

TEMPLATE 4: ACTION PLAN

<p>Case number:</p> <p>Name Organisation under review:</p> <p>University of Sarajevo</p> <p>Organisation's contact details:</p> <p>UNSA Rectorate, Research Support Office, Obala Kulina Bana St. 7/II, 71000 Sarajevo, tel. + 387 33 565 123; prorektorzanir@unsa.ba; nina.begovic@unsa.ba</p>
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SUBMISSION DATE: 29TH JUNE 2018

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	967 researchers (assistant professors, associate professors, full time professors) which is 290 full-time equivalent (FTE) researchers + 84 full-time researchers at 5 research institutes = 1051 researchers (or 374 FTE)
Of whom are international (i.e. foreign nationality)	209
Of whom are externally funded (i.e. for whom the organisation is host organisation)	n/a
Of whom are women	488 women (out of total of 1051)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	593 + 9 + 11 (associate professors/full-time professors, scientific advisors, senior research associates) – 198 FTE
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	374 assistant professors, 24 research associates = 136 FTE
Of whom are stage R1 = in most organisations corresponding with doctoral level	518 PhD students+ 40 research associates
Total number of students (if relevant)	28.285
Total number of staff (including management, administrative, teaching and research staff)	2607
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	58.180.387 EUR
Annual organisational direct government funding (designated for	554.675

research)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	450.799
Annual funding from private, non-government sources, designated for research	682.479 (own fund for research, contract research, other sources)
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Established in 1949 the University of Sarajevo is the oldest and the biggest HE institution in BiH. It consists of 30 member institutions: 22 faculties, 3 academies, and 5 research institutes. Within the numbered member institutions research activities are conducted at 72 sub-organizational units (4 university centres, 30 faculty/academy institutes, 23 laboratories, and 15 centres) in six areas: social sciences, humanities, medicine, technical sciences, natural sciences and bio-technology, and arts. The University of Sarajevo is an accredited institution with the biggest research contribution in BiH.	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Research freedom at UNSA is guaranteed through different laws, bylaws and institutional acts. Researchers enjoy freedom of thought and expression, but also the freedom to identify methods by which problems in their specific fields of expertise are solved. In their work researchers are expected to abide to recognised ethical principles and practices. However, there are limitations to this freedom arising from the existing legal regulations and budgetary restrictions. Standards and Regulations in HE in Sarajevo Canton, limit working time of the UNSA staff employed at faculties and academies to spend 30% of their working hours on research and 70% on teaching and other obligations. On the other hand academic career advancement puts focus on research and requires significant research output to be produced. This formal imbalance between teaching and research puts more stress on researchers who are expected to deliver research results for which they might not have enough time.</p> <p>The research activities are also governed by ethical principles defined in the UNSA Code of Ethics which guarantees respecting of basic moral values of the UNSA (enjoying all rights, respecting integrity and dignity of all people and goods, autonomy of research, artistic, and teaching activities, equality and fairness, academic freedoms, respecting laws and public procedures). The executive bodies responsible for ethical issue are the Ethical Council at the university level and Ethical Boards at the level of member institutions. The researchers and the wider public might not be sufficiently familiar with the work of these bodies indicating that they need to work on their visibility. Additionally there is space for improvement and redefinition of the roles and</p>

	<p>tasks of the UNSA Ethical Council.</p> <p>The working conditions of researchers are regulated by laws and must be respected by all involved parties (employer and employees). Accordingly, research deliverables are regulated either by bylaws or institutional acts and bound by certain timeframes. The UNSA is very experienced in project implementation at international and national level which represents an advantage when it comes to financial reporting. Additionally, the University is in the process of establishment of the Centre for Research and Development which will provide additional support to researchers in issues related to project applications, implementation, reporting, etc. This Centre will also serve as a TT and counselling unit for the issues of IPR.</p> <p>When applying for research projects researchers are organized in teams with senior researchers with expertise taking the lead. Research results are disseminated in national and international events but also on web sites of the University and its member institutions. The trend seems to be in the direction of presenting the research results to scientific community rather than to the wider public. Although the UNSA is the leading institution in country in terms of research production it still has a relatively low commercialization of research results which is directly proportional to the university's extra-budgetary funds.</p> <p>The evaluation and appraisal system is recognized as a very significant mechanism for increasing research creativity. The UNSA is in the process of adoption of the Rulebook on Staff Awarding based on research outputs which is expected to additionally stimulate research production. UNSA staff is also evaluated based on their curricula efficiency once a year by faculty/academy. However, the evaluation procedure is determined at faculty/academy level where the results are discussed.</p>
<p>Recruitment and selection</p>	<p>Regarding the recruitment and selection process at the UNSA, international, national and institutional acts protect researchers from any kind of discrimination. As already outlined before, the legal regulations define a clear division of research and teaching activities for researchers. Only researchers at institutes are employed as full time researchers. Due to legal regulations on the employment of foreign nationals, international researchers might face complicated procedures regarding their work in BiH. As for the PhD candidates, foreign nationals 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 government (Sarajevo Canton).</p> <p>According to legal regulations open positions are advertised on the UNSA web site (www.unsa.ba), web sites of member institutions, as well as in daily newspapers only in local language with the duration of an advertisement of up to 15 days (timeframe set by legal framework). Once the selection process is closed candidates are informed about the results. It is not a common practice among employers in BiH to inform candidates about the strengths and weaknesses of their applications.</p> <p>It should be noted that the University of Sarajevo acts as Euraxess Service Centre since 2010, but should consider devoting more time and resources to contribute to activities of the BiH Euraxess team.</p> <p>Although the mobility experience is widely promoted and the UNSA staff participates in exchange programmes (in 2017, 230 staff members took part in such programmes) there are no criteria which would include mobility experience as a valuable contribution to the professional development of a researcher. In general, short term absences for the purpose of professional development are welcome and take place often. However, in reality faculties/academies/institutes struggle finding a substitute for the researcher who leaves his/her working place for any reason including professional</p>

	<p>development, fellowship, research at another institution, etc.</p> <p>BiH national legislation does not recognise postdoctoral appointments as such, but there are equivalent engagements of post docs in projects with the focus solely on research. Such cases should be examined and due attention given to regulating postdocs at the UNSA, but also in the country.</p>
Working conditions	<p>Limited investment in research is reflected in insufficiently developed infrastructure which consequently affects the research results and outputs. Due to budgetary constraints, the most university members lack equipment and adequate premises for their research. When asked about infrastructure, university members report different situations. Some of them have managed to improve their infrastructure through different national and international projects while some of them have agreements with industries. University of Sarajevo recently established a Fund for the UNSA Development (to which all member institutions contribute) which should provide part of resources for research infrastructure development. Solid contract research at the University of Sarajevo might be considered as basis for improvement of the equipment or of its maintenance (for example through investing percentage of contract research income to a fund for equipment maintenance). The issue is still to be looked in thoroughly and improved.</p> <p>Legal regulations provide a sufficient number of prominent principles in favour of researchers. The University allows in many cases flexible working hours, depending on the specific needs of researchers. Researchers are allowed to pursue the external, temporary research opportunity by using paid or unpaid leave. 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) infrastructure and other tools all this directly or indirectly affected by the lack of funds for research.</p> <p>With reference to the stability of employment only full professor/scientific advisor positions are with permanent contract. Even though 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) according to the conducted survey the majority of researchers are not satisfied with their salaries.</p> <p>Within its activities to provide career development services to researchers, UNSA is currently collaborating with the universities in the region to prepare and publish Young Researchers Guidebook, targeted at young researchers at the starting point of their careers and providing them with information to easily find their way around. Ongoing activities at the UNSA also 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).</p> <p>The gender balance at the University of Sarajevo is fair, when number of researchers is considered (among teaching/research staff, there is 48% female and 52% male employees). The University top management (rector and vice-rectors) is comprised of 5 female and 3 male employees. However, when looking at the top management positions at the faculties/academies/institutes, the situation is less balanced. Namely, there are 22 male and only 4 female deans/directors.</p>
Training and development	<p>Within doctoral programmes, the supervisors for PhD programs in most cases become mentors at a later stage. Their relations with PhD candidates are explained in detail in the Rules on 3rd cycle of studies organization of PhD studies. At the moment the revision of these Rules is ongoing and it is expected to additionally improve these relations. Due to overload in teaching activities senior researchers might lack time to engage</p>

	<p>more intensively with early-stage researchers. Researchers are not formally obliged to continuously expand their skills and competencies.</p> <p>Current activities at the UNSA include piloting of counselling (mentoring) system at three member institutions and its later implementation at the university level. The pilot project is intended as a possible response to the need of the junior staff to continue receiving help and guidance from their supervisors after the completion of their PhD studies, given that this is precisely the moment that is crucial to a successful continuation of their careers.</p> <p>Since 2014, the University has been implementing an important LLL programme (TRAIN – Training and Research for Academic Newcomers) for junior staff (assistants, senior assistants and assistant professors) with 8 modules focusing on teaching, research, and soft skills development. This programme 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 staff and is constantly being improved based on different forms of evaluation. Some university members 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. However, 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 professional) as well as for the community at large.</p>
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation’s website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

<http://www.unsa.ba/en/european-charter-code>; <http://www.unsa.ba/en/hrs4r-process>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1.1. Start the initiative to the Cantonal Ministry for amending the teaching-research ratio	1. Research Freedom	4Q 2019	Senate Rectorate	<ul style="list-style-type: none"> - Initiative delivered to the Ministry of Education, Science and Youth (Sarajevo Canton) to redefine the ratio of teaching and research activities - Follow-up on the initiative
2.1. Organize trainings on ethical principles in research for young researchers and PhD students	2. Ethical principles	1Q 2019 3Q 2019 1Q 2020	Ethical Council/Ethical Boards Research Support Office	<ul style="list-style-type: none"> - no of trainings organized (incl. promotion of European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, Code of Ethics, etc.); - no of participants - reports on trainings
2.2. Enhance the activities of the Ethical Council (through redefinition of its roles)		4Q 2018	Senate Ethical Council	<ul style="list-style-type: none"> - Role and tasks of Ethical Council redefined in the new Statute
2.3. Increase transparency of work of Ethical Council and Ethical Boards		Continuous	Ethical Council/Ethical Boards	<ul style="list-style-type: none"> - published reports on work of Ethical Council and Ethical Boards - no. of organized discussions, round tables, etc.
3.1. Organize trainings on Plagiarism Elimination Strategies for researchers	3. Professional responsibility	Twice a year	Committee for Detection of Plagiarism Quality Assurance Office/Research Support Office	<ul style="list-style-type: none"> - no of trainings organized - No of participants - Reports on trainings
3.2. Ensure continuous use of Software-based verifications of PhD theses for plagiarism		Continuous	Executive Board Committee for Detection of Plagiarism	<ul style="list-style-type: none"> - Finances for software licence ensured (decision by the Executive Board) - No of checked items (i.e. PhDs) - monthly reports submitted to the Senate of the University
5.1. Develop guidelines for new employees on UNSA web site	5. Contractual and legal obligations	4Q 2018	Human Resources Office	<ul style="list-style-type: none"> - Developed guidelines - Number of website visitors

5.2. Disseminate information on researchers' rights and obligations		Continuous	Research Support Office/Legal Affairs Office R&D Centre	<ul style="list-style-type: none"> - Information available via UNSA web site, newsletters - Number of website visitors
6.1. Introduce practice of publication of Annual Report on UNSA Research output	6. Accountability	Annually	Council of Science and Arts Research Support Office/Publishing Office	<ul style="list-style-type: none"> - Initiative in place by the Council of Science and Arts - Annual Report Published (2018 and 2019) - Analysis of research output
7.1. Make information on principles of good practice in research available on-line	7. Good practice in research	4Q 2018	Research Support Office/Legal Affairs Office Deans, responsible units at member institutions	<ul style="list-style-type: none"> - Regulations governing research published online for an easier access
8.1. Enhance content of the UNSA member institutions web presentation in terms of research outputs, results of research projects, and contract research possibilities	8. Dissemination, exploitation of results	Continuous	Research Support Office PR Office Member institutions	<ul style="list-style-type: none"> - Initiative taken (guidelines to member institutions provided in terms of unified template for web presentation of research outputs and contract research) - 50% of web presentations enriched with public info on research outputs and possibilities for contract research.
9.1. Disseminate more widely research project results	9. Public engagement	Continuous	Public Relations Office/Research Support Office/R&D Centre	<ul style="list-style-type: none"> - Featured stories published on UNSA website
9.2. Analyse presence of UNSA and its successful stories presence in public		Continuous	Public Relations Office	<ul style="list-style-type: none"> - Analysis of UNSA collaboration with media, local governments, industries, with recommendations - Increase in cooperation activities with general public (no of interviews or featured stories).
10.1. Distribute and make available on-line the existing regulations on non-	10. Non discrimination	2Q 2019	Research Support Office/Legal	<ul style="list-style-type: none"> - Relevant regulations distributed and/or made available to UNSA employees

<i>discrimination</i>			<i>Affairs Office</i>	
10.2. Conduct survey among researchers on discrimination		1Q 2019 1Q 2020	Rectorate Member institutions	<ul style="list-style-type: none"> - No of researchers involved - No of respondents - Results of survey - Recommendations for actions/measures
11.1. Develop criteria for stimulating research activities (through a Rulebook on Researchers Award and its adoption)	11. Evaluation/ appraisal systems	4Q 2018	Senate Council of Science and Arts UNSA Research Support Office	<ul style="list-style-type: none"> - Transparent criteria for stimulating research activities of units and individuals developed and the Rulebook adopted - No. of awards (supported units and individuals according to established criteria)
12.1. Carry out the analysis of the current system of recruitment compared to the OTM-R check list and step-by-step guide elements	12. Recruitment	2Q 2019	Legal Affairs Office/HR Office/Research Support Office	<ul style="list-style-type: none"> - Analysis conducted - Recommendations for improvement measures developed - Initiatives to attract international researchers developed
13.1. Publish all research vacancies in English on EURAXESS web site	13. Recruitment (Code)	4Q-2018 Continuous	Public Relations Office	<ul style="list-style-type: none"> - No of vacancies published in English on EURAXESS - Increase in no of applications from abroad
13.2. Recruitment advertisements improved based on the OTM-R toolkit		4Q 2018	Public Relations Office/HR Office Member institutions	<ul style="list-style-type: none"> - Advertisements for open positions aligned with guidelines from the OTM-R toolkit
14.1. Introduce common reporting template for selection committees	14. Selection (Code)	2Q 2019	Human Resources Office Quality Assurance Office	<ul style="list-style-type: none"> - Analysis of existing reporting styles at the university level conducted - Common reporting template developed and introduced
15.1. Initiate development of unified procedure for informing candidates about the strengths and weaknesses of their applications.	15. Transparency (Code)	3Q 2019	Human Resources Office Quality Assurance Office	<ul style="list-style-type: none"> - Recommendations for unified procedure for informing candidates about the quality of their applications developed
15.2. Analyse possibility of introducing e-recruitment		1Q 2020	Senate	<ul style="list-style-type: none"> - Analysis conducted - Recommendations for actions

system			UTIC Human Resources Office	developed
16.1. Initiate enhancement of selection criteria with introduction of additional qualitative elements	16. Judging merit (Code)	4Q 2018 Continuous	Senate Human Resources Office	- Developed recommendations for enhancement of the selection criteria with additional criteria introduced under “desirable” competencies
17.1. Develop guidelines for adequately treating career breaks or variations in CVs	17. Variations in the chronological order of CVs (Code)	3Q 2020	Senate Human Resources Office	- Guidelines for selection committees developed with clear instructions on treating career breaks or variations in chronological order of CVs (connected to activity 16.1.) - Senate Recommendation
18.1. Develop guidelines for valuing mobility experience	18. Recognition of mobility experience (Code)	1Q 2020	Senate International Relations Office/Human Resources Office/Quality Assurance Office	- Guidelines for selection committees developed with clear instructions on valuing mobility experience (connected to the activities 16.1. and 17.1.) - Senate Recommendation - Mobility programs promoted
19.1. Develop guidelines for assessment and evaluation of non-formal qualifications	19. Recognition of qualifications (Code)	4Q 2019	Senate Human Resources Office/Office for Teaching/Quality Assurance Office/Research Support Office	- Guidelines for selection committees developed with clear instructions on assessment and evaluation of non-formal qualifications (connected to activities 16.1., 17.1. and 18.1.) - Senate Recommendation
20.1. Promote lifelong professional development through LLL programs	20. Seniority (Code)	2Q 2019 Continuous	Senate Office for Teaching	- Number of promoting activities - Number of LLL programs at UNSA - Senate Recommendation towards formal recognition of LLL programmes.
20.2. Develop criteria for assessment and evaluation of LLL programs		3Q 2019	Senate Office for Teaching	- Institutional act on assessment and recognition of LLL programs developed and adopted
21.1. Analyse current practice and develop	21. Postdoctoral	4Q 2019	Senate	- Analysis of the state of affairs conducted;

<i>recommendations for promoting and valuing post-doctoral appointments</i>	appointments (Code)		<i>Research Support Office/Legal Affairs Office</i>	- <i>Recommendations for valuing and promoting post-doctoral appointments developed</i>
<i>22.1. Revision of the Rules on III cycle of studying</i>	22. Recognition of the profession	<i>3Q 2019</i>	<i>Senate Research Support Office/Legal Affairs Office PhD Programme Councils</i>	- <i>Rules on III cycle of studying developed</i> - <i>Rules on 3rd cycle of studying adopted and implemented</i>
<i>23.1. Identify needs and requirements in terms of research infrastructure</i>	23. Research environment	<i>1Q 2019</i>	<i>Senate Rectorate Member institutions</i>	- <i>Situation analysis on research infrastructure developed with recommendations for improvements</i>
<i>23.2. Consider fund raising possibilities</i>		<i>3Q 2018-Continuous</i>	<i>Executive Board Senate Council of Science and Arts UNSA Member institutions</i>	- <i>Established contacts with alumni researchers and alumnus who own industry entities or SMEs;</i> - <i>Established quota for support to research infrastructure and its maintenance from the projects or research contracts with industry/public sector.</i>
<i>24.1. Conduct periodical survey of employees on working conditions</i>	24. Working conditions	<i>Continuous</i>	<i>Human Resources Office Teaching Office Research Support Office</i>	- <i>Surveys on working conditions conducted</i> - <i>Results of survey addressed through strategic documents</i>
<i>25.1. Perform comparative analysis on existing rules on employment at the UNSA and the EU directive on Fixed-Term work (in connection to activity 12.1)</i>	25. Stability and permanence of employment	<i>1Q 2020</i>	<i>Senate Legal Affairs Office/Research Support Office</i>	- <i>Analysis of the existing UNSA rules and the EU Directive on Fixed-Term Work conducted</i> - <i>Number of discussions organized and recommendations for improvement given</i>
<i>26.1. Start the Initiative to increase salaries</i>	26. Funding and salaries	<i>1Q 2019</i>	<i>UNSA Employees' Union Financial</i>	- <i>Collective agreement between the government of Sarajevo Canton and the University of Sarajevo (to guarantee basic minimum of rights and salaries) drafted and presented to founder</i>

			department	- Proposal to increase public funding/allocations for salaries of UNSA employees made
27.1. Start initiative to introduce best woman researcher award	27. Gender balance	3Q 2019	Scientific and Arts Council Senate	- Initiative introduced through the Scientific and Artistic Council - Initiative adopted by the Senate
28.1. Analyse possibilities of development of career development strategy	28. Career development	4Q 2019	Senate Human Resources Office	- Analysis completed with no of recommendations
28.2. Launch initiative towards establishment of Career Development Centre (CDC)		1Q 2020	Vice rector for research Human Resources Office/Research Support Office	- Working group to analyse and elaborate the establishment of CDC formed - Analysis and Recommendations for CDC establishment produced
29.1. Promote mobility for academic staff and researchers	29. Value of mobility	Twice a year	International Relations Office Research Support Office	- No of promotional events for researchers - No of realized mobility programs per year
30.1. Set up an Information campaign on career advice	30. Access to career advice	Once a year	Research Support Office/Teaching Office PR Office	- Organized promotional event for PhD students and early stage researchers - Guidebook for Young Researchers regularly updated and distributed
31.1. Initiate development of UNSA repository	31. Intellectual Property Rights	4Q 2019	Publishing Office/Research Support Office UTIC Member institutions' libraries	- Plan drafted to develop repository of master's theses, doctoral dissertations, abstracts of scientific papers and patents of all researchers at the University of Sarajevo developed
31.2. Initiate preparation of the Contract Research and Advisory Services Road Map for the UNSA		2Q 2019	Rectorate Research Support Office/R&D Centre/Legal Affairs Office	- Initiative in place - Road map drafted - Road map endorsed by the UNSA management
32.1. Analyse and revise regulation to value co-	32. Co-	2Q 2019 -	Senate	- Analysis of available regulation

<i>authorship</i>	authorship		<i>Council of Science and Arts UNSA Rectorate</i>	<p><i>conducted;</i></p> <ul style="list-style-type: none"> - <i>Plan for actions to develop criteria for academic progression, assigned coefficients for number of authors, order of authors, etc, drafted.</i> - <i>Upgraded Rules on academic progression adopted with accompanying system of valuing research papers (and other prerequisites for career advancement)</i>
<i>33.1. Start the initiative to introduce financial support for additional teaching load</i>	33. Teaching	<i>4Q 2019</i>	<i>Executive Board Senate Finance Office</i>	<ul style="list-style-type: none"> - <i>Initiative to introduce financial support for additional teaching load made through UNSA Senate and Executive Board</i>
<i>34.1. Analyse possibility of introducing ombudsman for researchers</i>	34. Complains/ appeals	<i>1Q 2020</i>	<i>Senate Ethical Council Legal Affairs Office</i>	<ul style="list-style-type: none"> - <i>Analysis conducted with recommendations</i>
<i>36.1. Start the initiative to introduce possibility of contractual relations between supervisors and candidates</i>	36. Relation with supervisors	<i>Academic year 2018/2019</i>	<i>Senate Rectorate Member institutions' councils</i>	<ul style="list-style-type: none"> - <i>Initiative introduced through Senate recommendations</i> - <i>Model contract offered regulating obligations by supervisors and candidates (issues related to work progress and research findings, feedback, schedules, milestones, deliverables and research output).</i>
<i>37.1. Continuous improvement of supervision (of senior researchers) through capacity building</i>	37. Supervision and managerial duties	<i>Continuous</i>	<i>Vice-Rector for Research Research Support Office</i>	<ul style="list-style-type: none"> - <i>Training by senior researchers for efficient transfer of knowledge and promoting best practice / 2 trainings</i>
<i>37.2. Asses and analyse researchers' load related to their different roles and obligations</i>		<i>3Q 2019 – 2Q 2020</i>	<i>Research Support Office Member institutions departments / councils</i>	<ul style="list-style-type: none"> - <i>key areas needing support and(or) change identified</i>
<i>38.1. Continuously implement the existing LLL programme TRAIN for development of</i>	38. Continuing Professional Development	<i>Continuous</i>	<i>Vice-deans for Teaching/Research</i>	<ul style="list-style-type: none"> - <i>No of young researchers attending TRAIN program / min 50 young researchers/year</i>

<i>staff competencies</i>			<i>TRAIN team</i>	<ul style="list-style-type: none"> - <i>Reports</i> - <i>Evaluation results</i>
<i>38.2. Develop plan for further support to young researchers (PhD students) for their continuing professional development</i>		<i>4Q 2018</i>	<i>Rectorate</i> <i>Vice-deans for Teaching</i> <i>Research Support Office/HR Office</i>	<ul style="list-style-type: none"> - <i>Analysis of needs for professional development conducted</i> - <i>Professional development plan developed</i>
<i>39.1. Promote EURAXESS SC centre and its services</i>	39. Access to research training and continuous development	<i>4Q 2018 - continuous</i>	<i>Research Support Office/R&D Centre/International Relations Office</i>	<ul style="list-style-type: none"> - <i>Web presentation of UNSA EURAXESS SC centre</i> - <i>No of researchers' vacancies advertised on UNSA/Euraxess sites</i>
<i>40.1. Pilot Counselling (mentoring) system at UNSA member institutions</i>	40. Supervision	<i>4Q 2018</i>	<i>Senate</i> <i>Vice-rector for research</i> <i>Research Support Office</i> <i>Vice-deans for research</i>	<ul style="list-style-type: none"> - <i>Decision on introduction of pilot mentoring system adopted</i> - <i>No of mentors and young researchers engaged/minimum 3 member institutions pilot the system</i> - <i>Reports on mentoring activities</i> - <i>Survey among early stage researchers</i>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment.

University of Sarajevo is committed to the Principles of Open, Transparent and Merit-based Recruitment. The UNSA recruitment policy is defined by national legislation, and includes majority of the OTM-R principles. More info is available at: www.unsa.ba under "Recruitment Policy".

Recruitment policy at the UNSA has internal and external quality controls in accordance with legal regulations. Selection committees' reports are prepared with detailed elaboration on selection of candidates. Open positions are made public and published via external recruitment channels: newspapers, social networks, job advertising portals. UNSA does not have a web-based tool for recruitment (however we make use of all major job advertising portals in BiH and social networks).

UNSA is open to researchers from abroad but there are national regulations related to employment of foreign citizens which are restrictive, although we encourage mobility programs and direct cooperation agreements. As an equal opportunity employer we are open to all and there are national laws forbidding any kind of employment discrimination (based on gender, race, etc.) which also applies to underrepresented groups. Out of all employees at the UNSA 49% are women.

As for provision of attractive working conditions, it is to be stressed that researchers sign contract with the employer (UNSA member institutions), and the contract regulates working

conditions (e.g. paid leave, flexibility in working hours, transport costs, trainings, individual accident assurance, etc.).

In terms of advertising and application phase, the UNSA uses standard templates in line with national legislation. However we do not make use of EURAXESS services, and this requires actions for improvement.

The documentation might be a burden to applicants, since the laws on HE and research define the procedure for applying for an open position. Job vacancy always clearly defines what is necessary to submit in order to apply for a position, and requires certified copies of documentation.

Selection and evaluation phase is defined by the Law on HE (Sarajevo Canton, Article 112) and the Law on Research (Sarajevo Canton, Articles 29-30) defining among others the right to complaint and the right of the candidate to obtain from HE institution information on the selection phase during and post to the selection process. Current practice at UNSA is that short-listed candidates are invited for an interview, reports of the sessions of the Senate which makes final decision on selection process are public, and thus are the decision on the appointment of the best candidate.

Through HRS4R process, the University of Sarajevo identified major gaps related to the recruitment policy, as well as the activities for its improvement, and is committed to implementation of the activities defined in this field.

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R, based on the weaknesses identified in the OTM-R:

Proposed ACTIONS	OTM-R Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the OTM-R checklist</i>			
<i>- Carry out the analysis of the current system of recruitment based on the OTM-R check list and step-by-step guide elements</i>	<i>OTM-R System</i>	<i>2Q 2019</i>	<i>Legal Affairs Office/HR Office/Research Support Office</i>	<ul style="list-style-type: none"> - <i>Analysis conducted</i> - <i>Recommendations for actions for improvement developed</i> - <i>Initiatives to attract international researchers developed</i>
<i>- Publish all research vacancies in English on EURAXESS web site</i>	<i>Advertising and Application Phase</i>	<i>4Q-2018 Continuous</i>	<i>Public Relations Office</i>	<ul style="list-style-type: none"> - <i>Adopted UNSA open positions' descriptions to OTM-R guidelines for advertising and application phase (4.4.1.)</i> - <i>No of vacancies published in English on EURAXESS</i> - <i>Increased no of applications from abroad</i>
<i>- Recruitment advertisements</i>		<i>4Q 2018</i>	<i>Public Relations</i>	<i>- Advertisements for open positions aligned with</i>

<i>improved based on the OTM-R toolkit</i>			<i>Office/HR Office</i> <i>Member institutions</i>	<i>guidelines from the OTM-R toolkit.</i>
<i>- Initiate development of a unified procedure for informing applicants about the strengths and weaknesses of their applications</i>	<i>Appointment Phase</i>	<i>3Q 2019</i>	<i>Human Resources Office</i> <i>Quality Assurance Office</i>	<ul style="list-style-type: none"> - <i>Initiative started to develop unified procedure for informing applicants about the strengths and weaknesses of their applications.</i> - <i>Draft guidelines for produce prepared.</i>

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

The University of Sarajevo has been always committed to providing a fair and inspiring research environment for its researchers. In June 2016, the UNSA officially endorsed the initiative of the European commission and the recommendations given in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Since then we have been additionally making progress towards improvement of our “research mission” and have been making significant efforts to maintain and foster high quality research and education. Although the first application of the University of Sarajevo for the HR Excellence in Research Award was not successful, during 2017 we continued to raise awareness about the Charter and Code among our academic/research community having number of presentations and info days on the initiative, the documents and their application and implementation at the UNSA.

As one of the activities in the field of integration of research activities at the UNSA, the Council for Science and Art as the Senate advisory body was established by the end of 2016, putting an additional accent on research and promotion at the University. The first task of this Council was to develop “The Strategy for development of research at the University of Sarajevo” with clearly set goals which are expected to, among others, additionally strengthen the research potential. The Strategy has been developed and adopted by the University Senate in November 2017.

The opportunity to re-apply for the *HR Excellence in Research Award* has been seen as an additional tool to revise the UNSA HRS4R Action Plan and put the efforts towards enhancement of human potentials in research in line with the UNSA strategic goals. The timing of re-application and revision of HRS4R documents is perfect in the sense that the University of Sarajevo is currently in the process of drafting the comprehensive Strategy of the UNSA Development for the period 2019-2022. By Senate’s endorsement of the HRS4R Strategy and the Action Plan, activities planned by these documents are becoming integral part of the crucial strategic documents. The UNSA management has therefore appointed the Vice-Rector for Research as the chair of the Committee

for overseeing the HRS4R Process and at the same time as the chair of the working group to revise research strategic goals for the new Development Strategy of the UNSA (each strategic field – finances, international cooperation, teaching, research, arts and culture – will be developed by different working group). In this way HRS4R Strategy and Action plan are going to be embedded into the new comprehensive strategic document of the UNSA.

The working group for development of the new UNSA Strategy is already informed about the HRS4R process and the action plan, and is working to “update” the strategic goals from the 2017 Research Strategy with the HRS4R efforts and the activities arising from the Action Plan.

Implementation of the HRS4R Action Plan will mobilise all UNSA bodies: Rectorate as well as the Senate and the Executive Board, relevant committees – Senate advisory bodies, among which Council for Science and Art should be emphasised) as well as the member institutions and their scientific councils. It is envisaged for the process to be run and coordinated by the Vice-Rectorate for Research (comprising of the vice-rector, Research Support Office, and the R&D Centre) with experienced and skilful staff and already established cooperation with all UNSA member institutions and its managers/researchers/other staff. The HRS4R Working Group and the Committee will be closely monitoring the implementation process, suggesting improvements, appointment of working bodies/groups if required, reporting to the management bodies and ensuring their support within the entire process. Particular attention should be paid to cooperation with PhD programme councils and directors.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>For the purpose of the application and the implementation of the Human Resources Strategy for Researchers (HRS4R) at the University of Sarajevo the Rector nominated the Committee overseeing the entire process and the Working Group responsible for the development of the Gap Analysis and the Action Plan and its implementation. The two bodies include representatives of 30 organizational units grouped into 6 UNSA scientific councils. The process is additionally managed by the Vice Rector for Research and the Research Support Office.</p> <p>Coordination of the work of the two bodies is done at the level of Vice Rectorate for Research.</p> <p>Committee will hold its regular meetings and discuss the implementation based on reports. The Working Group will meet on regular basis in order to check on implementation of activities and will inform the Committee of the progress and in case corrective actions are needed in order to meet the deadlines.</p> <p>The Working Group has already prepared the gant chart for the adopted Action Plan, clearly indicating the timeframe by year quarters and the stakeholders to take part in the activities. The</p>

	<p>activities have also been grouped into the four groups (analytical activities, capacity building actions, public promotion/information activities, and activities to be undertaken by the decision makers, which is further elaborated below) in order to have more clear view of the processes to be initiated, decisions to be made, and activities to follow on in order to implement the Action Plan.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The research community is informed about the University's commitment to the principles of the Charter and Code through the Senate of the University of Sarajevo who endorses the HRS4R process. Moreover, actions planned within the Action plan are directly or indirectly involving researchers at the university.</p> <p>Additionally the UNSA has already conducted activities to raise awareness on the Charter and Code through of events dedicated to Charter and Code principles presentation (December 2016, November 2017). It is important to mention that since UNSA serves as the EURAXESS service centre we plan to intensify promotion of the EURAXESS services including promotion of the Charter and Code principles among the UNSA academic community.</p> <p>As for the stakeholders, they will be informed on a regular basis about the progress of the Action Plan implementation, but also about the actions that require their support or decisions to be made.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The HRS4R represents the milestone for the Development Strategy of the University of Sarajevo 2019 - 2022 in the part referring to the research. This strategy in its development phase and will use the finding of the HRS4R Gap Analysis and the Action Plan to address the most important issues related to the enhancement of the research potential at the University. All future development documents of the University will take into account the actions proposed within the HRS4R Action Plan.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>Once the Strategy and the Action Plan are endorsed by the University Senate, the University is committed to and takes on the responsibility of the implementation of the proposed Action Plan which has clearly defined responsibility units for each activity. As already explained the Committee will hold its regular meetings and discuss the</p>

	<p>implementation based on reports. The Working Group will meet on regular basis in order to check on implementation of activities and will inform the Committee of the progress and in case corrective actions are needed in order to meet the deadlines.</p> <p>Appointment of working bodies/groups will be proposed if required for certain analytical activities, while reporting to the management bodies on the milestones and proposals of actions/decisions to be made will be ensuring their support.</p> <p>As already mentioned, the timeline has been prepared in the form of a Gant Chart, and the actions grouped for better overview and grasping of the obligations undertaken.</p>
<p>How will you monitor progress (timeline)?</p>	<p>Based on the proposed Action Plan the Working Group will develop a monitoring plan and closely monitor the implementation of planned activities and report on implementation to the Committee. Set of indicators from the Action Plan will be used.</p> <p>The involvement of other stakeholders, their activities, consulting contributions and opinions will be obtained and co-ordinated by the Vice Rectorate for Research.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>For the interim assessment after 24 months we plan to carry out a detailed assessment of the quality of implementation of the activities and the progress compared to the set of indicators adopted. Strengths and weaknesses of our HR strategy will be examined and defined. If necessary Action Plan will be revised as well as the timeline with obvious justifications for modifications and the new actions referring to the identified gaps. The external review will be based on the internal review of the revised action plan and will closely take into account the external experts' recommendations.</p> <p>For the purpose of internal and external review mandatory templates as well as the guidelines will be used.</p>

Additional remarks/comments about the proposed implementation process:

Detailed list of all actions to be taken in order to improve the situation in different fields as explained above and as identified in the Gap Analysis is given in the table above. The University of Sarajevo identified 52 actions that would be possible to undertake and implement during the period between September 2018 and September 2020. For the better overview of activities to be undertaken, these tasks can be grouped into four groups: A – analytical activities or in other words analysis of situation and available data in the fields

where it is not clear what the practice is, or in the areas where recommendations are to be provided on the basis of analysis of the situation in the field (member institutions); B – capacity building actions including trainings or seminars to be undertaken where it has been identified the staff needs more detailed, additional, continuous or professional development/training; C – public promotion/information activities for the purpose of (better) dissemination of information, results of research activities/UNSA research outputs, success stories, or research (positions) opportunities at the UNSA; D – activities to be undertaken by the decision makers or in other words measures/decisions to be adopted in order to enhance the position of researchers and their employment at the UNSA, and ensure for implementation of the HRS4R Strategy and its Action Plan endorsed by the University of Sarajevo Senate.