UNIVERSITY OF SARAJEVO HRS4R REVISED ACTION PLAN

Name Organisation under review:

University of Sarajevo

Organisation's contact details:

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In June 2016, the University of Sarajevo 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. For the purpose of applying for the "HR Excellence in Research Award" the University of Sarajevo performed a comprehensive Gap Analysis on activities and practices at the University within the four focal areas of the Charter & Code (Ethical and Professional Aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development) and created an Action Plan with actions focused on improvements in the areas of identified weaknesses and limitations.

In June 2018, the Senate of the University of Sarajevo endorsed the Human Resources Strategy for Researchers (HRS4R) along with its Action Plan and submitted its application. In January 2019, the University of Sarajevo was awarded the logo "HR Excellence in Research" which additionally strengthened its commitment to providing a fair and inspiring research environment for its researchers.

For the purpose of the interim assessment of the HRS4R process, by the beginning of 2021, the University of Sarajevo conducted the analysis and evaluation of the Action Plan implementation, and revised it in accordance with the findings of the analysis. Starting from February 2021, the revised Action Plan foresees continuation of actions towards implementation of the HRS4R Strategy during the following 36 months, as well as close monitoring of the quality of implementation of the activities and the progress compared to the set of indicators adopted within the revised Action Plan.

ACTIONS

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

*URL: https://www.unsa.ba/en/research-and-cooperation/european-charter-code/hrs4r-process

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current status (February 2021)
1.1. Start the initiative to the Cantonal Ministry for amending the teaching-research ratio	**1. Research Freedom**	4Q 2019	Senate Rectorate	- 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	Completed
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	- 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	Completed
2.2. Enhance the activities of the Ethical Council (through redefinition of its roles)		4Q 2018	Senate Ethical Council	- Role and tasks of Ethical Council redefined in the new Statute	Completed

2.3. Increase transparency of work of Ethical Council and Ethical Boards		*Continuous*	*Ethical Council/Ethical Boards*	- published reports on work of Ethical Council and Ethical Boards - no. of organized discussions, round tables, etc.	*Completed*
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*	- no of trainings organized - No of participants - Reports on trainings	*In progress*
3.2. Ensure continuous use of Software-based verifications of PhD theses for plagiarism		*Continuous*	*Executive Board* *Committee for Detection of Plagiarism*	- 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	*Completed*
5.1. Develop guidelines for new employees on UNSA web site	***5. Contractual and legal obligations***	*4Q 2022*	*Human Resources Office*	- Developed guidelines - Number of website visitors	*In progress*
5.2. Disseminate information on researchers' rights and obligations		*Continuous*	*Research Support Office/Legal Affairs Office* *R&D Centre*	- Information available via UNSA web site, newsletters - Number of website visitors	*Completed*
6.1. Introduce practice of publication of Annual Report on UNSA	***6. Accountability***	*Annually*	*Council of Science and Arts* *Research Support*	- Initiative in place ba the Council of Science and Arts - Annual Report Published (2018 and 2019)	*Completed*

Research output			*Office/Publishing Office*	- *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*	- *Regulations governing research published online for an easier access*	*Completed*
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*	- *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.*	*Completed*
9.1. Disseminate more widely research project results	***9. Public engagement***	*Continuous*	*Public Relations Office/Research Support Office/R&D Centre*	- *Featured stories published on UNSA website*	*In progress*
9.2. Analyse presence of UNSA and its successful stories presence in public		*Continuous*	*Public Relations Office*	- *Analysis of UNSA collaboration with media, local governments, industries, with recommendations* - *Increase in cooperation activities with general public (no of interviews or featured stories).*	*Completed*
10.1. Distribute and	***10. Non***	*2Q 2019*	*Research Support*	- *Relevant regulations distributed and/or*	

make available on-line the existing regulations on non-discrimination	*discrimination*		*Office/Legal Affairs Office*	*made available to UNSA employees*	*Completed*
10.2. Conduct survey among researchers on discrimination		*1Q 2021* *1Q 2022*	*Rectorate* *Member institutions*	- *No of researchers involved* - *No of respondents* - *Results of survey* - *Recommendations for actions/measures*	*In progress*
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*	- *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)*	*Completed*
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***	*4Q 2021*	*Legal Affairs Office/HR Office/Research Support Office*	- *Analysis conducted* - *Recommendations for improvement measures developed* - *Initiatives to attract international researchers developed*	*In progress*
13.1. Publish all research vacancies in English on EURAXESS web site	***13. Recruitment (Code)***	*4Q-2018 Continuous*	*Public Relations Office*	- *No of vacancies published in English on EURAXESS* - *Increase in no of applications from abroad*	*Completed*
13.2. Recruitment advertisements improved based on the OTM-R		*4Q 2022*	*Public Relations Office/HR Office* *Member*	- *Advertisements for open positions aligned with guidelines from the OTM-R toolkit*	*Extended*

			institutions		
14.1. Introduce common reporting template for selection committees	**14. Selection (Code)**	*2Q 2022*	*Human Resources Office* *Quality Assurance Office*	- *Analysis of existing reporting styles at the university level conducted* - *Common reporting template developed and introduced*	*Extended*
15.1. Initiate development of unified procedure for informing candidates about the strengths and weaknesses of their applications.	**15. Transparency (Code)**	*1Q 2022*	*Human Resources Office* *Quality Assurance Office*	- *Recommendations for unified procedure for informing candidates about the quality of their applications developed*	*Extended*
15.2. Analyse possibility of introducing e-recruitment system		*4Q 2022*	*Senate* *UTIC* *Human Resources Office*	- *Analysis conducted* - *Recommendations for actions developed*	*In progress*
16.1. Enhance selection criteria with introduction of additional qualitative elements	**16. Judging merit (Code)**	*4Q 2021* *Continuous*	*Senate* *Human Resources Office*	- *Developed recommendations for enhancement of the selection criteria with additional criteria introduced under "desirable" competencies*	*In progress*
17.1. Develop guidelines for adequately treating career breaks or variations in CVs	**17. Variations in the chronological order of CVs (Code)**	*4Q 2021*	*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.)*	*Extended*

				- Senate Recommendation	
18.1. Develop guidelines for valuing mobility experience	**18. Recognition of mobility experience (Code)**	4Q 2021	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	In progress
19.1. Develop guidelines for assessment and evaluation of non-formal qualifications	**19. Recognition of qualifications (Code)**	4Q 2021	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	Extended
20.1. Promote lifelong professional development through LLL programs	**20. Seniority (Code)**	4Q 2023 Continuous	Senate Office for Teaching	- Number of promoting activities - Number of LLL programs at UNSA - Senate Recommendation towards formal recognition of LLL programmes.	In progress
20.2. Develop criteria for assessment and evaluation of LLL programs		2Q 2023	Senate Office for Teaching	- Institutional act on assessment and recognition of LLL programs developed and adopted	Extended
21.1. Analyse current practice and develop recommendations for	**21. Postdoctoral appointments**	1Q 2022	Senate Research Support	- Analysis of the state of affairs conducted; - Recommendations for valuing and promoting post-doctoral appointments	Extended

promoting and valuing post-doctoral appointments	*(Code)*		*Office/Legal Affairs Office*	*developed*	
22.1. Revision of the Rules on III cycle of studying	*22. Recognition of the profession*	*3Q 2019*	*Senate* *Research Support Office/Legal Affairs Office* *PhD Programme Councils*	- *Rules on III cycle of studying developed* - *Rules on 3rd cycle of studying adopted and implemented*	*Completed*
23.1. Identify needs and requirements in terms of research infrastructure	*23. Research environment*	*1Q 2019*	*Senate* *Rectorate* *Member institutions*	- *Situation analysis on research infrastructure developed with recommendations for improvements*	*Completed*
23.2. Consider fund raising possibilities		*3Q 2021- Continuous*	*Executive Board* *Senate* *Council of Science and Arts UNSA* *Member institutions*	- *Established contacts with alumni researchers and alumnus who own industry entities or SMEs;* - *Established quota for support to research infrastructure and its maintenance from the projects or research contracts with industry/public sector.*	*Extended*
24.1. Conduct periodical survey of employees on working conditions	*24. Working conditions*	*Once a year*	*Human Resources Office* *Teaching Office*	- *Surveys on working conditions conducted* - *Results of survey addressed through strategic documents*	*In progress*

			Research Support Office		
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)	**25. Stability and permanence of employment**	1Q 2022	Senate Legal Affairs Office/Research Support Office	- Analysis of the existing UNSA rules and the EU Directive on Fixed-Term Work conducted - Number of discussions organized and recommendations for improvement given	*In progress*
26.1. Start the Initiative to increase salaries	**26. Funding and salaries**	1Q 2019	UNSA Employees' Union Financial department	- 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 - Proposal to increase public funding/allocations for salaries of UNSA employees made	*Completed*
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	*Completed*
28.1. Analyse possibilities of development of career development strategy	**28. Career development**	4Q 2022	Senate Human Resources Office	- Analysis completed with no of recommendations	*Extended*
28.2. Launch initiative towards establishment of Career Development Centre (CDC)		1Q 2020	Vice rector for research Human Resources Office/Research	- Working group to analyse and elaborate the establishment of CDC formed - Analysis and Recommendations for CDC establishment produced	*Completed*

			Support Office		
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	Completed
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	Completed
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	Completed
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	Completed
32.1. Analyse and revise regulation to value co-authorship	**32. Co-authorship**	2Q 2019 -	Senate Council of Science	- Analysis of available regulation conducted; - Plan for actions to develop criteria for academic progression, assigned coefficients	Completed

			and Arts UNSA Rectorate	for number of authors, order of authors, etc, drafted. - Upgraded Rules on academic progression adopted with accompanying system of valuing research papers (and other prerequisites for career advancement)	
33.1. Start the initiative to introduce financial support for additional teaching load	**33. Teaching**	*4Q 2019*	*Executive Board* *Senate* *Finance Office*	- *Initiative to introduce financial support for additional teaching load made through UNSA Senate and Executive Board*	*Completed*
34.1. Analyse possibility of introducing ombudsman for researchers	**34. Complains/ appeals**	*2Q 2023*	*Senate* *Ethical Council* *Legal Affairs Office*	- *Analysis conducted with recommendations*	*Extended*
36.1. Start the initiative to introduce possibility of contractual relations between supervisors and candidates	**36. Relation with supervisors**	*Academic year 2018/2019*	*Senate* *Rectorate* *Member institutions' councils*	- *Initiative introduced through Senate recommendations* - *Model contract offered regulating obligations by supervisors and candidates (issues related to work progress and research findings, feedback, schedules, milestones, deliverables and research output).*	*Completed*
37.1. Continuous improvement of supervision (of senior researchers) through capacity building	**37. Supervision and managerial duties**	*Continuous*	*Vice-Rector for Research* *Research Support Office*	- *Training by senior researchers for efficient transfer of knowledge and promoting best practice / 2 trainings*	*Completed*

37.2. Asses and analyse researchers' load related to their different roles and obligations		3Q 2019 – 2Q 2020	Research Support Office Member institutions departments / councils	- key areas needing support and(or) change identified	Completed
38.1. Continuously implement the existing LLL programme TRAIN for development of staff competencies	38. Continuing Professional Development	Continuous	Vice-deans for Teaching/Research TRAIN team	- No of young researchers attending TRAIN program / min 50 young researchers/year - Reports - Evaluation results	Completed
38.2. Develop plan for further support to young researchers (PhD students) for their continuing professional development		4Q 2018	Rectorate Vice-deans for Teaching Research Support Office/HR Office	- Analysis of needs for professional development conducted - Professional development plan developed	Completed
39.1. Promote EURAXESS SC centre and its services	39. Access to research training and continuous development	4Q 2021 - Continuous	Research Support Office/R&D Centre/International Relations Office	- Web presentation of UNSA EURAXESS SC centre - No of researchers' vacancies advertised on UNSA/Euraxess sites	In progress
40.1. Pilot Counselling (mentoring) system at UNSA member institutions	40. Supervision	3Q 2021	Senate Vice-rector for research Research Support	- Decision on introduction of pilot mentoring system adopted - No of mentors and young researchers engaged/minimum 3 member institutions pilot the system	In progress

			Office Vice-deans for research	- Reports on mentoring activities - Survey among early stage researchers	
New actions identified					
1. Revision of Code of Ethics	**2. Ethical principles**	1Q 2022	UNSA Ethical Council Senate Legal Affairs Office	- Code of Ethics revised/modernised	*New*
2. Establishment of UNSA research infrastructure/Equipment Register and development OA Policy	**23. Research environment**	1 Q 2023	Senate/Member institutions R&D Centre UTIC	- Initiative to establish RI/Equipment Register launched - Data on RI and Equipment collected - Open Access Policy to RI at UNSA drafted and endorsed	*New*
3. Development and adoption of University level regulation on intellectual Property Rights	**23. Research environment** **31. Intellectual property rights**	4 Q 2021	Senate R&D Centre	- Institutional act on IPR developed and endorsed	*New*
4. Establishment of UNSA Institutional Repository of PHD thesis	**31. Intellectual property rights**	1 Q 2023	Publishing Office UNSA Library/ Member institutions	- Repository established	*New*
5. Initiative towards differentiation between research and teaching	**12. Recruitment**	4 Q 2023	Research Support Office / Teaching	- Analysis conducted; - Initiative launched	*New*

positions at the University.	**24. Working conditions**		Support Office		
6. Initiative for UNSA to be excluded from the Government Policy on suspension of employment in public institutions.	**12. Recruitment** **24. Working conditions**	*4 Q 2022*	*Senate* *HR Office* *Research Support Office/Teaching support Office*	*- Sound argumentation on the basis of workload analysis prepared;* *- Initiative launched.*	*New*
7. Adoption of the UNSA OTM-R Policy	**13. Recruitment (Code)**	*3 Q 2023*	*Senate* *HR Office* *Research Support Office/Teaching support Office*	*- OTM-R Policy drafted;* *- OTM-R Policy endorsed.*	*New*
8. Availability of all UNSA journals at open access platforms	**8. Dissemination, exploitation of results** **23. Research environment**	*4 Q 2023*	*UNSA Library/MI Libraries* *Publishing Office* *Research Service Office*	*- Initiative to transfer to OA platform launched;* *- UNSA journals (published by member institutions) start operate at open access platforms*	*New*