

## TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number:

Name Organisation under review: University of Sarajevo

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SUBMISSION DATE: 29<sup>TH</sup> JUNE 2018

DATE OF ENDORSEMENT OF CHARTER AND CODE: 10<sup>th</sup> June 2016

### PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. <sup>1</sup> These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>2</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Dr. Rifat Škrijelj	Rector	University of Sarajevo
Dr. Maida Čohodar Husić	Vice-rector for quality	Rectorate
Dr. Suvad Konaković	Secretary General	Rectorate
<b>Members of the Committee</b>		
Dr. Dženana Husremović	Vice-rector for research	Rectorate
Dr. Senada Kalabušić	Full professor	Faculty of Science
Dr. Sead Turčalo	Full professor	Faculty of Political Sciences

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Dr. Mirsad Dorić	Full professor	Faculty of Medicine
Dr. Jasmin Velagić	Full professor	Faculty of Electrical Engineering
Dr. Jasmina Talam	Full professor	Music Academy
Dr. Lejla Hajdarpašić	Assistant professor	Faculty of Philosophy
Dr. Amila Pilav-Velić	Assistant professor	Faculty of Economics and Business
Dr. Zenan Šabanac	Assistant professor	Faculty of Science
Nina Begović	Head of Office	Research Support Office
Kenan Filipović	Head of Office	Office for General and Legal Affairs
Jasmina Gradašćević-Pleh	Expert Associate, Committee Secretary	Research Support Office
<b>Members of the Working Group</b>		
Dr. Senada Kalabušić	Full professor	Faculty of Science
Dr. Dušanka Bošković	Assistant professor	Faculty of Electrical Engineering
Dr. Zenan Šabanac	Assistant professor	Faculty of Science
Dr. Elmedin Selmanović	Assistant professor, Head of University Tele-Informatic Centre	Faculty of Science
Nina Begović	Head of Office	Research Support Office
Saša Madacki	Head of Office, PhD student	Office for Teaching
Jasmina Gradašćević-Pleh	Expert Associate	Research Support Office

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>3</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.*

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

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Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
R2-R4	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- E-mails</li> <li>- telephone</li> </ul>	<ul style="list-style-type: none"> <li>- Members of the Rectorate (vice-rectors) were regularly informed about the progress and development of the GAP Analysis</li> <li>- Members of the Working Group and the Committee (representatives of 6 scientific fields) were nominated and closely followed the development of the GAP-analysis</li> <li>- Members of the Working Group and the Committee carefully reviewed the GAP-Analysis in its different stages of development and finally adopted it.</li> </ul>
R1-R4	<ul style="list-style-type: none"> <li>- online survey</li> </ul>	<ul style="list-style-type: none"> <li>- Research Support Office conducted an online survey of researchers (285 researchers responded out of whom 46.6% were PhD students)</li> <li>- All scientific areas were represented with major participation of researchers in medicine (23%), engineering and technology (19.1%), humanities (17.7%) and social sciences (17.7%). All scientific positions were represented in responses, but the majority of respondents were in junior positions, namely 30.2% teaching and research assistants and 27.4% of assistant professors.</li> <li>- results of the survey were included in the GAP-Analysis and identified gaps accordingly addressed in the action plan.</li> </ul>
Rectorate UNSA member institutions	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- E-mails</li> <li>- Telephone</li> <li>- Workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Research Support Office conducted desk research and reviewed different legal documents, reports, procedures and manuals</li> <li>- Research Support Office prepared a questionnaire for mapping the research human potential at different organizational units – results were included in the GAP analysis</li> <li>- Research Support Office developed drafts of Gap Analysis (comments of all involved members were included)</li> </ul>

Please describe how was appointed the Committee overseeing the process:

*Free text 200 words maximum*

After being given the opportunity to re-apply for the HR Excellence in Research Award, the University of Sarajevo took on the responsibility to assemble a team of researchers who would carefully analyse the human resources potential at the university and identify gaps that need to be addressed through actions in order to create a fair and inspiring research environment. Since the first application was not successful the Committee additionally considered the assessor's concerns, comments and suggestions and used them as an additional advice to develop the HR potential at the University of Sarajevo.

The Committee for overseeing the HRS4R process was nominated by the Rector of the University. The members of the Committee are recognized researchers from 6 scientific councils of the University which provides for an equal representation of all organizational units. This body has the crucial role in the process of preparation of HR Strategy documentation and the subsequent implementation of planned actions. The Chair of the Committee is at the same time the Chair of the Unit for Research responsible for the development of the University Development Strategy (Sep 2018 – Sep 2022) which will ensure that the HR Strategy becomes embedded in the institution's strategic plans.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

*Free text 200 words maximum*

The appointment of the Working group for HRS4R process took place at the same time as the appointment of the Committee. This body was also nominated by the Rector and took on the executive role in the entire process of re-application. The Working group is responsible for the revision of the HR Strategy and Action Plan in accordance with the mandatory templates and its successive implementation. This group coordinated the development of the Gap Analysis, proposed indicators and timeframe for the Action Plan based on findings of the Gap Analysis by taking into account the existing university's strategic documents. The drafted documents were analysed and discussed first at the level of the group and later on sent to the Committee for further discussion and adoption. The members of the Working group are recognized researchers as well as members of the Rectorate's Research Support Office with analytical skills and knowledge of the overall research situation at the university level. Some members of the Working group are also members of the Committee which provides for a coordinated approach to the overall process.