HR STRATEGY - ACTION PLAN REVISED

Name Organisation under review: University of Novi Sad

Organisation's contact details:

Contact person Prof. Dr. Stevan Stankovski, Vice-Rector for Research, stevan@uns.ac.rs

Web-link to published version of organisation's HR Strategy and Action Plan:

http://www.uns.ac.rs/images/doc/nauka/UNS_HR_Strategy_with_Action_plan.pdf

Web-link to organisational recruitment policy (OTM-R principles):[45]

In Serbian: http://www.uns.ac.rs/index.php/cir/3900-hr-izvrsnost

In English: http://www.uns.ac.rs/index.php/en/eng/3598-hr-izvrsnost-en

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 24/12/2019

1. ORGANISATIONAL INFORMATION

*Please provide an update of the 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	*4758*
Of whom are international (i.e. foreign nationality)	*163*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*Not known[1]*
Of whom are women	*Not known[2]*
Of whom are stage R3 or R4[3] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*2262[4]*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*N/A[5]*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*74[6]*
Total number of students (if relevant)	*48.939*
Total number of staff (including management, administrative, teaching and research staff)	*5.139*
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	*91.069.440*

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[1] This type of data is not available due to lack of integrated financial and funding information of the faculties.
[2] At the moment there is lack of HR data.
[3] http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

[4] This number corresponds to all full professors, associate professors and assistant professors.
[5] This category is not recognized at the University of Novi Sad.
[6] This number corresponds to assistants with doctorate.

Annual organisational direct government funding (block funding, used for teaching, research, infrastructure…)	*59.186.920*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*Not available*
Annual funding from private, non-government sources, designated for research	*Not available*

ORGANISATIONAL PROFILE (*a very brief description of your organisation, max. 100 words*)

The University of Novi Sad (UNS) was founded in 1960. It is the only state university in the Autonomous Province of Vojvodina, comprising 14 faculties and 3 research & developmental institutes. There are more than 50,000 students, 5,000 teaching and non-teaching staff, as well 300 study programmes at all three academic cycles. It is a comprehensive university covering all major fields of study and research.

University of Novi Sad is rather active in the international collaboration field participating in both educational and research projects (ERASMUS +, TEMPUS, HORIZON 2020, FP7, EUREKA, COST, IPA, etc.). When the number of TEMPUS projects in which the University has participated is concerned the University is the top leader both in the country and the region, where most of these projects were aiming at restructuring and reforming higher education processes, structures and programs.

UNS has become recognized as a reform-oriented university, developing intensively international cooperation with universities and other institutions in the area of higher education and having considerable experience in implementing academic mobility programs (Campus Europe, Erasmus Mundus Action 2, ERASMUS+ Key Action 1. etc.). Due to its reputation as one of the leading internationally-oriented universities in Serbia, Prof. Dr. Miroslav Vesković, former Rector of UNS, has been given a key coordinating role for the Priority Area 7 within the EU Strategy for the Danube Region: Developing the Knowledge Society through Research, Education and Information Technologies which significantly contributed to more intensive cooperation with Danube Region universities through increased number of joint collaborations.

Recently the University of Novi Sad set a new strategic goal to become more visible in the international research arena and recognized as excellent University. As a starting point in reaching this goal, the first teaming project within HORIZON 2020 at University of Novi Sad was selected fro funding, initiated by Univerisity's BIOSENSE Institute *Centre of Excellence for Advanced Technologies in Sustainable Agriculture and Food Security (ANTARES)* becoming the only University in the region implementing this prestigious project.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

STRENGHTS

Research freedom is subject to limitations arising from scientific standards, ethical principles, human rights and environmental issues. The right to research is guaranteed by existing laws and the University Statute. The researchers are free to choose the scientific areas of their research. Seniority

culture is strongly developed at the University.

Ethical principles are defined by the Code of professional ethics. There is an existing University Committee for professional ethics, which is in charge of discussing the alleged violations of the mentioned Code. All the faculties have their own Ethics Committees. (A working group was formed that is working on the changes of the Code of Professional Integrity of the UNS - the last changes were on March 23, 2017. In the autumn of 2019, changes will be adopted.)

Researchers' professional responsibility is defined by the existing laws and codes. There is an online PhD database which improves the transparency of PhD theses.

A tool for an automatic monitoring of plagiarism, based on the data in self-archiving public database of papers Implemented.

Strategic research agenda created.

Open Science Policy and Amendments to the Bylaw on Doctoral Studies at the university level adopted in autumn 2019. It defines the procedures, obligations and responsibilities for implementing the Platform for Open Science adopted by the Ministry of Education, Science and Technological Development of the Republic of Serbia, as well as methodology of Open Science principle's implementation by researchers at UNS. The data management plan has become a mandatory part of the doctoral dissertations at the University of Novi Sad.

WEAKNESSES

The features and issues concerning the professional attitude of researchers imply that there is a general lack of awareness concerning the strategic issues of their research environment.

A general awareness of the contractual and legal obligations of the researchers exists, although it is not full (but only partial). In the end, there is an insufficient awareness concerning data protection and confidentiality.

Rising number of cases treated by the Ethical committee will increase its visibility and interest in its work but trainings and actions also necessary.

Recruitment and selection

STRENGHTS

Recruitment at the University of Novi Sad is regulated by the *Statute of the University of Novi Sad*, the *Law on Scientific and Research Activities* and the *Law on Higher Education* (LHE).

At the University of Novi Sad the practice of recruiting researchers from the pool of the best University students is still dominant. Foreign citizens can apply for PhD studies under the same conditions as the citizens of Serbia, and they are eligible for a PhD grant in case there are bilateral agreements between Serbia and the country of origin of the PhD student.

Selection of candidates and advancement in researcher carrier at the University of Novi Sad is regulated by the *Statute of the University of Novi Sad*, the *Law on Scientific and Research Activities*

and the *Law on Higher Education* (LHE).

The criteria for selection and advancement in researcher career are transparent. Evaluation reports are standardized at the University level. Templates of the evaluation reports are available at the University web site.

Experience gained through mobility is typically regarded as a plus. There are clear rules for sabbatical use: all researchers with teaching positions held for the minimum of 5 years can apply for a one-year sabbatical leave.

Recognition of qualifications at the University of Novi Sad is regulated by the *Bylaw on the student's mobility and academic recognition of the mobility period*, the *Statute of the University of Novi Sad* and the *Law on higher education* (LHE).

There is a clear procedure for the recognition of foreign degrees and qualifications at the Ministry of education (both domestic and foreign) which is in accordance with LHE.

WEAKNESSES

The number of foreign researchers working at the University is insignificant. Host institutional grants for PhD students are not transferable and the procedures for employment of the foreign citizens are not transparent. Job openings are not advertised in a transparent way. In many cases position ads are advertised only in local newspapers. EURAXESS platform ignored.

There is only a sporadic involvement of foreign researchers in evaluation committees. There is no community of evaluators, members of the committees are invited based on personal contacts.

Candidates are quantitatively evaluated on the basis of the rules mostly favouring journal publications, and these rules do not consider the full spectrum of skills, knowledge and experience of the candidates. Creativity and potential for independence in research are not evaluated.

The 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.

Professional skills development programmes at the university and faculty level are optional and unsystematic.

Postdoctoral positions are not regulated at the national level even in the Law of higher education from 2018.

Insignificant internationalization of the research staff is a result of factors which go beyond the universities: economic situation in the country considerable obstacle.

Working conditions

STRENGHTS

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 Law on Higher Education (LHE) and the Law on Scientific Research (LSR).

Pursuant to the Law, the typical duration of an employment contract for a teaching assistant is three years; assistant professors and associate professors are employed for a period of 5 years, while full professors are employed permanently. After the expiry of those time limits, the researchers and teachers may be re-elected to the same or higher positions.

All the teachers at the University of Novi Sad are adequately involved in the decision-making bodies.

The representatives of the faculties participate in the Professional Committee, the Senate and the University Council. They include teachers of every academic title.

Researchers' salaries and funding depend on the economic situation in the country. Social security, health and pension contributions are paid by the University to the full extent.

Gender equality in the field of higher education in Serbia is one of the important topics: 51% of researchers in Serbia are women.

However, when it comes to leading and management positions, there is a gender imbalance.

The University of Novi Sad includes the University Centre for Intellectual Property (IP Centre) whose mission is to educate and inform the academic, research, business and student societies in Novi Sad and Vojvodina in order to promote the role of intellectual property and raise awareness about the importance of IP in a knowledge-based society.

Mobility of students, teachers and administrative staff is regulated at the level of the University, and the level of the faculties. The University of Novi Sad is an active participant in the CA1 + Erasmus, Erasmus Mundus, CEEPUS and other mobility programs. Mobility has become a part of the evaluation for promotion of teachers to higher positions.

WEAKNESSES

All job openings at the University are advertised in local newspapers. The competition is open only in the local language.

In general, the salaries are considered as low. The salaries in the field of higher education have been defined at the national level. Also, at the national legislation level, there is no clear difference between obligations and financing of educational and scientific work, which is a common problem of scientific and educational institutions.

The University of Novi Sad has a EURAXESS centre within the International Relations Office. However, most researchers are not familiar with the existence of this Centre at the University. The EURAXESS Centre does not send statistical data to the European Commission. The University does not publish job openings on the EURAXESS Jobs portal

Researchers are generally overburdened with teaching duties. Supervisions and extra-curricular activities as well as activities at PhD studies are not expressed through the working hours.

The level of development of research infrastructure is not considered as satisfactory. The laboratories lack modern equipment, and many centres lack adequate space.

There are no patents in the relevant national or international databases, registered by the employees with the affiliation of the University of Novi Sad. There is no repository of scientific papers and patents that would allow better visibility of scientific results.

Obligation to publish vacancies on the EURAXESS Jobs portal and to have the EURAXESS statistics

submitted to the EC should be a legally defined.

Training and development

STRENGHTS

The establishment of doctoral schools at the University created a framework for a structured relationship between supervisors, mentors and students far beyond the relations that existed before the establishment of the above mentioned schools.

For the past couple of years the University has organised various forms of training aimed at young researchers: research projects writing, research papers presentation, communication skills, *curricula* creation, scientific research methodology, teamwork, entrepreneurial skills, open science and the like.

WEAKNESSES

Trainings for researchers are sporadic and based on voluntary participation. They are organised at the central level for all the University researchers and on the level of various faculties, in which case the information about the courses available to other university researchers is generally poor.

The awareness of the need for continuous professional development of researchers at all levels in the near future becomes common. However, apart from the general and declarative commitment, these forms of training are still not regulated by the law and regulations of the University and faculties. Their performance, availability and efficiency is still not evaluated and tested.

Have any of the priorities for the short- and medium term changed?

They have not changed.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

They have not changed.

Are any strategic decisions under way that may influence the action plan?

Laws (like Law on science and research adopted by the Parliament in July 2019) and university regulations can influence action plan but they will not change it considerably because the goals in action plan are general and beneficial for the functioning of the University and the research. Apart

from that, university regulations should be adopted according to the adopted Strategy and Action plan on human resources.

3. ACTIONS

Title action	Timing[7]	Responsible Unit	Indicator(s) / Target
Define the standards and procedures for revoking the scientific titles.	2s/1y	Head of the Ethical committee	The new Law on Higher Education in Serbia was adopted on September 29th, 2017. The amendment to this law was made on September 29th, 2018. UNS has harmonized the Statute with that law on February 13th, 2019. UNS has purchased anti-plagiarism software as a service (Turnitin). The UNS Senate has adopted the Decision on the use of anti-plagiarism software on 29th session held on 14/09/2017. A working group was formed to create amendments to the existing rules on promotion of titles. The aim is to improve standards and procedures for promotion of titles.
Create an informatics package for researchers of most important documents concerning their rights and obligations	Continuously	Vice-rector for Research and his team	The website of the University of Novi Sad is continuously upgrading the page dedicated to researchers. The page includes information on scientific and research strategy, current projects, open science and other relevant topics.
Design and implement a professional skills development programme at the University and faculties level, which among other skills considers IPR.	Continuously	Vice-rector for Research, Head of Center for Quality Enhancement and Boards for doctoral studies on faculty level	Number of courses created.
Regularly circulate web TV portal updates. Consider implementing the system for automatic notification.	Continuously	Head of the University Center for information and public relations	Development of the system.
Implement a procedure for publishing of technological project and innovation results on university website.	Continuously	Vice-rector for Research as a coordinator of Running Erasmus +	The University of Novi Sad website is constantly updating the list of research projects and their results at the level of universities, faculties and institutes.

[7] Time planning unit is a semester. The timing is indicated in format 1st or 2nds / 1st, 2nd or 3rdy

		project *Boosting engagement in open science in Serbia* 2016-2019	
Regularly circulate press clippings by using the mailing list.	Continuously	Head of the University Center for information and public relations	It is published on the UNS website.
Keep gender balance.	Continuously	University and Faculties: management	Yearly reports.
Design a unique survey for PhD students for evaluation of the doctoral studies.	2s/2y	Head of the Center for Quality Enhancement	Survey created.
Through the participation of the University representatives in the inter-university bodies, lobby for allowing the participation of competent industry representatives in evaluation committees.	Continuously	University and Faculties: management	The Council of Employers was introduced by the new Law on Higher Education in Serbia of 2017. In 2018 the UNS regulated it by the Statute, and then it was done also by the faculties.
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).	2s/3y	Vice-rector for International Affairs	Recommendation Submitted.
Further develop and promote University Alumni.	Continuously	Head of the University Center for information and public relations	The Faculty of Philosophy organized special awards for the oldest alumni in 2019. http://www.ff.uns.ac.rs/sr/vesti/2019/12/fakultet-svecano-obelezio-jubilej-65-godina-postojanja-i-uspesnog-rada
Develop a form for submission of faculty position ads, in RS and EN languages. Implement this form on the University website.	1s/3y	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.	Continuously	Executive Manager of the Centre for information technology – CIT-UNS	Web page developed.
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.	Continuously	Head of the University Center for information and public relations	Number of courses created. See the example of the Faculty of Philosophy.
Increase the transparency of the employment and career advance process. Extend the evaluation procedures with a segment in which every Faculty/University will be	2s/1y	Vice-rector for Research	UNS changes in bylaws: Regulations on method and procedure for acquiring title of teacher, Regulations on minimum requirements for the selection of titles.

obliged to reach out to the candidates that did not pass and inform them about the weaknesses and strengths of their applications.			A working group was formed to create amendments to the existing rules on promotion of titles. The aim is to improve standards and procedures for promotion of titles.
Work continuously on refinement and harmonization of evaluation criteria among different faculties at the University; Develop additional evaluation criteria that will recognize creativity and research independence as an advantage, even an informal one.	2s/1y	Vice-rector for Research	New criteria were introduced by changing the UNS Regulations on minimum requirements for the selection of titles and UNS Regulations on method and procedure for acquiring the title of teacher A working group was formed to create amendments to the existing rules on promotion of titles. The aim is to improve standards and procedures for promotion of titles.
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.	2s/1y	Vice-rector for Research	Changes in criteria were introduced by changing the UNS Regulations on Student Mobility and Academic Recognition of the Period of Mobility. A working group was formed to create amendments to the existing rules on promotion of titles. The aim is to improve standards and procedures for promotion of titles.
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.	1s/2y	Head of International Relations Office	At this point, the DSpace-CRIS system was developed to deposit the results of scientific work for all faculties and institutes, at https://open.uns.ac.rs A national open science portal was developed, covering all repositories in Serbia.
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 positions.	Continuously	Head of the University Center for information and public relations	Number of courses created.
Through the participation of the University representatives in the inter-university bodies, lobby for establishing the national post-doc grants system.	Continuously	University and Faculties: management	Changes in the system.
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.	Continuously	University and Faculties: management	Changes in rules and regulations.
Publish openings on the University website and/or on the EURAXESS Jobs portal.	Continuously	University and Faculties: management	Changes in procedures.
Consider introducing salary bonuses for teaching overtime. Through participation of the University representatives in the inter-university bodies, lobby for a clear distinction between teaching and research positions of individual researchers,	Continuously	University and Faculties: management	Changes in rules and regulations.

including separate remunerations.			
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.	2s/3y	University and Faculties: management	Changes in national strategy. The previous Vice-rector for Research is a member of the Advisory board for Higher Education Quality of the Ministry of Education, Science and Technological Development of the Republic of Serbia. Serbian representative in the EOSC (European Open Science Cloud) is employed at the Institute of Excellence Biosens of the University of Novi Sad.
Promote the EURAXESS SC centre and its services related to outgoing mobility.	Continuously	Head of International Relations Office	Changes in promotional activities and procedures.
Define a set of HR services, related to professional development (whether they are provided by the legal departments or a new one -HR).	2s/3y	Faculties management	Number of services.
Regulate the relations between the University and researchers in the field of technology transfer, copyright and mutual obligations.	1s/3y	Vice-rector for Finances and Organization Processes	Rules and regulations.
Encourage cooperation with foreign research groups and co-authorship with them.	Continuously	Faculties management	Number of co-operations.
To encourage co-authorship in social sciences and humanities.	Continuously	Faculties management	Number of co-authorships.
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.	2s/3y	Executive Manager of the Centre for information technology – CIT-UNS	Process of creation of the system. Some faculty have introduced the practice of closely monitoring all teacher activities.
Implement a HR planning system (regarding employment and career development), which will consider objective teaching and research requirements, based on the reporting system.	1s/3y	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.	2s/3y	Vice-rector for Research Head of the Centre for Quality Enhancement	Process of implementation. Some faculty have introduced the practice of closely monitoring all teacher activities.
Submit the recommendation and guidelines to the faculties about a need and methodology to define internal reporting procedures on execution of PhD programmes.	1s/2y	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.	2s/2y	Vice-rector for Research Heads of Centre for Quality Enhancement and Boards for doctoral	Survey created.

		studies on faculty level	
Design and implement permanent professional skills development programme at the university and faculties level.	Continuously	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.	2s/2y	Vice-rector for Research Head of the Centre for Quality Enhancement	Template developed and disseminated.
Submit the recommendation and guidelines to the faculties about a need and methodology to establish a legally non-binding agreement between the supervisor and supervised.	1s/3y	Vice-rector for Research, Heads of Boards for doctoral studies on the level of the faculties	Recommendation developed and submitted.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

In Serbian: http://www.uns.ac.rs/index.php/cir/3900-hr-izvrsnost

In English: http://www.uns.ac.rs/index.php/en/eng/3598-hr-izvrsnost-en

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist[45].

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

> Implementation process is generally positively accepted at the University. The awareness of the need for continuous professional development of researchers at all levels in the near future becomes common. However, apart from the general and declarative commitment, implementation process is sometimes slowed by the decentralised structure of the University (faculties legal entities), and a general lack of awareness among the researchers of the strategic issues of their research and research environment. Transparency of the competitions for the administrative and research positions might be the biggest issue. Generalized and lawful obligation of the use of EURAXESS portal might be the solution. The priorities of the initial action plan were development of the more skilled researchers, efficient and effective university, centralization, strategic research agenda and promotion and dissemination, in that order. Those have not changed and will remain important strategic orientation of the university in the future.

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

> The internal review was prepared by Implementation committee. Implementation committee followed proposals from the Human Resources Development Strategy For Researchers Of The University Of Novi Sad. Indicators proposed in the Strategy helped to realize the achievements and under achievements during the process.

- How have you involved the research community, your main stakeholders, in the implementation process?

> Through professional skills development programme and OTM-R workshops, the process will facilitate engagement of the wider audience, namely researchers in all stages. Besides the specific objectives of the events, the opportunities will be used to put the best effort to increase the awareness of the principles of Charter and Code, as well as OTM-R.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

> Implementation committee has been created. It oversees the progress. The group is comprised of top-level management representatives (vice-rector for science), legal expert (member of legal office staff), representative of the university information system (JUNIS

department) and HRS4R expert. The group will meet 4 times a year, to assess the progress by reviewing data on the indicators, identify obstacles and revise planning if needed. Top level management representative informs rector and senate about the action plan implementation progress.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

The alignment of organisational policies with the HRS4R was the goal of the whole process in which we participated. HRS4R is like an indicator of the direction in which we are supposed to go. Since the adoption of the HRS4R, the University of Novi Sad adopted or updated the following documents directly inspired by the Strategy:

- Regulations_procedure_establishing a violation of the Code of Professional Integrity,

- Code of Academic Integrity,

- Regulations_method and procedure for acquiring the title of teacher,

- Regulations_minimum requirements for the selection of titles,

- Rules of doctoral studies,

- Regulations_annual award of researchers,

- Strategy on Continual training_Faculty of Philosophy,

- Regulations_ work with experimental animals of UNS,

- Regulations of the UNS Foundation.

- How is your organisation ensuring that the proposed actions are also being implemented?

Top level management representative informs rector and senate about the action plan implementation progress. Implementation committee will facilitate wide involvement of the faculties' management in the process, by organizing meetings with the faculties' vice deans for research, two times a year. The objectives of these meetings are to inform the faculties about the progress, to put the best effort to get support of the faculty management and to resolve operational obstacles (internal faculties' rulebooks discrepancies and similar, special practices in some scientific areas, etc.).

- How are you monitoring progress?

Implementation committee comprised of top-level management representatives (vice-rector for science), legal expert (member of legal office staff), representative of the university information system (JUNIS department) and HRS4R expert. The group will meet 4 times a year, to assess the progress by reviewing data on the indicators, identify obstacles and revise planning if needed. Top level management representative informs rector and senate about the action plan implementation progress.

- How will you measure progress (indicators) in view of the next assessment?*

The actions proposed are supposed to be fulfilled in a given time schedule, respecting the action's demands. The completion of the action will be the sign of a job successfully done. The implementation committee will have to pay special attention to actions in progress which were incompleted in a given time schedule, and even more to those not showing any sign of progress. Indicators are either numerical or qualitative, depending on the action.

- How do you expect to prepare for the external review?

Some members of the Implementation committee might be retreated in two years' time, actual management of the University might change and all this might put the pressure on the process of implementation but the university administration will have to keep the process running. It is in the interest of the University and all its member institutions. We expect to present to the members of the external evaluation body the achievements obtained during the two years period expressed in rules and regulations of the University, training hours organized for the researchers and similar actions in accordance with the Strategy and Action plan.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.