

TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number:

Name Organisation under review: University of Sarajevo

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GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented</p>	<p>In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives already undertaken and/or suggestions for improvement</p>
<p>Ethical and Professional Aspects</p>			
<p>1. Research freedom</p>	<p>+/-</p>	<p>In its work the University of Sarajevo (UNSA) adheres to the principles determined by the national, cantonal and institutional regulations as well as relevant EU regulations.</p> <p>Research freedom is guaranteed through different laws, bylaws and institutional acts. However, there are certain limitations to this freedom that could arise from the following circumstances:</p> <ul style="list-style-type: none"> ▪ Imbalance in teaching and research ratio. According to the existing standards teaching staff spend 70% of their working time on teaching and participating in commissions and working bodies and only 30% on research; assistants (PhD students) spend 85% on teaching and only 15% on research. This ratio affects research performance which is on the other hand determined as the main precondition for academic progression; 	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - In 2016 the Council for Science and Arts was established at the university level with the purpose of strengthening the position of research; - The Strategy for Development of Research at the University level was developed and adopted by the Senate (September 2017) - The Fund for the Development of the University was established aimed at effective and effective execution of joint functions of integrated university and advancement of integrative functions of the university - Ongoing activities on the

		<ul style="list-style-type: none"> ▪ National budgetary allocations for research are limited; ▪ Insufficient allocations for research at different governmental levels result in insufficient investments in research infrastructure at university level; UNSA is using its own infrastructure or infrastructure of partners from industry; <p>When asked about the independence to select the research topic respondents of the survey very mostly positive.</p> <p><u>List of regulations impeding full implementation of the principle:</u></p> <ul style="list-style-type: none"> - Decision on norms for determining minimal standards in higher education in Bosnia and Herzegovina (BiH) - Law on HE (Canton Sarajevo) - Law on Research Activities (Canton Sarajevo) - Standards and Regulations in HE (Canton Sarajevo) 	<p>establishment of the Centre for Research and Development of the University of Sarajevo;</p> <ul style="list-style-type: none"> - University of Sarajevo is in process of establishing a comprehensive database with data on students, employees, teaching and research, property, material and technical capacities; <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider organizing trainings for researchers on different topics related to research (e.g. existing national and institutional regulations, European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers) - Investigate possibilities of reducing the teaching load (at least for PhD students) and thus create more time for research.
2. Ethical principles	+/-	<p>Ethical principles are defined through Code of Ethics and other regulations related to this field. At the University level there is an Ethical Council whilst at the level of faculties/academies there are Ethical Boards.</p> <p>Current practice is that Ethical Council deals with fewer cases related to research ethical standards and principles, and more with cases of ethical conduct at work, due to the fact that their role is not adequately defined in the Statute.</p> <p>According to the survey, the respondents stated that</p>	<p>The existing tools helping ethical bodies in their work are: Turn-it-in software, Collection of PhD theses (hard copies), etc.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider possibilities to enhance and more clearly define the role of the Ethical Council within the ongoing procedure of the UNSA Statute revision; - Consider mechanism for informing

		<p>the research is conducted in line with the fundamental ethical principles. However, the most of them (70.9%) are not familiar with the results of the work of Ethical Boards at faculties/academies.</p>	<p>researchers about the work of Ethical Boards and Ethical Council</p> <ul style="list-style-type: none"> - Increase the transparency of the PhD program implementation.
3. Professional responsibility	+/-	<p>The Statute of the University regulates (art. 168 and art. 169) the procedure of withdrawal of academic titles in case it's proven that someone else's scientific work has been adopted as one's own or it has been falsely or based on falsification cited as one of the criteria for appointment to an academic position.</p> <p>For reappointment to scientific, teaching and artistic positions within the application candidates submit a written statement confirming that their work does not include sources other than those referred to in their work PhD.</p> <p>According to the survey results the level of awareness of researchers in the university on the ethical issues and standards in research, related to data protection, privacy, confidentiality, plagiarism and others is considered as satisfactory, on the scale: very low-low-satisfactory-good-very good.</p> <p>The results of the survey indicate that researchers might not be sufficiently informed about the intellectual property and joint data ownership issues as well as on existing regulations related to plagiarism.</p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - Committee for Detection of Plagiarism has been appointed; - Turn-it-In software-based verification of PhD theses is being performed. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider organizing activities for researchers that would enable researchers to acquire more info on plagiarism elimination strategies, data protection etc.
4. Professional attitude	+		<p>Different sources of financing require specific reporting which is familiar to researchers. Researchers must obtain approvals prior to starting their research. Any kind of delays are communicated with supervisors and funders.</p>

			<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - UNSA Rectorate deals with international as well as national research project funding, and takes care centrally about necessary approvals, notices and other communication, - UNSA also implements a training program for research and academic staff (target group: assistant professors, senior assistants (incl. PhD students) and assistants) with a module solely dedicated to writing project proposals, reporting, budgeting, etc.
5. Contractual and legal obligations	+/-	<p>Researchers are familiar with regulations related to their working conditions (contracts). Working conditions are also regulated by laws and must be respected by all involved parties (employer and employees). Deliverables are regulated either through bylaws or institutional acts and bound to certain timeframes (e.g. academic positions are only for certain time period, career advancement is linked to a number of publications, thesis, etc. while research projects demand reports before moving on with financial support i.e. instalments).</p> <p>The FBiH Labour Law states that the employer is the owner of the research results that can be subject to commercialisation. However the UNSA does not have unified IP policy or centralised advisory services in the field.</p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - UNSA is in process of establishing a Centre for Research and Development which will provide support to researchers regarding the project application, implementation, reporting, etc. Importantly, the Centre is to serve as the TT unit, and a counselling unit for the issues of IPR. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider establishing tools that will enable researchers to access necessary information more easily< - Investigate ways to improve and unifiz IP regulations at the UNSA and

		<p>According to the survey the level of awareness of researchers in the university on the contractual and legal obligations arising from work contracts, laws and by-laws is considered as satisfactory, on the scale: very low-low-satisfactory-good-very good.</p> <p>The UNSA does not have a centralized mechanism of informing its researchers on constantly changing requirements and conditions of any sponsor or funders, regulations etc. nor on national, sectoral or institutional regulations governing training and/or working conditions</p>	<p>provision of services at the Rectorate level regarding IP and contract research.</p>
6. Accountability	+/-	<p>At UNSA Researchers are held responsible for the ways of spending tax payers' money. There are internal and external audits, monitoring visits, etc. Project applications have clear instructions for financial reporting (national, as well as international).</p> <p>National and EU funds for research projects are managed centrally from the level of University. Research Support Office and the Accountancy Office of the University keep track of all data and documentation to support eligibility of research projects expenditures of the UNSA (national and international funds), and this data and documentation is at all times open to internal and external reviews.</p> <p>The survey has shown that the level of public responsibility of researchers regarding the dissemination of the scientific results in broader communities is moderate.</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider ways of presenting UNSA research results to the wider public
7. Good practice in research	+/-	<p>Ethical Boards at faculties discuss about ethical issues arising from research projects such as privacy, data</p>	<p><u>Suggestions for improvement:</u></p>

		<p>protection, animal testing, clinical trials, etc. prior to approving research projects. The data are in most cases not electronic. Each research unit (e.g. lab) at University has clear instructions/manuals on proper use, safety and protection. Researchers have continuous trainings on safe working practices. However, they might not be familiar with changes in national, entity, cantonal and institutional regulations.</p> <p>In the researchers' survey regarding the application of good practice related to the protection of research results, their confidentiality (prior to publication) as well as to personal data as part of the research, the answers were mostly positive.</p>	<ul style="list-style-type: none"> - Consider compiling all information regulating research in electronic form an easier sharing; - Consider tools of informing researchers on any changes regarding research regulations
8. Dissemination, exploitation of results	+/-	<p>Research activities and results are disseminated in conferences, congresses, symposiums, round tables at national and international level, through publications, scientific databases, as project results, at conferences and other public events in country and abroad, however, the commercialization of research results is not as satisfactory.</p> <p>UNSA also prepares and publishes annual booklet on nationally funded research and developmental projects with appropriate public presentation covered by digital media representatives, however most of its dissemination activities are targeted to scientific community, not general public.</p> <p>The survey has shown that the level of public responsibility of researchers regarding the dissemination of the scientific results in the broader communities is moderate.</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider to establish more systematic collaboration with media, local governments, industries in dissemination of scientific deliverables; - Consider ways of increasing commercialization of research results in which field one of open possibilities is in the fact that R&D Centre is to be established to serve among others as an TT Office.
9. Public engagement	+/-	<p>Research activities are made public through university</p>	<p><u>Initiatives already undertaken:</u></p>

		<p>web site (www.unsa.ba) and the web sites of individual faculties. Media attend all relevant events related to research activities at university. University members take active role in public events where expertise in certain fields is required. Academic career advancement is depending on publications which are also accessible to wider public. PhD defence presentations are public. The problem UNSA as a research institution is facing is in underrepresentation of scientific and research stories and in general this type of contents in media.</p> <p>In the researchers' survey regarding the publication of research results to the wider public (local and regional or national level) on the five-point scale true-untrue most of respondents were neutral.</p>	<ul style="list-style-type: none"> - in its annual work plan the Council of Science and Arts has included measures for improvements such as the increase in number of discussions of public interest and presentations of research results <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider ways of strengthening UNSA presence in public;
10. Non discrimination	+/-	<p>Any kind of discrimination against anyone (i.e. researchers) is forbidden through international, national and institutional acts. Fairness and respecting of all rights and people's dignity and freedoms are included in the basic principles to be respected at the UNSA. In case of any kind of discrimination complaints are addressed to relevant ethical bodies. In case of any form of discrimination researchers have possibilities to complain but they might not be aware of the existing regulations. UNSA does not implement online surveys on discrimination.</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider mechanisms of informing researchers on existing discrimination regulations; - Consider ways of involving more researchers in determining overall situation regarding discrimination;
11. Evaluation/ appraisal systems	+/-	<p>Evaluation of researchers related to curricula efficiency is carried out once a year by university/faculty. Evaluation of researchers by students is carried out after each semester (prior to final exams). Evaluation procedure is determined at faculty level where the evaluation results are also discussed (Statute, art. 122). For academic career progression (assistant</p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - Upon the proposal of the Council of Science and Arts the Senate has just recently adopted a Bylaw on Awarding Academic and Scientific Staff

		<p>professor and above) criteria taken into consideration are: scientific work in acknowledged publications, publication of books, patents, projects, mentoring (Statute, art. 96).</p> <p>In the researchers' survey regarding the system of reporting on research performance and evaluation of work of individual researchers, on the five-point scale true-untrue most of respondent were neutral when it comes to this issue.</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider periodical evaluation of the implementation of the bylaw and its amendment if necessary; - Consider to develop a more comprehensive system of evaluation of researchers.
<p>Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.</p>			
12. Recruitment	+/-	<p>International, national and institutional acts protect researchers from any kind of discrimination (incl. rights of disadvantaged groups). Researchers at the university have a clear division of research and teaching activities defined by the Standards (70% teaching: 30% research); researchers at UNSA institutes are full time researchers. However, foreign researchers might face complicated procedures regarding the employment in BiH (obtaining working permit, visa, etc.). Foreign students can enrol a PhD program and pay the fees determined for foreign students; their admission also depends on the limited quota for enrolment of foreign students determined by the Sarajevo Canton Government.</p> <p>Although UNSA has an Office for Support to Students with Special Needs there are some material constraints that might affect the recruitment of researchers with disabilities who need an adopted access to institution's premises.</p> <p>When asked in the survey if the recruitment career</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider improvement of conditions for recruitment of international researchers; - Consider mechanisms of increasing the UNSA internationalization; - Consider the increase in quota for foreign students; - Consider creating procedures for recruitment that will take into account principles of the Code

		<p>advancement is fully transparent the most of respondents were positive.</p> <p><u>Regulations impeding full implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) - Law on Foreigners BiH - Labour Law FBiH 	
13. Recruitment (Code)	-/+	<p>Open positions are advertised via the UNSA web site (www.unsa.ba), web sites of faculties/academies as well as in daily newspapers according to the set criteria for advertisement of open positions. These criteria are not fully aligned with the criteria of the OTM-R recommendations (toolkit, 4.4.1. Advertising and application phase).</p> <p>Positions are advertised only in local language with the deadline of 15 days. Description of the position includes necessary documents which need to be submitted – one of requirements is BiH citizenship certificate (in case this is not submitted the application would be considered incomplete and thus dismissed). Institutes can hire scientific staff (scientific associate, senior scientific associate and scientific counsellor); there is also a possibility to temporary employ researchers for project implementation.</p> <p><u>Regulations impeding full implementation of the principle:</u></p> <ul style="list-style-type: none"> - Labour Law FBiH - Law on HE (art. 103-115) - Statute of the University of Sarajevo (art. 162 – 167) 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - consider the possibilities of increasing the duration of the ad; - put the effort to publish open positions from 2018 at EURAXESS portal in English; - consider OTM-R toolkit when recruiting researchers
14. Selection (Code)	+/-	The Council of Faculty/Academy nominates the	<u>Suggestions for improvement:</u>

		<p>committee for selection of candidates (3-5 members holding the same academic position as required in advertised position or higher); most of committee members must work in the specific scientific field as required in advertised position, some of them can also be from a close scientific field.</p> <p>After the consideration of the list of the candidates, the committee is obliged to submit a written proposal for the selection to the Council of Faculty/Academy/Institute within 30 days starting from the date set as deadline for submission of application by taking into account the fulfilment of all defined criteria for appointment to the relevant academic position. The Senate approves the final decision on recruitment of researchers.</p> <p>Selection committees are familiar with the selection criteria as defined by the law</p> <p>With regard to the reporting templates, they differ from one department to another. University members define their own procedures for evaluation.</p> <p>External assessors (e.g. from other countries) are not included.</p> <p><u>Regulations impeding full implementation of the principle</u></p> <ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) - Statute of the University of Sarajevo (art. 166) - Internal rules of Faculty/Academy/Institute 	<ul style="list-style-type: none"> - consider the common reporting process on selection at university level with standardized report templates; - consider possibilities of engaging external assessors (with relevant competencies) as members of selection committees
15. Transparency (Code)	+/-	<p>Selection criteria are indicated in the individual vacancy notice as well as the number of available positions. In some posts candidates are given contact information in case they have any questions regarding their</p>	<p>Current practice is the use of reporting templates on recruitment but these target institution management.</p>

		<p>application. Once the selection process is closed candidates are informed about results.</p> <p>It is not a formal requirement to inform candidates about the strengths and weaknesses of their applications after the selection process and does not constitute a common practice among employers in BiH.</p> <p><u>Regulations impeding full implementation of the principle</u></p> <ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) - Statute of the University of Sarajevo 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider creating an e-recruitment system as well as possibilities for informing short-listed candidates about the strengths and weaknesses of their applications - Consider developing a unified university reporting system on recruitment, selection and reporting after the selection
16. Judging merit (Code)	+/-	<p>Suitability for a post is assessed on the basis of the job description. According to the Law, advantage is given to bibliometric indices, and the number of publications is often used as the leading criterium, in accordance with the Law. Other criteria might include: teamwork, knowledge of foreign languages, managerial skills. Applicants also need to submit a number of other documents proving their suitability (citizenship and birth certificate, certificate on minimum pedagogical knowledge for the position of assistant professor, etc.) The most suitable candidate is selected for the position.</p> <p>In the researchers' survey respondents selected the relevant criteria they think are considered in the selection process. The results show that the first criterium is the number of publications (92.4%). Other criteria are: experience in teaching (76.1%), knowledge of foreign languages (55.4%), experience in industry (13.1%), experience in entrepreneurship (8.7%).</p> <p><u>Regulations impeding full implementation of the principle</u></p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - consider introducing selection criteria that will take into account additional competencies of candidates

		<ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) - Statute of the University of Sarajevo 	
17. Variations in the chronological order of CVs (Code)	+/-	<p>According to legal regulations career breaks such as: maternity leave, sick leave longer than 6 months, civil duty or for any other justified reason defined by the Statute are taken into account in case of academic career advancement (deadlines are prolonged for the period of leave). The bases for appointments are selection criteria for the job. However, career breaks other than defined by the law might not be assessed accordingly.</p> <p><u>Regulations impeding full implementation of the principle</u></p> <ul style="list-style-type: none"> - Law on HE (art. 94, Canton Sarajevo) - Statute of the University of Sarajevo 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider evaluating candidates by taking into account and accordingly assessing their additional qualifications which might be an asset to the advertised position (e.g. knowledge of foreign languages, mobility and other experience contributing to professional development)
18. Recognition of mobility experience (Code)	-/+	<p>University of Sarajevo has established a number of international bilateral memorandums and takes active part in international projects related to HE and research and promotes all aspects of mobility (Statute, art. 21)</p> <p>UNSA Academic staff has possibility to participate in exchange programs (in 2017, 230 academic staff members participated in an international activity through mobility programs – teaching, research or other events) for a short period (up to 7 days). However, at the moment there are no criteria which would include mobility experience as a valuable contribution to the professional development of a researcher.</p> <p><u>Regulations impeding full implementation of the</u></p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - UNSA Strategy for Research has set as one of its main strategic goal the enhancement of international cooperation, mobility of researchers and participation in international projects <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Increase the popularity of mobility programs for researchers - Consider providing institutional support to researchers when using mobility programs - Consider introducing selection

		<p><u>principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton) - Statute of the University of Sarajevo 	<p>criteria that would value mobility experience</p>
19. Recognition of qualifications (Code)	+/-	<p>Relevant national, cantonal and institutional acts provide for recognition of studies and diplomas obtained in another country. It is a standard practice to recognize formal academic qualifications. Professional qualifications are also considered by employers. Although non-formal qualifications are obtained at the university level (LLL Programs) they are not formally assessed but can be considered as an asset.</p> <p><u>Regulations impeding full implementation of the principle:</u></p> <ul style="list-style-type: none"> - Recognition of Foreign Qualifications and Implementation of Lisbon Recognition Convention signed by Bosnia and Herzegovina - BiH Qualification Framework - Law on HE (Sarajevo Canton) - Bylaw on Recognition of International Higher Education Qualifications (Ministry of Education, Science and Youth) 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider initiatives for recognition of non-formal qualifications.
20. Seniority (Code)	+/-	<p>The level of qualification is indicated in the individual vacancy notice and is in line with the needs of the position. For academic positions there are clearly defined periods to be spent in each position (assistant, senior assistant, assistant professor, associate professor, full time professor). The pattern of lifelong professional development is considered an asset rather than a formal requirement for a position.</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Aim for a more formal recognition and evaluation of lifelong professional development

		<u>Regulations impeding full implementation of the principle:</u> <ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) - Statute of the University of Sarajevo 	
21. Postdoctoral appointments (Code)	--	<p>BiH national legislation does not recognise postdoctoral appointments. However, the cases of such appointments are present in the form of engagement/employment of researchers (after PhD) for fixed term research contracts for the duration of a project.</p>	<p>In large number of cases UNSA researchers take post-doctoral fellowships at institutions abroad. Post-docs positions are not available as such, but are present in the form of fixed term project research contracts. Postdoctoral studies are clearly regulated mostly in cases of specialisation in medical fields.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider mapping and analysis of different forms of the post doctoral engagements; - Consider developing and establishing mechanisms for valuing post-doctoral appointments and institutionalisation of their engagement. - Conduct analysis of practice in the engagement of postdoctoral researchers at the UNSA.
Working Conditions and Social Security (Zenan Šabanac)			
22. Recognition of the profession	-/+	<p>At UNSA doctoral students are not recognized as professionals.</p> <p><u>Regulations impeding full implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) 	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - ongoing revision of III cycle of study regulations which represents opportunity to regulate status of PhD candidates.

			<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider opportunities to establish mechanisms for recognition of doctoral students as professionals
23. Research environment	-/+	<p>At the university level the development of research infrastructure is not satisfactory and needs to be improved. However, the limited finances do not provide essential support for development of this area. Due to budgetary constraints, the most university member institution lack equipment and adequate premises for their research.</p> <p>According to the researchers' survey most respondents were not satisfied with the research environment (21.8% untrue, 25.6% somewhat untrue and 28% neutral).</p> <p><u>Regulations impeding full implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton), the funder/founder 	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - The Fund for UNSA Development has been established; - Some university members have managed to improve their infrastructure and some of them have agreements with industries - UNSA finances access to research databases for its 30 member institutions; <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Establish a strategic process of infrastructure development, starting with identifying needs and requirements; - Consider fund raising possibilities; - Consider ways of increasing public financial support for research infrastructure - Consider establishing transparency in stimulating research activities.
24. Working conditions	+/-	<p>A paid leave can only be approved if there are planned financial means or in case there's a replacement needed to ensure a continuous teaching and other obligations.</p> <p>Major issues related to working conditions at the University of Sarajevo are: lack of fair balance between teaching and research, lack of research (and teaching)</p>	<p>The Labour Law defines a sufficient number of prominent principles in a satisfactory way in favour of researchers. The University allows in many cases flexible working hours, depending on the specific needs of researchers.</p>

		<p>infrastructure and other tools all this directly or indirectly affected by the lack of funds for research. In most cases staff is over burdened with teaching.</p> <p>According to survey results researchers are mostly unsatisfied with their incomes which in most cases they believe do not correspond to their needs and expectations.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton) - Standards and Norms in HE (Sarajevo Canton) 	<p>Researchers are allowed to pursue the external, temporary research opportunity by using paid or unpaid leave. A paid leave can be approved for the duration of up to two semesters (a year) in the cases of: work on MA or PhD thesis; scientific, artistic and professional development (congresses, symposiums, etc.); moving to another HE institutions abroad for the purpose of one's development or within academic exchange; for the purpose of working on issues that are of special interest for the university/faculty</p> <p>An unpaid leave from work can be approved upon an employee's request, under the condition that such absence does not interfere with the regular work. This can happen in following cases: When an employee is engaged in work abroad based on his/her own wish concerning international scientific, technical, cultural, educational and other cooperation; Participation in social, cultural, sport and other events in country or abroad; Participation in work of international organizations, etc.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider redefining the ratio of teaching and research activities - Considering introduction of periodical survey of employees' satisfaction.
25. Stability and permanence of employment	+/-	Only full professor positions are with permanent contract. Maximum durations of the contracts for	<u>Suggestions for improvement:</u>

		<p>teaching assistants are 4 years, for assistant professors – 10 years and for associate professors – 12 years. Current practice implies that the researchers typically take half of maximum of the allowed time on the present positions, before advancing to more senior one.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton) - Law on Research Activities (Sarajevo Canton) 	<ul style="list-style-type: none"> - Consider initiative to amend existing rules regulating employment contracts
26. Funding and salaries	+/-	<p>Salaries together with social security and pension rights are guaranteed to all employed researchers at all stages of their careers. Teaching and research work is covered by one salary.</p> <p>There is no special collective agreement between the government of Sarajevo Canton (the funder) and the University of Sarajevo.</p> <p>According to the survey the majority of researchers are not satisfied with their salaries.</p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - Negotiations to sign collective agreement between the government of Sarajevo Canton and the University of Sarajevo (to guarantee basic minimum of rights and salaries) are underway. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - consider mechanisms for increasing public funding for salaries - consider creating an awarding system to stimulate prominent and productive researchers
27. Gender balance	+/-	<p>There are regulations in place forbidding any kind of discrimination (incl. on the basis of gender). The gender balance at the University of Sarajevo is fair, when number of researchers is considered (among teaching staff, there is 48% female and 52% male employees). University top management (rector and vice-rectors) consists of 5 female and 3 male employees. In the top</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Promotional activities to encourage female participation at the level of the faculty top management structure. - In the light of activities to introduce

		<p>management positions at the faculties/academies, however, the situation is not balanced in terms of favourable gender representation. Namely, there are 22 male and only 4 female deans.</p> <p>In the researchers' survey conducted at the university level, the respondents were asked to rate if the principles of gender equality were fully applied at all levels of operations and decision-making and the results showed mostly positive perception among them.</p>	<p>awarding system for prominent researchers, consider possibilities to encourage women to be engaged in "high class" level research.</p>
28. Career development	-/+	<p>Although University of Sarajevo partially provides career development services to students and researchers, there is no formal Career development strategy in place, which would institutionalise support and guidance for personal and professional development of researchers.</p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - Within its current practice (since September 2013) the University of Sarajevo introduced a program TRAIN – Training and Research for Academic Newcomers for academic staff (assistant, senior assistant and assistant professors) providing support in improvement of skills and competencies in fields such as teaching, research and communication. - Vice-deans for research and vice-deans for teaching at faculty/academy are expected to provide necessary support to researchers - The establishment of the Centre for Research is in process; this centre will, inter alia, provide necessary support to researchers regarding project management

			<ul style="list-style-type: none"> - The establishment of a mentoring system is ongoing with the purpose to support early stage researchers (after the completion of their PhD studies – this is the crucial moment for a successful continuation of their careers) <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider possibilities to establish Career Development Centre - Consider developing a career development strategy
29. Value of mobility	-	<p>Mobility is not valued in career advancement. Institutional regulations do not foresee mobility as necessary requirement for career advancement.</p> <p>Excessive bureaucracy of mobility in some cases and lack of financial support for mobility lead to a decrease in the mobility of researchers.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton) 	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - The UNSA IRO office and Research Support Office make efforts to promote mobility actions and schemes for the research staff, <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - consider possibilities to Introduce mobility criteria for career advancement - promote mobility programs for researchers
30. Access to career advice	-/+	<p>Although partially providing career advice and placement assistance, UNSA does not have institutionalised career advice and job placement assistance.</p>	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - UNSA is currently collaborating with the universities in the region to prepare and publish Young Researchers Guidebook, targeted at

			<p>young researchers at the starting point of their careers and providing them with information to easily find their way around.</p> <ul style="list-style-type: none"> - Ongoing activities include establishment of a mentoring system to support early stage researchers (after the completion of their PhD studies – this is the crucial moment for a successful continuation of their careers) - establishment of the Centre for Research is ongoing; this centre will, inter alia, provide necessary support to researchers regarding project management. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Involve PR department to plan info campaign - consider disseminating the guidebook in preparation on a regular basis; - consider possibilities for establishing career advice and job placement assistance for researchers.
31. Intellectual Property Rights	+/-	<p>The patent is valued for career advancement of researchers. However, researchers might not be sufficiently informed about the exploitation of R&D results, opportunities, their protection of rights, copyrights, patenting, etc.</p> <p>UNSA does not have IP policy, or centralised activities/advisory services in the field of IPR, contract research and patenting.</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - increase transparency of master's theses, doctoral dissertations, scientific papers and patents of all researchers - consider widely promoting activities of the R&D Centre in the field of TT and IPR; - investigate ways to centralise

			activities and provide advisory services to support contract research, commercialisation of research results, and the copyright.
32. Co-authorship	+/-	At the moment scientific papers at the University are not evaluated according to the number of co-authors, i.e. the corresponding coefficients are not assigned, but the authors and co-authors are equally treated .	<p><u>Initiatives already undertaken:</u></p> <ul style="list-style-type: none"> - ongoing process of revision of the Statute, which presents an opportunity to introduce upgraded criteria for academic progression, assign coefficients for number of authors, order of authors, etc, through a Rulebook on academic progression and accompanying system to value research papers. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - consider promoting co-authorship or independent publications of researchers at the beginning of their careers;
33. Teaching	-/+	<p>According to national legislation professors are expected to spend 70% of their working time in teaching and participating in commissions and other working bodies, while 30% is allocated to their research activities.</p> <p>Teaching assistants, on the other hand, are expected to spend 85% in teaching and 15% in research activities. There is an obvious lack of fair balance between teaching and research, having in mind that majority of criteria for career advancement at the university are related to research outputs (scientific papers, scientific</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider possibilities to initiate changes in Standards and Norms in HE (Sarajevo Canton) - Consider additional means of financial support for additional teaching work

		<p>projects, patents, etc.)</p> <p>There is an increasing demand for the employment of new staff and researchers among all university organizational units. Two key factors or inability to meet this demand are the lack of financial resources for opening new positions and insufficient research infrastructure. Therefore, employees are overburdened in the teaching process and have less time for research.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton) - Standards and Norms in HE (Sarajevo Canton) 	
34. Complains/ appeals	+/-	<p>Regulations in force provide rights and sufficient possibilities for complaints/appeals. All researchers have the right to appeal on various issues. The Senate and/or relevant faculty bodies (doctoral council, faculty council, ethical board at faculty/academy level and ethical committee at university level) lead these complaints to their final conclusion. However, there is currently no Ombudsman for researchers.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Sarajevo Canton) - Statute of the University of Sarajevo - Code of Ethics 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider investigating possibilities to introduce Ombudsman for researchers;
35. Participation in decision-making bodies	+		<p>All teachers, assistant-representatives and student-representatives participate in work of Faculty Council which is the main decision-body of Faculty. All faculty deans</p>

			are members of the Senate. Senior researchers are members of doctoral study council.
Training and Development			
36. Relation with supervisors	+/-	<p>Although Rules of the third cycle of studies explain in detail the organization of PhD studies and the relation with the supervisor who in most cases becomes a mentor at a later stage, there are places for improvement in terms of standardisation of researcher-supervisor relation.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Law on HE (Canton Sarajevo) - Statute of the University of Sarajevo - Rules on the third cycle of studies 	<p>There are set time lines which need to be respected in order to successfully work on PhD dissertation. The mentor is expected to provide regular feedback to the student and submit official reports on student's progress.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - consider standardization of reporting of PhD work and mentoring activities; - consider establishing a mentoring system after PhD studies (helping early stage researchers after the completion of their PhD studies – this is the crucial moment for a successful continuation of their careers).
37. Supervision and managerial duties	+/-	<p>Due to overload in teaching activities (70% of working time) senior researchers might lack time to engage more intensively with early-stage researchers.</p> <p><u>Regulations impeding the implementation of the principle:</u></p> <ul style="list-style-type: none"> - Standards and Norms in HE (Sarajevo Canton) - Law on HE (Sarajevo Canton) 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Consider introducing training for supervisors (senior and junior supervisors) - Consider addressing multi-faceted role of researchers

<p>38. Continuing Professional Development</p>	<p>+/-</p>	<p>Researchers are not formally obliged to continuously expand their skills and competencies. The University of Sarajevo implements lifelong learning programs (in 2017 there were 46 LLL programs).</p> <p>The University of Sarajevo needs to address the issue of formal recognition of non-formal and informal forms of education (certification) and strengthen its offer of LLL programs for its staff (academic and non-academic) as well as for the community at large.</p> <p>According to survey results related to the interest of researchers for continuing professional development, most of respondents do not think that there is a sufficient interest. Reasons for the lack of interest are: researchers are overburdened, there is a shortage of relevant offer i.e. lack of a general plan for continuing professional development, the level of acquired professional skills in not taken into account in career advancement.</p>	<p>Since 2014 the University has been implementing a very important LLL program (TRAIN – Training and Research for Academic Newcomers) for academic staff (assistants, senior assistants and assistant professors) with 8 modules focusing on teaching, research and soft skills. This program serves as a proof of minimum of pedagogical competence and is compulsory for academic career development (from the position of assistant professor). So far, the program has encompassed 200 academic staff and is constantly being improved based on different forms of evaluation.</p> <p>Some university member institutions also implement their own policies on transversal skills learning. Based on needs assessment different trainings are organized for young researchers (PhD students) in research methodology, project management, critical thinking etc. In some cases trainings in professional skills are organized by external lecturers or through elective subjects.</p> <p>However, these efforts are not centralised or coordinated from the UNSA level.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - coordinate (centralize) activities in horizontal skills development so all departments/students can benefit from the individual initiatives; - promote and work on increasing motivation of researchers for continuing professional development
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39. Access to research training and continuous development	-/+	Short term absences for the purpose of professional development are welcome and often take place. However, in reality faculties/academies struggle finding a substitute for the researcher who leaves his/her working place for any reason which also includes professional development.	<u>Suggestions for improvement:</u> <ul style="list-style-type: none"> - consider providing a systematic/institutional support to researchers wanting to pursue their professional development because a continuous learning and development enhances the university's capacity to grow and change; - consider promoting EURAXESS SC centre and its services related to outgoing mobility
40. Supervision	+/-	Although the vice deans of UNSA member institutions are available for any consultations and inquires by the staff (as well as mentors in case of PhD candidates), there is room for improvement in terms of support and guidance after the PhD.	<u>Suggestions for improvement:</u> <ul style="list-style-type: none"> - consider establishing support and guidelines for early stage researchers