



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

**Monitoring system for implementation**

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## **Introduction**

For the purposes of monitoring of HRS4R implementation the internal monitoring system will be established.

The external monitoring will include the monitoring by the European Commission after a period of implementation of the strategy.

Monitoring will be treated as an essential part of HRS4R performance management. The monitoring process will help customers and team members who participated in making HRS4R to check whether the strategy takes place as planned, in accordance with the action plan and Gantt chart.

Monitoring is the systematic and continuous collection, analysis and use of information useful for management and decision-making process in the framework of the strategy implementation.

## **The purpose of monitoring**

HRS4R monitoring will be used for:

- assessment of whether the HRS4R strategy is going according to plan (whether the activities and results of the project are in accordance with the planned ones),
- HRS4R management improvement,
- The budget resources used/planned within the project (financial and human resources).

Monitoring will include the collection, analysis, interviews and use of information related to the progress of the implementation of planned strategic activities. The system and monitoring procedures will provide a mechanism in order to have the appropriate information provided to the responsible persons (the Collegium of the University: rector and vice-rectors) at the right time, so that they can make the right decisions. The objective of monitoring is emphasizing the strengths and weaknesses in the implementation of strategic activities as well as enabling the responsible persons to deal with problems, strengthen their participation in the monitoring of projects and adapt easily to changes.

## **The process of internal monitoring**

Internal monitoring is initiated by the rector who will form a team for internal monitoring consisting of:

1. Prof. dr Branko Krsmanović, vice-rector for human i material resources, chairman,
2. Milan Mladić, internal auditor,
3. Marijana Todorović, chief of rector's cabinet.

The appointed staff in the team for internal monitoring is not directly involved in the implementation of activities in accordance with defined strategic goals set out in the action

plan, so that monitoring and reporting on the implementation of the activities will be independent and impartial. All the activities envisaged in the action plan will be subject to continuous monitoring and supervision.

The purpose of this monitoring is to ensure the realization of the strategic objectives in accordance with the action plan and Gantt chart.

In this context, monitoring aims to monitor and evaluate the progress of implementation of activities in order to prevent difficulties and obstacles related to their implementation, which may adversely affect the results and sustainability.

Although monitoring activities will be focused on the four-year period, the University will ensure long-term sustainability of results achieved after the expiry of the strategic action plan.

Through this document all activity coordinators are obliged to work together with the responsible services on the implementation of planned activities with dissemination of information to all employees.

Internal monitoring will be conducted semiannually.

Mode of implementation of monitoring will be organized as follows:

First, the activity coordinators will make a report on internal monitoring of all activities in the Strategic Plan in accordance with the unified form.

Secondly, all reports will be submitted to the team for internal monitoring of the assessment of the implementation of the activities. In addition to the assessment, internal monitoring team will perform interviews with individual coordinators of activities according to the status of displayed in the report.

Third, the management of the University will discuss the report of the internal monitoring team and give the proposal of preventive and corrective measures or measures to improve the implementation of the activities.

The following table (the next page) shows the model to be used for monitoring the implementation of activities. Each activity will be followed by written report in accordance with the prescribed form provided by the activity coordinators. All the reports for all activities will be submitted to the team for internal monitoring, and then to the management of the University.

Explanations are given for each term where it is required to enter the appropriate data.

During the process of realization of the activities, and also in the process of evaluation, responsible staff must take into account the following criteria by which the action plan and implement activities, HRS4R strategies and actual results, and indicators will be compared. These criteria are: relevance, efficiency, effectiveness, impact and sustainability.

Relevance indicates how the implementation of activities corresponds to real problems which should be resolved by activities, and how the activity fits into the environment in which it should be carried out.

The efficiency of the implementation of activities shows how implementation transforms the available resources into results.

Effectiveness is a criterion that shows how results of the activities implementation contribute to the achievement of the purposes of the HRS4R strategy implementation.

The effect of the implementation of activities shows the impact of implementation on the environment in which it takes place and beyond.

Sustainability is the criterion that indicates the likelihood of continuation of benefits from implementation of the activities.

Table 1. Activity monitoring form

Number and name of the strategic aim	Enter the number and name of the strategic aim.
Type of activity	Indicate activity in accordance with the action plan.
Name of activity	Enter the activity name in accordance with the action plan.
Description of the activity	Describe what is to be achieved by the realization of the activity.
Results	Enter results in accordance with the action plan.
Key performance indicators	Enter KPI in accordance with the action plan.

Reporting period	Enter the report date.
The expected date of completion of activity	Enter the expected date for activity completion.

Activity coordinator	Put the activity coordinator in accordance with the action plan.
Responsible services	Enter responsible services in accordance with the action plan.

Status of activity implementation	Select the following option: REALIZED, IN PROGRESS NOT STARTED.
Achieved results	Enter the results achieved through the reporting period in accordance with the action plan. Put further results achieved if there are any.
Achieved KPI	Enter the qualitative / quantitative indicators generated by the reporting period in accordance with the action plan. Enter additional indicators if there are any.

Engaged resources	Describe which resources were deployed till the reporting date (human, informational, spatial, physical, etc.).
Sources of funding	Enter the total spent funds for the implementation of activities at the reporting date.

Identified risks	Enter all the risks you faced till the reporting date.
Response to risks	Indicate which activities are undertaken in response to the identified risks.

This part of the report is intended to internal monitoring team or internal quality auditor team

Activity control mode	Enter the used material and documentation during control of activities. Enter the list of interviewees.
Brief report	
Activity realization assessment	A – activities achieve better results than expected. B – everything goes as it should, the results are appropriate, the work plan is monitored without any problems C - This is a score that highlights certain problems that require attention, in order to avoid situations that could jeopardize the attainment of appropriate targets. This grade is commonly used in the initial period of implementation of activities, because realistically, this is the only period in when appropriate corrective measures can be implemented. D – Red alert. Monitors must carefully specify in a short report above

	why this rating has been given, because it shows that it is necessary to take urgent managerial actions to prevent the deterioration of activities implementation.
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**Internal audit**

During the period of implementation of the HRS4R strategy, strategic objectives and activities that constitute it, internal quality audit will be organized in accordance with established internal quality assurance system. At some point, the rector will initiate an internal quality check (audit), which will require the application of procedures for the implementation and management of the internal quality audit. This means that certain activities and responsible staff will be thoroughly assessed and controlled in connection with the implementation of activities.

At the same time, the university procedure for improvement measures application will be applied in accordance with prescribed procedure giving meaning to internal audit. All activity coordinators will be provided with specific findings of the internal audit with proposal of improvement measures.

Internal audit and improvement measures will help in detecting all risk activities leading to the proposal of a strategy for their facilitation or removal.

The overall objective of the HRS4R strategy monitoring is supervision and control, as well as support in realization of HRS4R strategy fulfillment.

If certain issues arise regarding staff disobeying, unwilling or inability to realize activities they are assigned to realize, the University rulebook on discipline and material responsibility of employees will be applied. In that way, employee(s) will be formally warned.