

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

“A Human Resources Strategy for Researchers incorporating the Charter and Code”

I. Ethical and professional aspects

1. Research freedom. Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognized ethical principles and practices. Researchers should, however, recognize the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognized ethical principles and practices, to which researchers have to adhere.				
Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed features of this principle)	Relevant features and/or issues	Actions required	When (semester)/Who	Indicator
Statute of the University of Novi Sad (SUNS) Law on scientific and research activities (LSRA) Law on higher education (LHE) Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE and REPORT)	Features <ul style="list-style-type: none"> - Right to perform research is granted by existing laws and University Statute - Research freedom is only subject to limitations arising from scientific standards, ethical principles, human rights and environmental protection - 68% of WIUS respondents declared that they were free to choose the scientific areas in which they would perform their research 			
	Issues <ul style="list-style-type: none"> - Seniority culture is developed at the University as a legacy of the traditional system. - It is not very common to have younger researchers (at the level of assistant professor) mentoring or supervising the PhD students. - PhD students are supervised mostly by associate professors and full professors. - In case of national projects, funded by the Ministry, only researchers above and including the level of assistant professor are allowed to coordinate projects, and they are coordinated mostly by full professors. 	Design and implement a programme of stimulating and motivating young researchers, including PhDs through prizes, travel grants, honorary event participations, etc.	December 2018 Vice-rector for Research	Number of programs created
		Design and implement a professional skills development programme at the university and faculties level, which among other skills considers project management, targeted to early-stage researchers.	December 2017 Vice-rector for Research Head of the Center for Quality Enhancement and Boards for doctoral studies on faculty level	Number of courses created

		Through the participation of the University representatives in the inter-university bodies, lobby for relaxing the career-stage conditions for national projects management.	Continuously till the end of 2018 Vice-rector for Research Head of the Center for Quality Enhancement and Boards for doctoral studies on faculty level	Changes in regulations obtained
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2. Ethical principles. Researchers should adhere to the recognized ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Statute of the University of Novi Sad Code of professional ethics Law on higher education (LHE) Questionnaire on the rights and the responsibilities of the researchers, working at the University of Novi Sad (REPORT)	Features			
	Issues	Improve and enhance the efficiency of the work of the Ethical committee. Consider the possible effects of the existing possible sanctions and their extension.	Head of the Ethical committee of the University and faculties Continuously till the end of 2018	Changes in regulations obtained

3. Professional responsibility. Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Statute of University of Novi Sad (SUNS) Code of professional ethics Law on scientific and research activities (LSRA) Law on higher education (LHE) Bylaw on the procedure of abolishment of the PhD title	Features			
	Issues	Define the standards and procedures for revoking the scientific titles.	Head of the Ethical committee Till the end of 2018	Changes in regulations obtained
		Develop the university system for self-archiving - maintaining public database of papers, patents and other results.	Vice-rector for Research as a coordinator of Running Erasmus + project <i>Boosting engagement in open science in Serbia</i>	Phases of development of the system
<ul style="list-style-type: none"> - General list of rights and responsibilities of the researchers is presented in SUNS, LSRA, LHE - Revoking scientific titles is not an option, because by the law of the country once person is acknowledged as professor of any level, this title cannot be withdrawn. - Online PhD database is implemented at the University of Novi Sad and it improves transparency of PhD theses 				

4. Professional attitude. Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Questionnaire on the rights and the responsibilities of the researchers, working at the University of Novi Sad (REPORT)	Features			
	Issues	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers project management.	December 2017 Vice-rector for Research Head of the Center for Quality Enhancement and Boards for doctoral studies on faculty level	Number of courses created
		Draft a Strategic Research Agenda of the University of Novi Sad. Establish a process in which this agenda is being tracked and updated.	December 2017 Vice-rector for Research Heads of Center for Quality Enhancement and Boards for doctoral studies on faculty level	Strategic research agenda created
<ul style="list-style-type: none"> - Professional attitude is imposed by the contractual obligations of the institutions towards the project funders, related to reporting, access to resources, etc. - In general, there is a lack of awareness of researchers about the strategic issues of their research environment. - Not only that the internal reporting related to research work is not regulated, it is not being done at most of the faculties. - University does not have defined strategic goals of the scientific research. 				

5. Contractual and legal obligations. Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

Questionnaire on the rights and the responsibilities of the researchers, working at the University of Novi Sad (REPORT)	<p>Features</p> <ul style="list-style-type: none"> - In general, there exists awareness of the contractual and legal obligations of the researchers (REPORT) <p>Issues</p> <ul style="list-style-type: none"> - On the other hand, that awareness of the contractual and legal obligations arising from the employment contract and other signed acts and agreements is only satisfactory and not full (REPORT). 	Create an informatics package for researchers of most important documents concerning their rights and obligations	Vice-rector for Research and his team Till the end of 2018	Package creation process
<p>6. Accountability. Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorized audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>				
	See above			
<p>7. Good practice in research. Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>				
Report on the rights and the responsibilities of the researchers, working at the University of Novi Sad (REPORT)	<p>Issues</p> <ul style="list-style-type: none"> - In general, unprotected data and insufficient awareness of researchers about data protection and confidentiality (REPORT) 	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers IPR.	December 2017 Vice-rector for Research Head of the Center for Quality Enhancement and Boards for doctoral studies on faculty level	Number of courses created
<p>8. Dissemination, exploitation of results. All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialized. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>				
Statute of University of Novi Sad Law on higher education (LHE) Questionnaire on the rights and the responsibilities of the researchers, working at the University of Novi Sad (REPORT)	<p>Features</p> <ul style="list-style-type: none"> - Collaboration with industry is a condition for the funding of national projects in the field of technological development. - Publishing in journals and publishing of books is a condition for career advancement. <p>Issues</p> <ul style="list-style-type: none"> - Lack of feedback from the industry about the exploited/ achieved research results - Lack of feedback from the faculties about the innovation activities - There is no system for tracking articles, patents, etc. at the university which could be used for promotion of the scientific results 	<p>Regularly circulate web TV portal updates. Consider implementing the system for automatic notification.</p> <p>Implement a procedure for publishing of technological project and innovation results on university website.</p>	<p>Head of the University Center for information and public relations; Continuously</p> <p>Vice-rector for Research as a coordinator of Running Erasmus + project <i>Boosting engagement in open science in Serbia 2016-2019</i></p>	<p>Development of the system</p> <p>Process of implementation</p>

	<ul style="list-style-type: none"> - Articles in scientific journals are valued much more than books - There are cases of publishing articles in predatory journals. 	Develop the university system for self-archiving - maintaining public database of papers, patents and other results.	Vice-rector for Research as a coordinator of Running Erasmus + project <i>Boosting engagement in open science in Serbia</i> 2016-2019	Process of implementation
9. Public engagement. Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.				
	<p>Features</p> <ul style="list-style-type: none"> - University has PR sector and good relationships with local media. Local media cover most of the important events at the University. - There is a media clipping resource of the University website - University organizes some public scientific events, festivals, etc 			
	<p>Issues</p> <ul style="list-style-type: none"> - Lack of scientific content in the media. - Faculties are aware that University has a PR sector which they also could use for promoting their activities. - Unlike some universities, there are no positions which as their primary goal have promotion of science, scientific literacy or public understanding of science. 	Regularly circulate press clippings by using the mailing list.	Continuously till 2018 Head of the University Center for information and public relations	Number of pressclippings
10. Non discrimination. Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.				
Strategy of scientific and technological development of the Republic of Serbia 2010-2015	<p>Features</p> <ul style="list-style-type: none"> - Fair gender balance. According to the Strategy 43% of researchers are women in Serbia. 	Keep it in the balance	University and Faculties: management	Yearly reports
11. Evaluation/ appraisal systems. Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.				
Bylaw on quality assurance	<p>Features</p> <ul style="list-style-type: none"> - The researchers are evaluated through submission of project proposals to MESTD (they are assigned so-called "category") - Other than above, researchers are evaluated in the course of career advancement (promotions) - Although it is not mandatory to have PhD evaluation committee members from abroad, there are some 			
	<p>Issues</p> <ul style="list-style-type: none"> - There is no regular individual evaluation/appraisal systems implemented. Bylaw on quality assurance only sets the 	Design a unique survey for PhD students for evaluation of the doctoral studies.	June 2017 Head of the Center for Quality Enhancement	Survey created

<p>general principles.</p> <ul style="list-style-type: none"> - There are surveys among PhD students but these surveys are rarely customized to the realities of the doctoral studies. - No presence of industry representatives in evaluation committees, although this is not relevant for arts and humanities. 	<p>Develop and maintain the database of PhD students at the University.</p>	<p>End of 2017 Vice-rector for Research and his team</p>	<p>Database created</p>
	<p>Develop the university system for self-archiving - maintaining public database of papers, patents and other results.</p>	<p>Vice-rector for Research as a coordinator of Running Erasmus + project <i>Boosting engagement in open science in Serbia</i> 2016-2019</p>	<p>Process of implementation</p>
	<p>Through the participation of the University representatives in the inter-university bodies, lobby for allowing the participation of competent industry representatives in evaluation committees.</p>	<p>Continuously till 2018 University and Faculties: management</p>	<p>Process of changes obtained</p>

II. Recruitment

12. Recruitment. Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a researcher career, including teachers (of any level) returning to a researcher career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed features of this principle)	Relevant features and/or issues	Actions required	When (semester)/Who	Indicator
Bylaw on student mobility and academic recognition of the mobility period Statute of the University of Novi Sad Law on scientific and research activities Law on higher education (LHE) Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE)	Features <ul style="list-style-type: none"> - The practice of recruiting the researchers among the best students is still dominant (QUESTIONNAIRE); - Foreign citizens can apply for PhD studies under the same conditions as the citizens of Serbia, given that they have health insurance; also, the scholarship for foreign students is higher than the scholarship for the citizens of Serbia; - Foreign citizens are eligible for a PhD grant, issued by MESTD, in case there are bilateral agreements between Serbia and the country of origin of the PhD student; - There is a procedure for student mobility which sets the principles and procedures related to international mobility of PhD students; - According to the Statute of the University of Novi Sad, it is possible to write the final paper (PhD dissertation) in a foreign language, even if the master's or the PhD programme is implemented in Serbian. 			
	Issues <ul style="list-style-type: none"> - Almost no foreign researchers, with very few returning researchers (QUESTIONNAIRE); - The problem is that the faculties are not aware of the above procedures; - Host institutional grants for PhD students are not transferable; - Procedures for employment of the foreign citizens are not transparent. 	Develop and submit the recommendation to the Faculties, including guidelines/methodology to implement a course in English or any other foreign language, with focus on the methodology (as a part of the internationalization process).	February 2017 Vice-rector for International Affairs	Recommendation submitted
		Further develop and promote University Alumni.	Continuously Head of the University Center for information and public relations	Development of the system

13. Recruitment (Code). Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of the positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Bylaw on the students mobility and academic recognition of the mobility period Statute of the University of Novi Sad Law on scientific and research activities Law on higher education (LHE)	Features <ul style="list-style-type: none"> - Procedures for student mobility foresee signing a Study and Research plan by the foreign PhD student, home and host institution; - Procedures for student mobility foresee signing a Research plan by the foreign post-doc, home and host institution; - It is foreseen that all faculties should submit their position ads to the university administration. 			
	Issues <ul style="list-style-type: none"> - The job position is not advertised in a transparent way (for example, there are many cases of position ads only in local newspapers). - No faculty submits the position ads to the university administration. - There are no career development prospects and working conditions descriptions in ads. 	Develop a form for submission of faculty position ads, in RS and EN languages. Implement this form on the University website.	January 2018 Executive Manager of the Centre for information technology – CIT-UNS	Form developed
		Develop a web page with searchable listings of the positions advertised by the faculties.	January 2018 Executive Manager of the Centre for information technology – CIT-UNS	Web page developed

14. Selection (Code). Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained and realistic.

Statute of the University of Novi Sad Law on Scientific and Research Activities Law on Higher Education (LHE) Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE)	Issues <ul style="list-style-type: none"> - There is no community of evaluators, members are invited based on personal contacts; - Member participation in evaluation committee is usually not remunerated; - In most of the cases, no interviews with candidates are carried out (QUESTIONNAIRE); - Researchers are not trained to participate in evaluation committees. 	Develop an online searchable database of researchers' profiles, with the possibility to search for possible committee members / mentors (based on the scientific field) which satisfy the criteria.	January 2018 Vice-rector for Research	Process of development of the database
		Design and implement a professional skills development programme at the university and faculty level, which among other skills considers responsibilities of the selection committee members.	December 2017 Head of the University Center for information and public relations	Number of courses created

15. Transparency (Code). Candidates should be informed, prior to selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

<p>Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE)</p> <p>Code of professional ethics</p>	<p>Features</p> <ul style="list-style-type: none"> - Criteria for career advancement is considered transparent by the researchers (QUESTIONNAIRE); - Evaluation reports are standardized at the University level. Templates of the evaluation reports are available on the University web site. 			
	<p>Issues</p> <ul style="list-style-type: none"> - Candidates who did not pass are rarely or not informed at all about the weaknesses and strengths of their applications. 	<p>Increase the transparency of the employment and career advance process.</p>	<p>February /2018 Vice-rector for Research</p>	<p>Changes in bylaws</p>
		<p>Extend the evaluation procedures with a segment in which every Faculty/University will be obliged to reach out to the candidates that did not pass and inform them about the weaknesses and strengths of their applications</p>		<p>Changes in bylaws</p>
<p>16. Judging merit (Code). The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates with an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</p>				
<p>Statute of the University of Novi Sad</p> <p>Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE)</p>	<p>Features</p> <ul style="list-style-type: none"> - According to the QUESTIONNAIRE respondents, the most valued characteristics of the successful applicants were: published papers (98.4%), teaching publications (89.3%) and teaching experience (88.9%). In some cases, other factors are valued, such as: mobility (63.4%), professional skills (57.2%) and foreign languages (50.2%). The factor identified as less important, but still significant, are professional certificates (31.7%). Very few respondents highlighted the importance of industry (11.9%) and entrepreneur (7%) experience. 			
	<p>Issues</p> <ul style="list-style-type: none"> - Candidates are quantitatively evaluated on the basis of the defined rules (mostly favouring the journal publications), but these rules are not considering the skills, knowledge and experience of the candidates; - Creativity and independence are not evaluated (no tools for that). 	<p>Work continuously on refinement and harmonization of evaluation criteria among different faculties at the University;</p>	<p>Continuously Vice-rector for Research</p>	<p>Changes in criteria</p>
		<p>Develop additional evaluation criteria that will recognize creativity and research independence as an advantage, even an informal one.</p>		
<p>17. Variations in the chronological order of CVs (Code). Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence- based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>				
<p>Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE)</p>	<p>Features</p> <ul style="list-style-type: none"> - Career breaks are typically not considered as an obstacle. 			

18. Recognition of mobility experience (Code). Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Bylaw on the Students Mobility and Academic Recognition of the Mobility Period Statute of the University of Novi Sad Law on Scientific and Research Activities (LSRA) Law on Higher Education (LHE)	Features <ul style="list-style-type: none"> - Mobility is typically regarded as a plus; - There are rules for sabbatical use. All researchers with teaching positions held for the minimum of 5 years can apply for 1 sabbatical year; - Recognition of mobility of (outgoing) PhD students is regulated. 			
	Issues <ul style="list-style-type: none"> - Mobility is not a condition for career advancement. There is no regulation which formally recognizes the value of mobility for career development. 	Develop additional evaluation criteria that will recognize mobility as an advantage, even an informal one. Work continuously on refinement and harmonization of evaluation criteria among different faculties at the University	Continuously	Vice-rector for Research

19. Recognition of qualifications (Code). Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Bylaw on the Students Mobility and Academic Recognition of the Mobility Period Statute of the University of Novi Sad Law on Higher Education (LHE)	Features <ul style="list-style-type: none"> - Existing practice of recognition of foreign degrees and qualifications at the University (domestic and foreign); - The practice is based on the relevant provisions of LHE; - All the information about the procedure for foreign degree recognition is published on the University website in Serbian and English; - On the average, the process of diploma recognition takes 2 months. 				
	Issues <ul style="list-style-type: none"> - Recognition of knowledge and skills acquired by non-formal or informal education (courses, trainings) is not regulated, since the University acknowledges only high-school diplomas. 	Create a portal on the University Website with links to web pages of the respective faculties containing information specific to recognition requirements of those faculties	February 2018	Head of International Relations Office	Phases of creation of the portal
		Increase the efficiency of the degree recognition process.	February 2018	Vice-rector for Research	Number of days necessary for the completion

20. Seniority (Code). The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

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21. Postdoctoral appointments (Code). Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long- term career prospects.

	<p>Features</p> <ul style="list-style-type: none"> - Sometimes (but not always), PhD students are offered teaching positions, after graduation. 			
	<p>Issues</p> <ul style="list-style-type: none"> - Status and terms of financing post-doc researchers is not regulated at the national level; - There are no calls for research post-doc positions 	<p>Design and implement a professional skills development programme at the university and faculty level, which among other skills considers research project proposal writing. EU funding could be used to create new post-doc</p>	<p>December 2017 Head of the University Center for information and public relations</p>	<p>Number of courses created</p>
		<p>Through the participation of the University representatives in the inter-university bodies, lobby for establishing the national post-doc grants system.</p>	<p>Continuously University and Faculties: management</p>	<p>Changes in the system</p>

III. Working conditions and social security

22. Recognition of the profession. All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at the postgraduate level, and should include all the levels, regardless of their classification at the national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).				
Relevant legislation and institutional rules (permitting, impeding or missing the implementation of the listed)	Relevant features and/or issues	Actions required	When (semester)/Who	Indicator
Statute of the University of Novi Sad Law on Higher Education (LHE) Law on Scientific and Research Activities (LSRA)	<p>Features</p> <p>The regulation of the profession in Serbia is defined at the national level. Educational and scientific titles at the University of Novi Sad are regulated by the Statute, in accordance with the relevant provisions of the Higher Education Act (EPA) and the Law on Scientific Research (LSR).</p> <p>Educational and scientific titles at the University are consistent with the stages of career development of researchers, ranging from teaching assistant to full professor, and from research assistant to research fellow.</p>			
	<p>Issues</p> <p>There are no issues regarding this topic.</p>			
23. Research environment. Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created, the one that offers appropriate equipment, facilities and opportunities, including those for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided for supporting the agreed work programme.				
Statute of the University of Novi Sad	<p>Features</p> <p>There are more than 250 laboratories, research centres and research groups at the University of Novi Sad. The University takes into account the visibility of all forms of research activity. The data on the laboratories are available at https://www.uns.ac.rs/index.php/c-nauka/naucni-potencijal-c/laboratorije-c, the information on the scientific research centres at http://www.uns.ac.rs/index.php/c-nauka/naucni-potencijal-c/naucno-istrzivacki-centri, and the catalogue of research and innovation potential of the University of Novi Sad is available at http://www.uns.ac.rs/images/doc/WBCInnoEng.pdf.</p>			
	<p>Issues</p> <p>The level of development of research infrastructure is not considered as satisfactory (Questionnaire). The laboratories lack modern equipment, and many centres lack adequate space.</p>	Promote project opportunities, especially those related to the strategic research agenda of the University of Novi Sad, focused on developing the infrastructure.	January 2019 Head of Research and Project Management Office	Changes in promotional activities

24. Working conditions. Employers and/or funders should ensure that the working conditions for researchers, including those for disabled researchers, provide, where appropriate, the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both male and female researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, teleworking and sabbatical leave as well as to the necessary financial and administrative provisions governing such arrangements.

<p>The Statute of the University of Novi Sad Law on Scientific and Research activities (LSRA) Law on Higher Education (LHE) WebInUnion Survey on remaining mobility obstacles (WIUS) Questionnaire on the rights and the responsibilities of the researchers, working at the University of Novi Sad (QUESTIONNAIRE)</p>	<p>Features</p> <ul style="list-style-type: none"> - According to WIUS, flexible working hours are considered by the researchers as very important; - All the teachers can work part-time at other universities (for the maximum of 1/3 of working hours), given that a previous agreement on collaboration is made with this institution and their home university and that the scientific- research council of their faculty allowed this. - If a researcher is forced to spend more than 6 months on a leave (in the listed special circumstances), his or her election period will be extended for the period of leave (LSRA, LHE). - The sabbatical is part of all the statutes of the faculties and the Statute of the University, but that possibility is very rarely used by the researchers. A professor can apply for a sabbatical year after 5 years of service, or for a sabbatical semester after 2.5 years of service (most of the faculties). 			
	<p>Issues</p> <ul style="list-style-type: none"> - In general, researchers are overloaded with teaching duties (QUESTIONNAIRE). 	<p>Through participation of the University representatives in the inter-university bodies, lobby for a clear distinction between teaching and research positions of individual researchers, including separate remunerations.</p>	<p>Continuously University and Faculties: management</p>	<p>Changes in rules and regulations</p>

25. Stability and permanence of employment. Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

<p>Statute of the University of Novi Sad Law on scientific and research activities (LSRA)</p>	<p>Features</p> <ul style="list-style-type: none"> - According to the Law on Higher Education (<i>Službeni glasnik Republike Srbije</i> 68/2015), the typical duration of the employment contracts for the teaching assistant position is three years; assistant professors and associate professors are employed for the period of 5 years, while the position of full professors is on a permanent basis. After the expiry of the period referred to above, a person may be re-elected to the same position or elected to a higher title. 			
	<p>Issues</p> <ul style="list-style-type: none"> - All job openings are advertised in local newspapers. The openings are advertised only in the local language. The University does not publish job openings to the EURAXESS Jobs portal. 	<p>Publish openings on the University website and/or on the EURAXESS Jobs portal.</p>	<p>Continuously University and Faculties: management</p>	<p>Changes in procedures</p>

26. Funding and salaries. Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with the existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages, including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Questionnaire on the rights and the responsibilities of the researchers working at the University of Novi Sad (Questionnaire)	Features			
	<ul style="list-style-type: none"> - Social security, health and pension contributions are paid by the University to the full extent. 			
	Issues		Continuously University and Faculties: management	Changes in rules and regulations
	<ul style="list-style-type: none"> - Majority of respondents show dissatisfaction with their salaries (Questionnaire) - At the national legislation level, there is no clear distinction between obligations and financing of educational and scientific work, which is a common problem of scientific and educational institutions. 	<p>Consider introducing salary bonuses for teaching overtime.</p> <p>Through participation of the University representatives in the inter-university bodies, lobby for a clear distinction between teaching and research positions of individual researchers, including separate remunerations.</p>		

27. Gender balance. Employers and/or funders should aim for a representative gender balance at all the levels of staff, including the supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Strategy of Scientific and Technological Development of Republic of Serbia for the period from 2016 to 2020, "Research for Innovation"	<p>Features</p> <ul style="list-style-type: none"> - Gender equality in the field of higher education in Serbia is one of the important topics. According to the Strategy, 51% of researchers in Serbia are women (10793). - The Questionnaire results show positive perception of gender equality among researchers. - The University of Novi Sad was the first university in the history of higher education in Serbia to have a female rector (Prof. Olga Hadžić, 1996-1998). 			
	<p>Issues</p> <p>When management positions are considered, there is gender imbalance.</p> <p>Out of 14 faculty deans, only 3 are women.</p>	Consider activities addressing gender imbalance in management positions.	Continuously University and Faculties: management	Changes in yearly report

28. Career development. Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including those for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of the researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All the researchers should be made familiar with such provisions and arrangements.

Strategy of Scientific and Technological Development of Republic of Serbia for the period from 2016 to 2020, "Research for Innovation"	<p>Features</p> <ul style="list-style-type: none"> - Career or human resources development strategy is a part of the National strategy for science development. 			
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	<p>Issues</p> <ul style="list-style-type: none"> - No action plan for the above strategy has been implemented so far; - No database of potential mentors, with scientific topics and career opportunities; - Career development stages of individual researchers sometimes do not correspond to their real results, due to the lack of a continuous evaluation system. 	Through the participation of the University representatives in the inter-university bodies, lobby for further implementation of the National strategy for scientific and technological development.	Continuously University and Faculties: management	Changes in National strategy
<p>29. Value of mobility. Employers and/or funders must recognize the value of geographical, intersectoral, interdisciplinary and transdisciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>				
Bylaw on student mobility and academic recognition of the mobility period	<p>Features</p> <ul style="list-style-type: none"> - Mobility of students, teachers and administrative staff is regulated both at the university and faculty levels. The University of Novi Sad is an active participant in Erasmus + KA1, Erasmus Mundus and other mobility programmes. Mobility has become a part of the evaluation for promotion to higher teacher position. - University of Novi Sad has a EURACCESS centre. The International Relations Office is responsible for these activities. 			
	<p>Issues</p> <ul style="list-style-type: none"> - The Questionnaire results show that majority of respondents were not aware of the existence of the EURAXESS SC at the University. - The EURAXESS centre doesn't provide statistics to the European Commission. 	Promote the EURAXESS SC centre and its services related to outgoing mobility.	January 2017 Head of International Relations Office	Changes in promotional activities and procedures
		Take measures to have the EURAXESS statistics submitted to the EC.	January 2019 Head of International Relations Office	
<p>30. Access to career advice. Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>				
	<p>Features</p> <ul style="list-style-type: none"> - Career advice is typically given by the mentors. 			
	<p>Issues</p> <ul style="list-style-type: none"> - The researchers do not use the possibilities provided by the HR services at the faculties. 	Define a set of HR services, related to professional development (whether they are provided by the legal departments or a new one -HR).	January 2019 Faculties management	Number of services

31. Intellectual Property Rights. Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Code of professional ethics Bylaw on the Technology Transfer Centre Strategy of Scientific and Technological Development of the Republic of Serbia 2010-2015 Law on Scientific and Research Activities (LSRA) Bylaw on Delivery of the PhD dissertations to the Central Repository of the University of Novi Sad.	Features			
	<ul style="list-style-type: none"> - The procedure for registration of patents as a result of a work funded by the budget of the Republic of Serbia is strictly defined in the LSRA; - All research results (including patents) that are reported as the outcomes of the project funded by the budget of the Republic of Serbia are the ownership of the organization where the results are generated (LSRA). - The Danube Technology Transfer Centre was established at the University of Novi Sad and is involved in creating technology transfer capacity, knowledge and experience exchange, strengthening the network of partners in the market economy in the country and the region; - The University of Novi Sad maintains a central repository of all PhD theses and the students are obliged to submit an electronic and a printed copy to the University, which decreases the risk of plagiarism. 			
	Issues	Regulate the relations between the University and researchers in the field of technology transfer, copyright and mutual obligations.	Continuously Vice-rector for Finances and Organization Processes	Changes in regulation
	<ul style="list-style-type: none"> - There are no patents in the relevant national or international databases, registered by the employees affiliated with the University of Novi Sad. - There is no repository of scientific papers and patents that would allow better visibility of scientific results. 	Develop and maintain a central repository of scientific papers, patents and other results.	February 2019 Vice-rector for Research	Process of development

32. Co-authorship. Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their researcher careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).

Code of professional ethics	Issues	Encourage cooperation with foreign research groups and co-authorship with them.	Continuously Faculties management	Number of cooperations
	<ul style="list-style-type: none"> -Co-authorships are rare in social sciences and humanities. - Currently the co-authorship with researchers from abroad sporadic. - Occasional disrespect of co-authorship in the sense of adding an author who did not contribute to the paper. This often happens when the published paper is a result of the work on a project. This negative occurrence is a direct result of the limited, paper-focused criteria for career advancement. 	To encourage co-authorship in social sciences and humanities.	Continuously Faculties managements	Number of co-authorships

33. Teaching. Teaching is an essential means for structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Law on higher education (LHE)	Features			
	Issues	Establish a system for objective, accurate and complete tracking of teachers' duties (by hours), while considering not only classes, but also office hours and extra-curricular activities with students.	January 2017 Executive Manager of the Centre for information technology – CIT-UNS	Process of creation of the system
		Implement an HR planning system (regarding employment and career development), which will consider objective teaching and research requirements, based on the reporting system.	January 2019 Head of the Centre for Quality Enhancement, Legal department	Process of creation of the system
		Implement the full reporting process, implement the reporting system, especially concerning teaching and mentoring.	February 2016 Vice-rector for Research Head of the Centre for Quality Enhancement	Process of implementation

34. Complains/ appeals. Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with the complaints/appeals of the researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all the research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Code of professional ethics	Features			
	Issues			

35. Participation in decision-making bodies. Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers should be represented in the relevant information, consultation and decision-making bodies of the institutions they are affiliated with, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Statute of the University of Novi Sad	<p>Features</p> <p>All the teachers participate in the work of the election councils of their faculties. The representatives of the departments within the faculties (including assistant professors, associate and full professors) participate in the work of teaching and scientific councils of the faculties. The representatives of the faculties participate in the Professional Committee, the Senate and the University Council.</p>			
	<p>Issues</p> <p>There are no issues regarding this topic.</p>			

IV. Training

<p>36. Relation with supervisors. Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>				
Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed	Relevant features and/or issues	Actions required	When (semester)/Who	Indicator
Questionnaire for mapping the research human potential and issues in WBC universities (QUESTIONNAIRE and REPORT)	<p>Features</p> <ul style="list-style-type: none"> - Doctoral schools created at all faculties, defining more structured relations between supervisors and candidates 			
	<p>Issues</p> <ul style="list-style-type: none"> - Process for monitoring or evaluation of the supervision and mentoring processes is not sufficiently structured. It is often implemented on the individual basis, by the mentor or supervisor. 	Submit the recommendation and guidelines to the faculties about a need and methodology to define internal reporting procedures on execution of PhD programmes.	June 2017 Vice-rector for Research Heads of Centre for Quality Enhancement and Boards for doctoral studies on faculty level	Recommendation developed and submitted

		Design and periodically implement a survey for PhD students for evaluation of the doctoral studies. Define who should analyse the results of the survey and decide on the possible actions based on the analysis.	June 2017 Vice-rector for Research Heads of Centre for Quality Enhancement and Boards for doctoral studies on faculty level	
<p>37. Supervision and managerial duties. Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for an efficient transfer of knowledge and for further successful development of the researchers' careers.</p>				
(QUESTIONNAIRE and REPORT)	<p>Issues</p> <ul style="list-style-type: none"> - Senior researchers do not fulfil their duties properly, due to the workload or lack of responsibility. - The results that could arise from the duties and responsibilities above are not rewarded either sufficiently or not at all. Hence, there is a lack of motivation. - Sometimes, these responsibilities and duties are not possible to take due to teaching overload. - The Questionnaire respondents highlighted the most probable reasons for the problems in these processes: lack of motivation for the mentors (49,2%), lack of a procedure for assessing these activities (55,3%) and lack of availability (48%). 	Submit the recommendation and guidelines to the faculties about a need and methodology to define the internal reporting procedures on execution of PhD programmes.	June 2017 Vice-rector for Research Heads of Centre for Quality Enhancement and Boards for doctoral studies on faculty level	Recommendation developed and submitted
<p>38. Continuing Professional Development. Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</p>				
(QUESTIONNAIRE and REPORT)	<p>Features</p> <ul style="list-style-type: none"> - MESTD and Provincial government regularly provide travel grants for scientific events - University and faculties occasionally organize trainings 			
	<p>Issues</p> <ul style="list-style-type: none"> - In general, the researchers are not interested (or have a low interest) in professional development (49% of QUESTIONNAIRE respondents confirm, 27% neutral, 25% deny) - Sometimes, teaching and research workload do not allow professional development. - Certifications and acknowledgements of professional development courses are not taken into account in career development. - There is no formal obligation for the researchers to pursue continuous professional development. - PhD students have less opportunities and funds to present their work at the conferences. 	Design and implement permanent professional skills development programme at the university and faculties level.	December 2017 Vice-rector for Research, Heads of Centre for Quality Enhancement and Boards for doctoral studies on faculty level	Number of courses developed
		Develop and disseminate a common template for evaluation reports for all the faculties at the university, which would include professional skills.	December 2017 Vice-rector for Research Head of the Centre for Quality Enhancement	Template developed and disseminated

39. Access to research training and continuous development. Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for continuous development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.

(QUESTIONNAIRE and REPORT)	<p>Features</p> <ul style="list-style-type: none"> - MESTD, Provincial government, University in cooperation with king Boduin foundation organize professional development courses (writing and/or managing projects, presentation, team work, etc.). - Significant number of researchers participated in international exchange programmes or study visits. 			
(QUESTIONNAIRE and REPORT)	<p>Issues</p> <ul style="list-style-type: none"> - The professional skills addressed during the PhD studies such as entrepreneurship, project management, intellectual property, intercultural communication, ethics... Intermittently organised. - Poor offer of professional development courses (QUESTIONNAIRE). The Ministry sometimes organises trainings. Moreover, even if some course is organised at the specific faculty, they are not followed by the candidates from other faculties. - There is no systematic approach in organising and advertising professional development opportunities by the University. (QUESTIONNAIRE). 	<p>Design and implement a professional skills development programme at the university and faculty levels, which among other skills considers entrepreneurship, project management, intellectual property, intercultural communication and ethics.</p>	<p>December 2017 Vice-rector for Research Faculties management</p>	<p>Number of programs developed</p>

40. Supervision. Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee the appropriate support and provide for the necessary progress and review procedures as well as the necessary feedback mechanisms.

(QUESTIONNAIRE and REPORT)	<p>Issues</p> <ul style="list-style-type: none"> - Supervision process is not evaluated; it is not possible to determine the commitment and availability of the supervisors. - All PhD students have supervisors, but this relationship is not binding, since the mentorship is determined at the end of the process, just before the thesis writing process starts. - There are no contracts between supervisors and supervisees, which could list mutual obligations. 	<p>Design and periodically implement a unique survey for PhD students for evaluation of the doctoral studies.</p>	<p>June 2017 Head of the Centre for Quality Enhancement</p>	<p>Survey developed and implemented</p>
		<p>Submit the recommendation and guidelines to the faculties about a need and methodology to establish a legally non-binding agreement between the supervisor and supervisee.</p>	<p>June 2017 Vice-rector for Research Heads of Boards for doctoral studies on the level of the faculties</p>	<p>Recommendation developed and submitted</p>