

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: University of Banja Luka
Organisation's contact details: University City, Bulevar vojvode Petra Bojovica 1A, 78.000 Banja Luka Bosnia and Herzegovina
Web-link to published version of organisation's HR Strategy and Action Plan: http://unibl.org/en/science/charter-and-code
Web-link to organisational recruitment policy (OTM-R principles): ⁴⁵

SUBMISSION DATE TO THE EUROPEAN COMMISSION: NOVEMBER 1ST, 2017

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	821
Of whom are international (i.e. foreign nationality)	112
Of whom are externally funded (i.e. for whom the organization is host organization)	N/a
Of whom are women	383
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	117
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	174
Of whom are stage R1 = in most organisations corresponding with doctoral level	169
Total number of students (if relevant)	15.485
Total number of staff (including management, administrative, teaching and research staff)	1.363
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	24.544.434
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	19.024.455
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	920.000
Annual funding from private, non-government sources, designated for research	-
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The University of Banja Luka, founded on November 7, 1975 and comprising of 17 faculties today, is the leading higher education institution in the Republika Srpska and the second largest one in the whole of	

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

Bosnia and Herzegovina. Since 2007, the University has been integrated, with the faculties functioning as organizational units. It is managed by the Steering Board, Senate and Rector, who is assisted by the Vice-Rector for education and students' affairs, Vice-Rector for scientific research and development, Vice-Rector for international and inter-university cooperation, and Vice-Rector for staff and material resources.

2. NARRATIVE (MAX. 2 PAGES)

Please consult the narrative on the strengths and weaknesses under the 4 thematic areas of the Charter and Code as provided in the initial submission of your organisation's HR Strategy. Have any of the priorities for the short- and medium term changed? Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? Are any strategic decisions under way that may influence the action plan?

Please provide a brief commentary – not only looking back, but also looking forward.

Strengths

- **Relevant legislation** guarantees freedom for researchers in relation to research methods, area of research, etc.
- **The Code of Professional Ethics** adopted in 2017 defines, inter alia, the principle of academic freedom, as well as the autonomy of scientific and artistic work, but also defines a ban on inventing, forgery of results, false authorship, plagiarism and auto plagiarism, and the prevention of any form of discrimination;
- **The University Development Strategy 2017-2025** adopted in 2017, which among other things defines as one of the specific goals: Providing more favourable incentive environment for scientific research and innovation, as well as creating models for improvement and stimulation of scientific research and innovative work;
- **The Rulebook on the conditions for the selection of teachers and associates** envisages the reduction of points according to the number of authors in the papers in order to discourage adding of other co-author's (activity from the action plan that was completed); it also includes the evaluation of teachers and associates references not only based on the results of scientific research (published papers), but also on the basis of mobility, participation in professional bodies, professional organizations, etc.
- **The Rulebook on the content, appearance and digital repository** of doctoral dissertations adopted in 2016 provides, inter alia, the visibility and availability of research results;
- **The Rulebook on the verification of the originality of student master and PhD papers**, as well as the papers of teachers and associates, is in the process of adoption and will enable software verification of the originality of contents of student and scientific papers of teachers and associates
- **Two disciplinary procedures initiated** for two teachers and associates based on suspicion of plagiarism of scientific papers (on going procedure)
- **Several reports submitted to the Ethics Committee on suspicion of plagiarism** of research results (on going procedure)
- **The Horizon 2020 Programme Guide** was developed in 2015 and is available to all researchers as a guideline for applying and implementing projects under this program;

- **Instruction for application and realization of Erasmus + projects** was passed in 2015, with which the researchers were introduced to the procedure for reporting, informing and reporting to the competent instances;
- **The University's annual work program** also includes a program of scientific and research work that defines the tasks, bearers and deadlines for carrying out activities that contribute to the transparency of the planning and reporting process in the research process;
- **Project manager** is employed and engaged in **the Centre for Transfer of Technologies**, as a support for application and realization of projects;
- **The Centre for Career Development** is established within the Centre for Transfer of Technologies;
- **An integrated information system** has been established at the University which enables daily communication and exchange of information between researchers and the Office for Scientific Research of the University; A database of all research results has been established;
- **The Rulebook on Disciplinary and Material Responsibilities of Workers** was adopted in 2016 and refers to the procedure for initiating disciplinary liability for breach of work obligations, which includes the issue of material responsibility that can be brought into line with the realization of scientific and research projects;
- **The Rules on the Implementation of the Public Procurement Procedure and the Rule on Internal Controls and Internal Control Procedures** also regulate all issues that contribute to efficient and successful business operations, financial reporting and protection of assets that arise, inter alia, as a result of scientific and research work;
- **"Researchers Night"** as a traditional manifestation for the popularization of scientific research is organized by the Ministry of Science and Technology with the support of the University;
- **Rulebook on the Fund for stimulating scientific research work** is in the process of drafting;

Weaknesses

- The current forms of support for scientific research and innovative work from domestic funds are minimized and research rely exclusively on EU funds;
- Digitalisation of the entire process of realization of the scientific-research process, obtaining of E signatures from the AID RS has not yet been realized;
- The level of cooperation with the economy is quite different from one to the other research area, but it is generally low;
- The popularization of scientific research and its results is not sufficiently represented in the media and there are not enough social activities to promote it;
- Amendments to the Law on Higher Education and the tightening of criteria for evaluating the results of scientific research has not yet been adopted;
- Job vacancies do not contain a sufficiently detailed description of the workplace;
- The process of admission to employment of teachers and associates does not include interview with candidates;
- Commission for admission to employment of teachers and associates do not include representatives of the private sector;

- The regulations for teachers and associates are rigid and do not allow a break in their careers and it is expected that the researcher is continuously working for 20 years to become a full-time professor status;
- There is no permanent employment, and evaluation is done every 4, 5 or 6 years;
- There is no post-doctoral position in the employment process and working status;
- The Labour Law and other legal acts do not know the principle of adjusting working time according to the degree of disability, family status, work on distance, etc. .;
- There is no stimulating policy for rewarding the best researchers;
- High burden exists, especially for young researchers or teaching associates in relation to teaching hours, that doesn't live enough free working time for career progression;
- Mentoring is not clearly defined or evaluated; there is only a limitation on the number of candidates the mentor can have.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Examples:

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
<i>Change the Law on Mining of the Republika Srpska that abolishes the right to development of project documentation to educational and research institutions.</i>	<i>2017. fourth quarter of the year</i>	<i>Government of Republika Srpska National Assembly of Republika Srpska</i>	<i>It was very ambitious action to achieve, due to the fact that the University can only propose it to the relevant Ministry (after that National Assembly, etc.), but changing the Law is very complicated and time consuming process as well as political issue.</i>	<i>This action cannot be considered relevant anymore because the University is not in a position to change the Law</i>
<i>Enter into the existing legal framework amendments to the provisions on the principle of ethics in the work of the academic staff.</i>	<i>2015. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>Senate of the University has adopted "The Code of Professional Ethics" on April 27th, 2017.</i>	<i>Completed</i>
<i>During the procedure of selection of teachers and associates, the Selection Committee should confirm the absence of plagiarism in the enclosed papers of candidates in the form of a statement.</i>	<i>2017. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka Steering board of the University</i>	<i>Provided software for monitoring plagiarism of scientific papers</i>	<i>Completed</i>
<i>Provide software to monitor possible plagiarism of scientific papers.</i>	<i>2017. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka Steering Board of the University</i>	<i>The software for monitoring plagiarism of scientific papers was bought in June, 2017</i>	<i>Completed</i>

<i>Adopt the Regulations related to the implementation of projects within the organizational units of the University.</i>	2015. fourth quarter of the year	<i>Senate of the University of Banja Luka</i>	<i>Senate brought the decision on adoption of the Rulebook on Implementation of Projects at the University of Banja Luka, that was confirmed by the Steering Board on October 3rd, 2017</i>	<i>Completed</i>
<i>It is necessary to increase the mobility of information among all employees of the University.</i>	2015. third quarter of the year	<i>Senate of the University of Banja Luka - Expanded Board</i>	<i>By introducing the Information System in 2015 it was enabled information exchange among all employees of the University The University has started with publishing a monthly e-newsletter "Uninfo", that is sent to all employees, informing them on all important events at the University.</i>	<i>Completed</i>
<i>Adopt rules on the liability of coordinators and researchers on projects that are being implemented at the University.</i>	2016. first quarter of the year	<i>Senate of the University of Banja Luka</i>	<i>The Rulebook on Implementation of Projects at the University of Banja Luka (adopted in October 2017) solved question of roles and responsibilities of coordinators and all researchers and staff involved in implementation of projects</i>	<i>Completed</i>
<i>Computerization of the entire process of realization of the scientific research process, obtaining E signature of the certification body - AID RS.</i>	2017. first quarter of the year	<i>Senate of the University of Banja Luka</i>	<i>The Republika Srpska Law on E signature is adopted in 2015, obtaining E signature of the certification body - AID RS is in the process</i>	<i>In preparation</i>
<i>Enhancing and accelerating the creation of an Information System</i>	2016. first quarter of the year	<i>Senate of the University of Banja Luka</i>	<i>Information System started with data entry in 2014/15, and it is still ongoing process. It is expected to finish this action until the end of the year.</i>	<i>Completed</i>
<i>All scientific papers, biographies and reports on the progress of all the teachers and associates make publicly available via the website of the Faculty and the University.</i>	2016. second quarter of the year	<i>Senate of the University of Banja Luka Rectorate/Faculties</i>	<i>At the web site of the University all progress reports, biographies including the lists of scientific papers of all academic staff are being publicly available (but still only in Serbian language).</i>	<i>Completed</i>
<i>Establishing cooperation with companies in the area from which the research project is being implemented.</i>	2016. second quarter of the year	<i>Senate of the University of Banja Luka Rectorate/Faculties</i>	<i>In last few years it is evident decrease in obtaining projects. As a bottleneck, among some other things, it is defined lack of linkage with companies. By establishing the Center for Transfer of Technologies this action would be achieved</i>	
<i>To ensure greater availability of information on scientific work to the public by organizing public events and providing greater financial support.</i>	2017. first quarter of the year	<i>Senate of the University of Banja Luka</i>	<i>Information on organization of all scientific events (conferences, congresses, round tables, etc.) organized at the University are available and promoted at the web site of the University</i>	<i>Partially completed</i>

<i>Establishing cooperation with the media in order to raise public awareness about scientific-research projects and scientific-research work in general.</i>	<i>2017. first quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>The University has established an intensive cooperation with local media as well as social networks</i>	<i>Completed but the University is permanently working on promotion and better visibility</i>
<i>Amend the Law on Higher Education of the RS and the Regulations on the procedure for selection of teachers and associates.</i>	<i>2017. first quarter of the year</i>	<i>Senate of the University of Banja Luka Government of Republika Srpska National Assembly of Republika Srpska</i>	<i>To amend the Law on Higher Education of RS is also very demanding due to complicated procedure (Ministry, National Assembly). Procedure on changing/amending the Regulation on Selection of Teachers and Associates has started.</i>	<i>In preparation</i>
<i>It is necessary to ensure that the University (planned and implemented) enables higher financial resources for co-funding of scientific research through the creation of a fund for this purpose. It must regularly conduct the evaluation for the purpose of researcher's efficiency.</i>	<i>2017. first quarter of the year</i>	<i>Senate of the University of Banja Luka Government of Republika Srpska National Assembly of Republika Srpska</i>	<i>In 2015, the Senate of the University established a Working Group for Preparing a Rulebook on Science Support Fund. Working Group was active for almost three years and in June 2017 it was decided that the Science Support Fund shall be discussed furthermore at the meetings with Vice-Deans for Science.</i>	<i>On going</i>
<i>Advertising all researcher vacancies on EURAXESS web page</i>		<i>Legal Unit of the University</i>	<i>In 2017 it was decided that all researcher vacancies will be translated and available at EURAXESS web page</i>	<i>Action was additionally added at the Action Plan and completed</i>
<i>To improve vacancies in a sense to include more information on working conditions and possibilities for promotion</i>	<i>2015. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>Procedure on changing/amending the Regulation on Selection of Teachers and Associates has started</i>	<i>In preparation</i>
<i>To include an interview as compulsory part of employment procedure</i>	<i>2016. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>Procedure on changing/amending the Regulation on Selection of Teachers and Associates has started</i>	<i>In preparation</i>
<i>To include feedback information to all candidates as compulsory, after finalizing selection process.</i>	<i>2016. third quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>All candidates are being informed after completion of selection process by the faculties and the University is informing selected candidates on employment</i>	<i>Completed</i>
<i>To include evaluation and stimulate studying abroad into the Statute of the University and Law on Higher Education</i>	<i>2017. first quarter of the year</i>	<i>Senate of the University of Banja Luka Government of Republika Srpska National Assembly of Republika Srpska</i>	<i>The Rulebook on International Exchange of Students and Staff shall be adopted until the end of 2017</i>	<i>In preparation</i>
<i>It is necessary to</i>	<i>2016. third</i>	<i>Senate of the</i>	<i>This is identified as a procedure of</i>	<i>Completed</i>

<i>introduce a special procedure for the recognition of foreign doctoral degrees, which would engage experts in the group of countries from where the vast majority of candidates.</i>	<i>quarter of the year</i>	<i>University of Banja Luka</i>	<i>diploma verification. Ministry of Education is in charge of diploma verification in employment purposes, and the University for continuation of education. Regulations already exist.</i>	
<i>Provide greater material and technical support from the Ministry of Science and Technology and the University.</i>	<i>2015. fourth quarter of the year</i>	<i>Government of Republika Srpska</i>	<i>The Science Council has sent several demands to the Government of Republika Srpska to increase the allocation for science</i>	<i>This action does not depend on the University but on Government. On going</i>
<i>To stimulate and reward researchers who go abroad to perform part of doctoral studies instead of the current salary reductions.</i>	<i>2015. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>The Law on Higher Education and Statute of the University of Banja Luka prescribes one year paid leave for the purpose of professional and scientific education. Rulebook on free study year for researchers doesn't prescribe any financial rights or obligations.</i>	<i>Not completed</i>
<i>To change the Decision of the Steering Board of the University on the stay limitation of researchers abroad.</i>	<i>2015. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka Steering Board of the University</i>	<i>This issue (paid and unpaid leave) is regulated by bylaws and is not under the jurisdiction of the Steering Board</i>	<i>Not completed</i>
<i>To introduce, depending on the specificity of employment and status, specific measures to valorize the work and accomplishment of employees (incentives, awards, titles, etc.).</i>	<i>2016. third quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>The Rulebook on Assignment of the Awards and Prizes at the University that recognizes accomplishment of researchers has been adopted at the end of 2015. Also, a Decision on Announcing the Competition for Awarding Prizes to Teachers and Associates of the University of Banja Luka for the Achieved International Results in Science and Research is in preparation.</i>	<i>Completed</i>
<i>To adopt decision on providing finances as support measures of mobility of researchers</i>	<i>2016. second quarter of the year</i>	<i>Senate of the University of Banja Luka Steering Board of the University</i>	<i>Due to the lack of funding, researchers have been referred to the search for international sources of funding (scholarships, etc.).</i>	<i>Completed</i>
<i>Establishing career advice and job placement assistance at the University</i>	<i>2017. third quarter of the year</i>	<i>Senate of the University of Banja Luka Government of Republika Srpska</i>	<i>The University uses EURAXESS Center that is situated in the campus for this purpose. All researchers (national and international) are welcome to ask for more information on career development and other job related issues.</i>	<i>Completed</i>
<i>To adopt effective mechanisms for enforcing the prohibition of copyright and related rights violations</i>	<i>2017. third quarter of the year</i>	<i>Senate of the University of Banja Luka Government of Republika Srpska National Assembly of Republika</i>	<i>This action is already covered by existing Law on Copyrights and Related Rights of BiH, including the act of the University – The Code of Professional Ethics of the University of Banja Luka. Also, the Law on Higher Education</i>	<i>Completed</i>

		<i>Srpska</i>	<i>and the Rulebook on Protection of Intellectual Property (passed in 2015) proscribes legal procedures for protection and further use of intellectual goods.</i>	
<i>To reduce number of lectures of teaching staff by hiring young researchers who will participate in teaching process.</i>	<i>2017. third quarter of the year</i>	<i>Government of Republika Srpska Senate of the University of Banja Luka</i>	<i>Action difficult to achieve. This is regulated via The Rules On Standards And Normative For Financing Of Public Higher Education Institutions.</i>	<i>Not completed</i>
<i>To provide legal advisory support to researchers</i>	<i>2016. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>Researchers already have at the disposal the legal departments at their faculties as well as the legal department of the Rectorate of the University.</i>	<i>Completed</i>
<i>To recognize mentoring and research as a separate category via regulations. It is necessary to introduce public access to mentoring.</i>	<i>2017. third quarter of the year</i>	<i>Government of the Republika Srpska Senate of the University of Banja Luka National Assembly of Republika Srpska</i>	<i>Action completed via Study Rules on I, II and III Study Cycle.</i>	<i>Completed</i>
<i>To evaluate mentoring additionally, in order to officially recognize work with candidates.</i>	<i>2017. third quarter of the year</i>	<i>Government of the Republika Srpska Senate of the University of Banja Luka National Assembly of Republika Srpska</i>	<i>Mentoring is recognized and awarded only in process of moving to higher position. This action should be included into teacher load.</i>	<i>In preparation</i>
<i>To introduce compulsory participation at least at one international conference per year for all researchers.</i>	<i>2016. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>Due to financial constraints it is not possible to impose this action as an obligation.</i>	<i>Not completed</i>
<i>In cooperation with the Government of the Republika Srpska to establish a Fund for Training and Development.</i>	<i>2017. first quarter of the year</i>	<i>Government of Republika Srpska Senate of the University of Banja Luka</i>	<i>Due to financial constraints it is not possible to impose this action as an obligation.</i>	<i>Not completed</i>
<i>To publish at the website the names of mentors and their fields, with clearly defined incentives for their work.</i>	<i>2016. fourth quarter of the year</i>	<i>Senate of the University of Banja Luka</i>	<i>Names of mentors and their fields are available at the web sites of the faculties and the University. Incentives for mentoring are not clearly defined yet.</i>	<i>Partially completed</i>

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, 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, please provide a short commentary demonstrating this implementation.

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

checklist⁴⁵, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, and Merit-Based Recruitment principles:

The University of Banja Luka is dedicated to OTM-R principles and it is trying to include these principles into the University policy. In this context, the University has adopted a Decision on Completion of the Apprenticeship Programme for the Best Graduates, Winners of the Golden Badge of the University, brought on October 18th, 2016, which obliges the Deans of the faculties to provide the best students with the paid apprenticeship at the faculty.

The Rulebook on the Procedure and Terms of Election of Teachers and Associates at the University of Banja Luka passed in 2013 and adopted in 2015 and 2017 prescribes an open and transparent procedure of recruitment where all open positions are announced publically and via web page, where any bias of the members of the election commission is prohibited, where one of the members is prescribed to be employed outside of the University, where condition for election of the candidates are defined by the Law on Higher Education and include beside research results also academic and professional achievements of the candidate, where introductory lecture is prescribed for the candidate who do not have any teaching experience, where best candidate is chosen based on the number of points scored according to the criteria defined, where any member of the election committee is allowed to have an separate opinion.

4. IMPLEMENTATION (MAX. 1 PAGE)

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

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

The Internal Review was prepared based on information provided by Vice-Deans for Science and research from all faculties, as representatives of researchers' community, and Working Group for the Implementation of the Charter and the Code at the University of Banja Luka. Also internal acts of the University and national legal framework were incorporated and cited as official legislation used in this document.

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

The Senate of the University of Banja Luka, at its regular session held on September 7th, 2017, at the proposal of the Vice-Rector and the Office for Science, Research and University Development decided to appoint members of the Committee for Implementation of Charter and Code that would oversee and monitor the progress of implementation process.

- 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 Development Strategy of the University of Banja Luka for the period 2017-2025 is adopted in June 2017, and it is based on the Law on Higher Education of Republika Srpska, the Law on Scientific Research and Technological Development of Republika Srpska, the Strategy Of Scientific and Technological Development of the Republika Srpska and in accordance with the principles of Declaration of Commitment to the European Researchers Charter and the Code of Conduct for Recruitment of Researchers.

- How do you involve the research community, your main stakeholders, in the implementation process?

Research community is involved in the implementation process via coordination of the Vice-Rector for Science and Research and Vice-Deans for Science and Research, by organizing joint meetings, and providing information by using the Information System.

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

The University will ensure the implementation of the proposed activities in such a way that through the binding recommendations and guidelines that the Committee and the Working Group for the implementation of the Charter and the Code provide to the Vice-Deans for Science and Research, joint recommendations will go to the Senate for final decision-making.

- How are you monitoring progress?

Appointed by the Senate of the University, Committee and the HRS4R Implementation Working Group will monitor progress in the implementation of HR policies at the University.

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

The Committee and the HRS4R Implementation Working Group in coordination with the Vice-Deans for Science and Research will be in charge for preparation and accuracy of all necessary data for the external review purposes.

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