

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

2025BA19082

Name Organisation under review

UNIVERSITY OF BANJA LUKA

Organisation's contact details

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Date endorsement charter and code

08/09/2025

Submission date to the European Commission

21/04/2026

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

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

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status**PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE****1. ETHICS AND RESEARCH INTEGRITY**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	There is an Ethics Committee at the University level. It deals with a smaller number of cases relating to ethical standards and research principles, and mostly with cases of ethical behavior at work.	To work on regular maintenance and updating of the University Professional Code of Conduct, and inform the researchers about possible changes and amendments to it.

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Freedom of research is guaranteed through various laws, bylaws, and institutional acts.	The University encourages research freedoms by clear rules on academic autonomy and transparent management of resources/projects.

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Open Science principles are partially integrated; there is no comprehensive institutional policy.	Develop and adopt a University-wide Open Science policy aligned with European standards.

Status**4. GENDER EQUALITY**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Gender equality is guaranteed through university regulations, national laws, and international frameworks.	Gender structure at the University is balanced.

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Diversity is acknowledged in institutional regulations.	Researchers' rights are guaranteed by international, national, and university acts. In case of possible problems, the researchers have at their disposal the Ethics Committee and a Counselling Board for gender equality, which should resolve disputes and irregularities, recommending solutions for possible problems. Develop a University-wide diversity and inclusion strategy, aligned with European and national standards, and integrate it into HR policies.

Status**6. THE RESEARCHER**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The status and role of researchers are recognized.	Establish a University-wide career development framework for all researcher stages, including structured mentoring, career counseling, and personalized development plans.

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The University ensures that researchers can move between departments, faculties, and external institutions. Administrative procedures and internal regulations support mobility, and there are no significant legal or structural obstacles.	Maintain and enhance existing policies to facilitate researcher mobility, including streamlined administrative procedures, support for international collaborations, and clear guidance on recognition of mobility in career advancement.

Status**8. SUSTAINABILITY OF RESEARCH**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The sustainability of research at the University is influenced by structural and financial factors. Research funding is currently limited and partly variable, relying on national allocations and external project grants. Strategic planning for research infrastructure development and maintenance could be strengthened, alongside increased investment in modern equipment, digital infrastructure, and technical support.	The University plans to develop and implement a multi-year strategic plan for sustainable research development, establishing clear priorities and a defined financial framework. Investments will be increased in research infrastructure, including laboratories, equipment, IT systems, and digital repositories, while ensuring centralized and equitable access across all faculties.

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION**9. RESEARCHERS' ASSESSMENT**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Assessment processes exist, but primarily focus on publications and formal academic achievements. Other contributions, such as mentoring, collaboration, societal impact, and interdisciplinary work, are undervalued. Current evaluation practices may not fully reflect individual researchers' potential or align with the best European standards.	Develop and implement a comprehensive evaluation framework that recognizes diverse contributions including mentoring, teaching, knowledge transfer, collaboration, societal impact, and open science practices.

Status**10. RECRUITMENT**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Recruitment procedures at the University are transparent and publicly available, in line with national legislation and institutional regulations.	Regularly harmonize institutional acts with national legislation and EU principles (OTM-R). It is advised to strengthen monitoring of recruitment procedures to ensure consistency and fairness.

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Selection procedures are based on clearly defined rules, criteria, and scoring systems in accordance with institutional regulations and national legislation.	To introduce mandatory interviews for candidates, especially for first academic/research positions (R1). Expand evaluation criteria to include soft skills, teaching, mentoring potential, and societal impact. Strengthen transparency by providing clearer feedback to candidates after the selection process.

Status**12. CAREER PROGRESSION**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Career progression at the University is primarily based on formal academic criteria such as publications, teaching experience, and fulfillment of legal requirements for election to academic titles.	Develop and implement structured career development pathways for all research career stages that align progression criteria with Open, Transparent and Merit-based Recruitment (OTM-R) principles and European best practices. Introduce clearer guidance and communication to researchers regarding career advancement requirements

PILLAR 3 - WORKING CONDITIONS AND PRACTICES**13. WORKING CONDITIONS, FUNDING AND SALARIES**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Working conditions at the University are defined by national legislation and internal regulations and are implemented in practice. Researchers have regulated employment status and access to standard working conditions.	Develop and implement a multi-year plan for modernization of research infrastructure (equipment, laboratories, software, IT support, access to databases); ensure equal access to research resources across all faculties Encourage participation in national and international research projects and provide institutional support and incentives. Advocate for increased national funding for research and improved salary frameworks.

Status**14. STABILITY OF EMPLOYMENT**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Employment stability for researchers is ensured during the defined election period in accordance with national legislation and institutional regulations. The system of election and re-election to academic titles provides a structured framework for maintaining employment continuity.	Maintain and further develop mechanisms for monitoring research quality as a basis for re-election and employment continuity.

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The legal and contractual framework governing researchers' employment and activities is clearly defined through national legislation and institutional regulations, and is publicly accessible.	Improve communication and dissemination of information related to legal and contractual obligations (e.g. guidelines, online resources). Organize regular workshops, seminars, and training sessions to increase researchers' awareness and understanding of relevant regulations.

Status**16. DISSEMINATION AND EXPLOITATION OF RESULTS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Research results at the University are generally publicly available through publications, institutional repositories, and project dissemination activities. The University promotes visibility of research outputs and rewards high-quality publications.	Strengthen institutional support for dissemination and exploitation of research results. Improve awareness and training on intellectual property rights, commercialization, and knowledge transfer. The University needs to promote open access publishing and integration of Open Science principles.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT**17. VALUING DIVERSE RESEARCH CAREERS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Career is currently standardized, with limited recognition of non-traditional research trajectories (industry experience, interdisciplinary work, entrepreneurship, patents, or commercialization). Evaluation systems focus mainly on publications and formal academic achievements; other contributions (mentoring, collaboration, societal impact) are undervalued.	Expand criteria for career advancement to formally recognize diverse experiences, including mobility, interdisciplinary research, entrepreneurial projects, and industry engagement. Introduce broader evaluation criteria that account for mentoring, teaching, knowledge transfer, collaboration, societal impact, and open science contributions.

Status**18. CAREER DEVELOPMENT AND ADVICE**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The University supports permanent improvement of competencies and values the results of research work; however, support to beginners or young researchers, and a strategy for developing their careers are at a somewhat lower level. The University has certain forms of support for researchers through individual services and project activities. There is no institutionalized, centralized, and standing structure for professional career counselling of researchers. The support is not systemic and is not equally available to researchers in all career stages.	For researchers-beginners (R1 and R2), it is necessary to establish a structured system of support and counseling, e.g., through establishing a University career center and recognizing a young researcher for the purpose of acquiring the academic degree of a PhD. To establish a University career center as a university service, to provide continuing and structured support to researchers in planning their careers.

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	There is no systematic and institutionalized program of continual professional development of researchers. Trainings are not being planned on annual level, and there is no mechanism to monitor the needs and development of competencies. There is no institutionalized infrastructure that would enable structured and long-term support to the professional development of researchers.	It is necessary to come up with a strategy of human resources that would take into consideration the professional and continued development of researchers, and a mechanism to follow the needs and competencies of researchers.

Status**20. SUPERVISION AND MENTORING**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	There is no formal or systematic mechanism of evaluation of mentorship performed by PhD candidates and young researchers. There are no clear and prescribed procedures in case of unsatisfactory quality of supervision, and there are no correction steps.	To introduce a simple annual questionnaire for PhD candidates and young researchers about the quality of mentorship, which would be considered by the faculty's Teachers' Council. In case of noticed problems, there should be a plan for an informal talk with the mentor and researcher.