explanations regarding the exploitation and protection of the rights.</li> </ul>	- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)	03/2019 Vice-rector for Science, Research and Development, University IT center
		- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)	12/2017 Legal department, Department for Science, Research and Development

### 32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
- Code of Conduct	<ul style="list-style-type: none"> <li>- The authors and co-authors of the scientific papers at the University are treated equally. There is no difference between them.</li> <li>- The University does not have a repository of scientific publications of researchers which can be used by researchers outside the University for quoting.</li> <li>- Over 70% of researchers in the survey find that the institution positively evaluated the co-authorship and protect the rights of co-authorship of researchers.</li> </ul>	- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)	03/2019 Vice-rector for Science, Research and Development, University IT center
		- Creation of the Rulebook on evaluation of science and research results (SG4.5)	12/2017 Vice-rector for Science, Research and Development, Legal Service, Quality Assurance Committee

### 33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- Rulebook of finance</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- The teacher or associate at the University is the same as the researcher, so, teaching and research responsibilities overlap.</li> <li>- In many cases, teachers or associates are overloaded with teaching, which automatically reflects on the quality of their research work.</li> <li>- Regardless of the teaching overload, teaching classes over a certain threshold are not paid additionally to teachers or associates.</li> <li>- Salary does not cover teaching or research separately, it covers them together.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of teaching obligations award system by the electronic grading system by students according to the representativeness of the sample (SG4.8)</li> </ul>	12/2017 Vice-rector for International Cooperation and Quality Assurance, Quality Assurance Department
		<ul style="list-style-type: none"> <li>- Develop a unified system of calculating teaching and associate loads at the University (SG3.11)</li> </ul>	10/2017 Vice-rector for Teaching, Department for Teaching, University IT center
		<ul style="list-style-type: none"> <li>- Defined percentage share of research in the overall workload of the teaching staff (60:40) put into practice (SG2.8)</li> </ul>	06/2019 Management structures of the University, Legal department

### 34. Complaints/appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- The Constitution of BH</li> <li>- Labour Law of Republika Srpska</li> <li>- Law on Higher Education of Republika Srpska</li> <li>- Statute of University</li> <li>- Code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>- All researchers have a right to appeal to a variety of issues.</li> <li>- The Ethical Committee treats these appeals to their final end.</li> <li>- Currently there is no ombudsman for researchers.</li> </ul>	- Determine the position of ombudsman for teachers and researchers at the university level (SG2.9)	09/2018 Management structures of the University, Legal department
		- 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 (SG3.12)	12/2017 Vice-rector for Science, Research and Development, Legal department
		- Develop and implement a university system of communication that will ensure increased awareness of researchers on the existing national/entity and institutional regulations (SG4.2)	12/2017 Legal department, Department for Science, Research and Development

### 35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the work of the institution.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- Statute of University</li> </ul>	<ul style="list-style-type: none"> <li>- A large number of teachers and associates participate in the work of the Faculty Council where important decisions are made.</li> <li>- Also selected teachers from the faculties participate in the work of the University Senate, the highest academic body.</li> <li>- Five teachers selected on the basis of a public competition participate in the work of the Steering Board of the University.</li> </ul>	<ul style="list-style-type: none"> <li>- Inform teachers and staff of the University of the participation of researchers in the managerial bodies and the possibilities to offer proposals for improving research (SG1.5)</li> </ul>	08/2017 Legal department
		<ul style="list-style-type: none"> <li>- Informing researches on all important decisions made within managerial bodies of University (SG4.12)</li> </ul>	12/2017 Legal Department, University IT Center

## IV. Trening

### 36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables, and/or research outputs.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- Rules on studying for doctoral studies</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Over 75% of researchers are satisfied with the relationship with their mentors.</li> <li>- There is no systematic monitoring or evaluation of mentoring. It is based largely on an individual basis.</li> </ul>	<ul style="list-style-type: none"> <li>- 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 (SG3.12)</li> </ul>	12/2017 Vice-rector for Science, Research and Development, Legal department
		<ul style="list-style-type: none"> <li>- Develop a unified reporting methodology for research projects and doctoral studies (SG4.1)</li> </ul>	06/2017 Vice-rector for Science, Research and Development, Department for Science and Research
		<ul style="list-style-type: none"> <li>- Conducting the online survey for doctoral candidates and other researchers. Implementation recommendation (SG4.3)</li> </ul>	10/2017 Vice-rector for International Cooperation and Quality Assurance. Quality Assurance Department. University Computer Center

### 37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> <li>- Law on Higher Education of Republika Srpska</li> <li>- Statute of University</li> <li>- Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Often the senior researchers are busy due to overload and sometimes there is a lack of responsibility towards the candidate.</li> <li>- Also, the results of mentoring are not adequately rewarded, so, lack of motivation is noticeable.</li> <li>- About 70% of the surveyed researchers is, nevertheless, satisfied with the relationship with mentors during the realization of the research.</li> </ul>	<ul style="list-style-type: none"> <li>- 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 (SG3.12)</li> </ul>	12/2017 Vice-rector for Science, Research and Development, Legal department
		<ul style="list-style-type: none"> <li>- Develop a unified reporting methodology for research projects and doctoral studies (SG4.1)</li> </ul>	06/2017 Vice-rector for Science, Research and Development, Department for Science and Research



### 38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
- Codes of conduct	<ul style="list-style-type: none"> <li>- Although the institution is increasingly committed to continuous professional development, there is no formally established obligation regarding participation in such training, Information as well as offer of formal and informal programs for skills and competencies development are not established.</li> <li>- Sometimes, teaching and research make professional development difficult.</li> <li>- Certification and awards are not taken into account during the career development.</li> </ul>	- Promotion of establishment of alumni associations at the faculties (SG5.6)	12/2018 Management structures of the University and faculties
		- Support of formal education and training of researchers towards achieving greater professionalization (entrepreneurship, project management, intellectual property rights, communication, ethics, etc.) (SG1.7)	05/2018 Vice-rector for Science, Research and Development, Vice-deans for Science, Research and Development, Department for Science, Research and Development
		- Stimulating the mobility of researchers in order to improve existing skills and competences (SG1.6)	02/2019 Vice-rector for International Cooperation and Quality Assurance

### 39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
- Codes of conduct	- In practice, there is an increasing availability of various forms of training, although it should be more intense, which is primarily dependent on the researchers themselves and their available time.	- Support of formal education and training of researchers towards achieving greater professionalization (entrepreneurship, project management, intellectual property rights, communication, ethics, etc.) (SG1.7)	05/2018 Vice-rector for Science, Research and Development, Vice-deans for Science, Research and Development, Department for Science, Research and Development
	- There is a lack of professional courses offered at faculties, as well as the lack of information about them.	- Creation of official mailing list for dissemination of information to all researches at the University (SG4.11)	05/2017 Science, Research and Development Department
	- There is no systematic approach to the publication of professional development opportunities.	- Develop, on university web page, listing of advertised jobs at all faculties and in the Rector's Office (SG3.14)	12/2017 University IT center, EURAXESS

#### 40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
- Codes of conduct	<ul style="list-style-type: none"> <li>- There is no contractual relationship created between the mentor and trainee.</li> <li>- There is no systematic monitoring or evaluation of mentoring. It is based largely on an individual basis.</li> <li>- Researcher trainees have a mentor from the appropriate field in the work during the time spent at the University (not more than one year of internship).</li> </ul>	- Creation and regular administration of central data base for doctoral study programs and doctoral candidates (SG4.4)	09/2017 University IT Center
		- Conducting the online survey for doctoral candidates and other researchers. Implementation recommendation (SG4.3)	10/2017 Vice-rector for International Cooperation and Quality Assurance. Quality Assurance Department. University Computer Center
		- Develop and implement a university eSC database of scientific articles, doctoral dissertations, available mentors, projects, patents, scientific conferences, technical solutions, mobility (SG3.2)	03/2019 Vice-rector for Science, Research and Development, University IT center
		- 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 (SG3.12)	12/2017 Vice-rector for Science, Research and Development, Legal department