



УНИВЕРЗИТЕТ У БАЊОЈ ЛУЦИ
UNIVERSITY OF BANJA LUKA

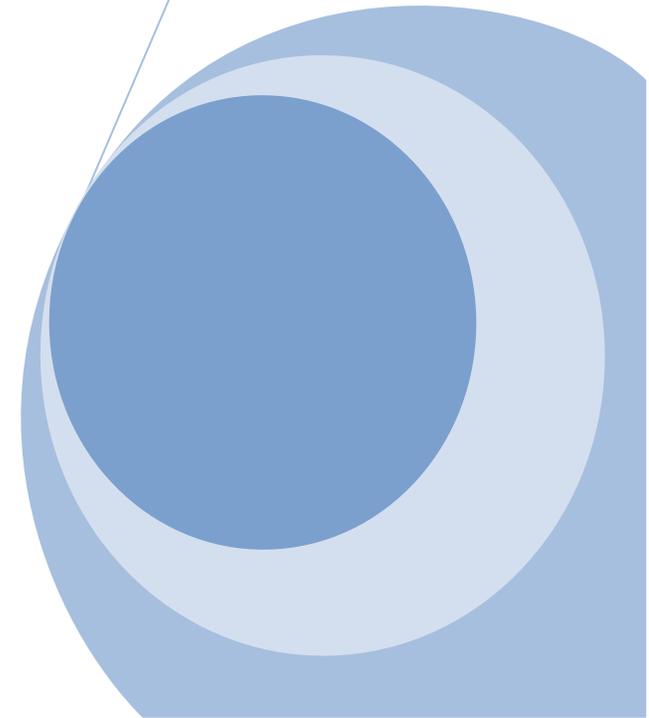
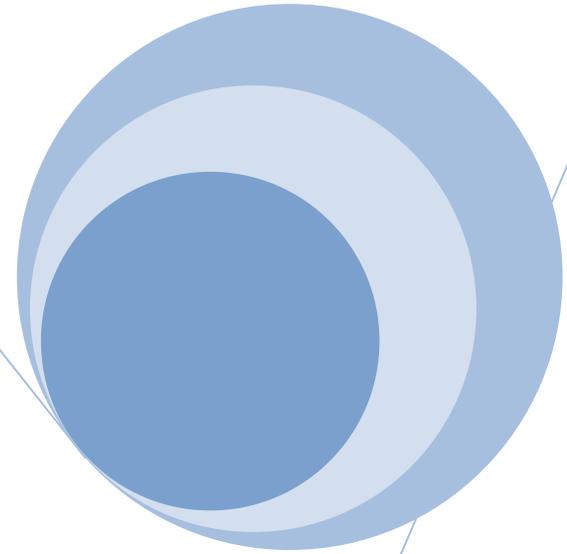
Analysis

based on the survey of the European Charter and Code of Researchers at the University of Banja Luka

The survey was conducted from May to November 2021, where 492 of 808 researchers at the University of Banja Luka or 60.89% were interviewed.

Office for Scientific Research & University Computer Centre of the University of Banja Luka

February 2022



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 recognised ethical principles and practices. Researchers should, however, recognise 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 recognised ethical principles and practices, to which researchers have to adhere.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Code of Professional Ethics of the University of Banja Luka

- With amendments to the law strive to harmonize scientific and research activities with the relevant legislation in terms of removing restrictions and achieving greater freedom of scientific expression, which will lead to expanding the frontiers of scientific knowledge in the Republic of Srpska.
- The Law on Genocide Denial, which was imposed by the High Representative in 2021 as an amendment to the BH Criminal Code, annuls the principle of freedom of research, i.e., freedom of thought and research.
- Even though legal acts allow freedom of research, the integrated university, by its organization, restricts the freedom of organizational units to individually participate in public calls where, for example, participation is limited to one member of the university.
- Very small allocations for research projects at the state level, lack of systemic solutions in which all national private and foreign companies will find interest and \obligation to the mutual satisfaction\ to engage national/local research institutions reduce the scope for scientific research.
- Provide financial support for the purchase of equipment and modern devices, but also for their servicing, in order to have the excellent ideas of researchers at the University of Banja Luka implemented. In this way, it is possible to have a significantly higher number of papers published in internationally recognized journals, and increase the visibility of the University of Banja Luka in the world.
- Work on university autonomy in relation to politics. The beginning and end of research should be based solely on scientific arguments.
- Relax tax policy related to scientific research taxation. Thus, most project activities will be significantly financially constrained due to the tax burden. Encourage researchers and academic staff who \bring\ projects to the university through additional incentives in order to motivate individuals to apply and thus improve the status and reputation of the University.
- Work on drafting bylaws that give potential investors from the business sector certain benefits when engaging domestic research institutions.
- Abolish those documents and practices on the members of the University that endanger academic freedom and prevent researchers through institutionalized procedures to cooperate with other universities in Bosnia and Herzegovina.

	<ul style="list-style-type: none">- Increase the visibility of domestic scientific and research results in the domestic economy. Increase the \advertising\ of the work of staff through increased activity of the University of Banja Luka staff on social networks (regardless of our personal opinion and view of them).- Remove political pressures on all segments of society. Eliminate the criterion of "suitability" and nurture the criterion of "excellence".- Encourage free academic thought.- Operational and infrastructural limitations will be overcome by forming a science and technology park within which institutes and laboratories with accompanying equipment will be established.- Necessary acceptance of the principles of open science and responsible research.- Introduction of legal categorization and encouragement of artistic research activities in the Law on Scientific Research and Technological Development of the RS.- Co-finance the publishing of scientific publications in which the results of scientific research are presented. The publishing plan is adopted without the sources of funding for the publications contained in that plan. Regular sources of funding for scientific research should be provided and the results of such research published.- Increase the visibility of domestic scientific and research results in the domestic economy. Increase the \advertising\ of the work of staff through increased activity of the University of Banja Luka staff on social networks.
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2. Ethical principles

Researchers should adhere to the recognised 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)



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Actions required

- Work on improving the legal framework that regulates ethical issues, which are harmonized with international good practices on the protection of human rights, animal welfare, environmental protection, etc. Define sanctions for violating ethical principles more precisely.
- The selection of professors and teaching assistants should be based on the principles of open and transparent employment. The choice of foreign nationals is currently not allowed.
- In practice, there are severe violations of academic freedoms. Researchers in the field of social sciences are prohibited from dealing with certain topics and institutional pressures are exerted.
- It is necessary to develop short written forms of Standard Operating Procedures (SOPs) that would quickly provide all the necessary information in this field.
- Provide access to various databases because University staff do not have access to databases such as Web of Science, Elsevier, Scopus, IEEE, AIS (American Information Society) and others. In order to work on ethics, researchers must be given access to works and research so as to be able to get high-quality and contemporary literature which is mainly in these databases.
- Provide training to the University of Banja Luka staff on these principles (organize workshops or presentations and work directly with employees, instead of just sending adopted documents by e-mail).
- In various ways (by raising collective awareness, public debates, fostering excellence, etc.) to point to the importance of originality, inventiveness and open-mindedness in the scientific and academic community.
- Permanent update of existing legislation on institutional rules and harmonization with European legislation in this area.
- Establish an Ethics Committee for Science. Evaluate previous cases of the Ethics Committee;

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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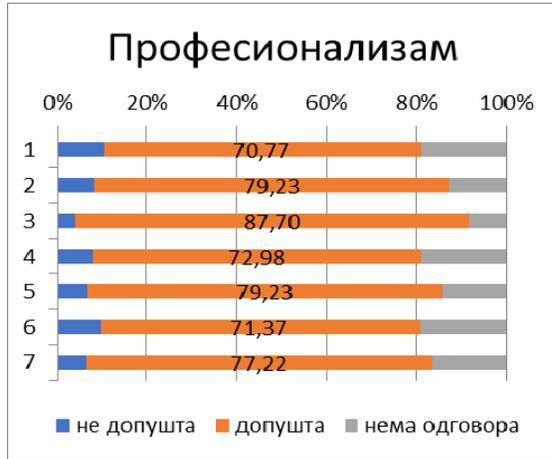
- Continuously control research methods and publications of results and prevent plagiarism or autoplagiarism;
- The University, in agreement with the RS Government, to adopt a Rulebook that would cover all these activities, especially regarding the definition of plagiarism and what is considered plagiarism, and what referring to someone's work and its adequate covering with an appropriate reference.
- Organize workshops, seminars, presentations and work on raising employee awareness of this principle.
- Given the workload of professors, and especially teaching assistants, with a large number of classes, it is often impossible to fully dedicate to research, writing papers or publishing books, and there will be those who will choose to plagiarize and pursue other bad practices to meet the selection conditions.
- Provide researchers with access to the most important databases, in order to be able to check whether there is duplication of research and to improve their knowledge in the given areas of research.

4. Professional attitude

Research 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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- Provide opportunities for researchers in written or electronic forms (guides) as to where and in which laws and regulations this information can be found.
- Organize educations through workshops, seminars, trainings.
- Amendments to the Rulebook on Distribution of Own Revenues of the University/organizational units in the part related to the allocation of funds for co-financing joint units of the University/faculty. Strengthen the Entrepreneurship and Technology Transfer Centre with a unit for application, implementation and evaluation of research projects at the University of Banja Luka.
- After applying to the relevant projects, the participant writes a detailed report on the work and funds spent, as well as problems if not all requirements are met, to the competent institution or organization.
- The University should provide researchers with free resources (monitoring relevant scientific publications, for example), technical support and time to engage in research.
- Relax and debureaucratize the whole process, at least on the part of the University. To have fewer forms and orientations to complete formalities and more focus on concrete research results.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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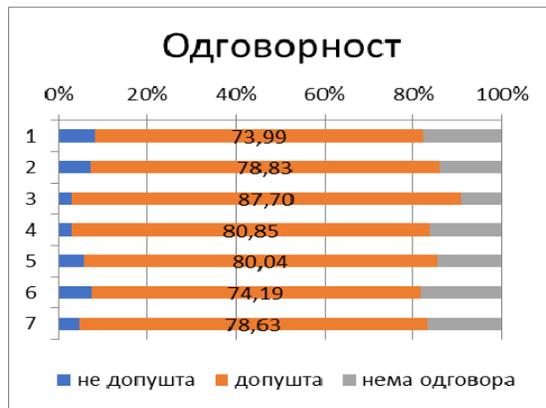
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- The funder lays down in the contracts for what purposes the money can be used, as well as that at the end of the project a report on the funds spent should be submitted through the published form.
- Researchers are usually not familiar with the regulations in the field of intellectual property, so it is necessary to educate researchers on this issue.
- Researchers are required to comply with regulations governing training or working conditions in accordance with the terms and conditions of the contract. Results achieved: papers, publications, patents, reports, new product development are to be delivered to the relevant institution or organization.
- Relax and debureaucratize the process and benefit the researcher (e.g., whenever it is possible to have an author's contract, it should be such a contract because this is a scientific research process and the author's work is always present).

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 authorised 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.

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Actions required

- This issue is mainly defined through relevant agreements signed on the one hand by the rector (international projects) and the coordinator (national projects) and institutions, organizations that finance the research project.
- Researchers are required to submit financial reports on the funds spent to the relevant institutions or organizations and to be available in case of audit.
- Promote the principles of open science at the University.
- Constantly maintain the importance and visibility in public.
- Monitor the implementation of activities and financial transactions by the project coordinator and audit.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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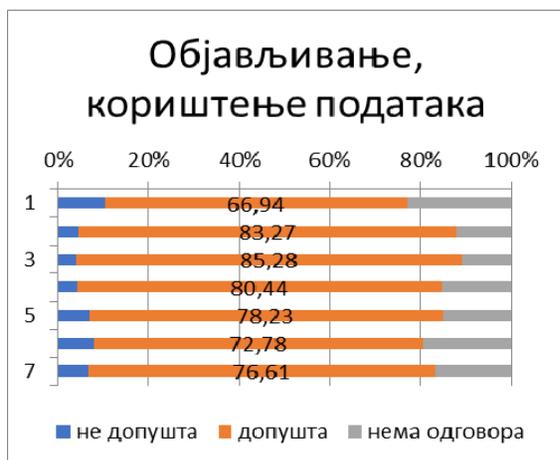
- The principle is met, but researchers do not have a sufficient level of knowledge about data protection requirements.
- This issue is very little or not at all covered by laws and bylaws (rules, regulations) at the level of the Republic of Srpska and Bosnia and Herzegovina.
- Researcher to apply safe working procedures in order to protect data and data confidentiality.
- Standardize the issue of good practice in research through institutional rules.
- Organize staff training.

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, commercialised. 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 whenever the opportunity arises.

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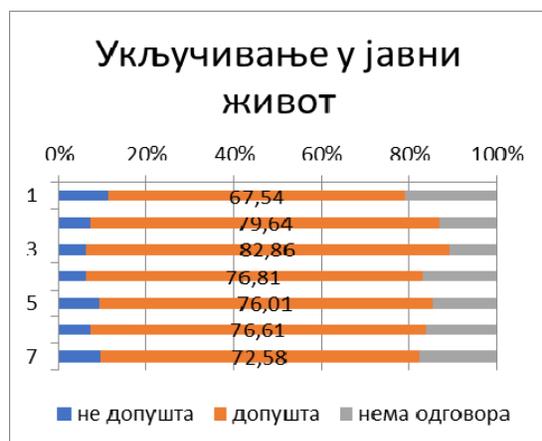
- Through cooperation with companies, direct researchers to solve existing deficiencies or problems in the business sector and apply research results in practice.
- Decision on the adoption of the Berlin Declaration on Open Access to Scientific Knowledge.
- Develop a guide that will consolidate this information.
- Encourage the popularization of science.
- Have better cooperation between research institutions and companies.
- Provide access to the databases: WoS, Elsevier Scopus, IEEE, etc.
- University strategy to publish all publications in English for better visibility of researchers and the University, or bilingually (Serbian-English).
- Promote the principles of open science.
- Contractual obligations between researchers and the University in terms of publishing/disseminating, exploiting or commercializing the results obtained are not defined precisely enough.

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.

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- Research results to be publicly available on the websites of institutions where researchers work in accordance with the principles of open science.
- The University is too closed in terms of presenting its achievements. The general public very often has no insight or information about some important University of Banja Luka research activities.
- Organize public workshops thereof and inform the public about them.
- Achieve greater visibility of researchers and results achieved through information technology, social media, etc.
- Strengthen the cooperation between the University and the Chamber of Commerce by organizing promotional meetings for young researchers.
- An example of the minimum requirements for promotion to associate or full professor – taking part in public life is reduced to corresponding references. There are almost no popular science books among the publications (only those valued at 1 point). These types of activities (e.g., presentations at world exhibitions, etc.) require enormous effort, and in \weighing\ whether to progress or pursue the essence of the profession (teacher/professor) many reach for the first, which makes the academic community a purpose in itself.

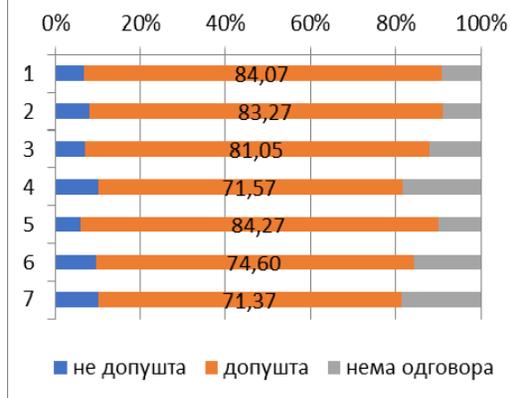
10. Non discrimination

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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Недискриминација



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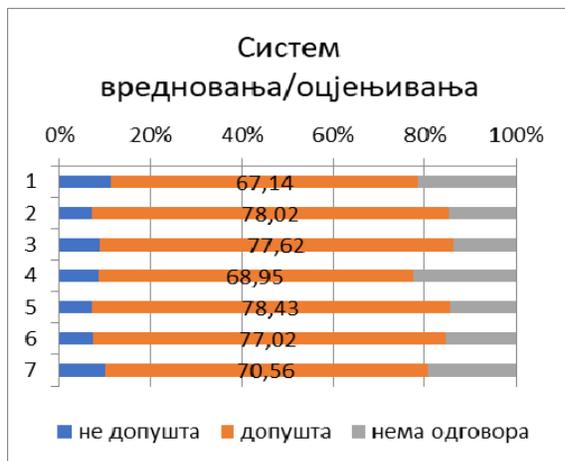
- No discrimination issue on any basis has been found at the University.
- Discrimination is present on some points such as political affiliation, gender, ethnic origin
- Although all the above regulations allow this principle, in practice - even among researchers themselves - there is animosity towards opposing political opinions. Regulations cannot affect this, but their implementation in practice certainly can.
- Organize trainings and public and open sanctions.
- Provide ways to protect the employees.
- In all legislative acts, additionally define the position, rights and possibilities of institutional support for women researchers employed at higher education institutions and institutions of science and culture in the prenatal and postpartum period.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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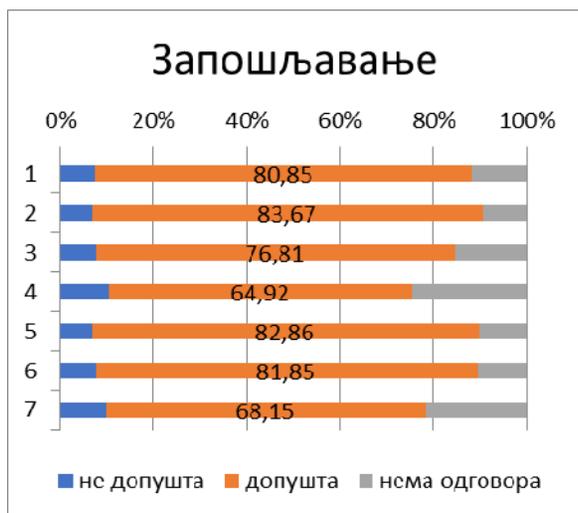
- Some activities of teaching staff/researchers are not evaluated in an appropriate way, especially in the fields of humanities, given the fact that preference is given to fields of technology, medicine and natural sciences, where the results are exactly measurable. Examples include the underestimation of translation, translated literature and professional literature, which is an area that requires excellence in several disciplines and which is particularly important for societies and communities such as the Republic of Srpska and Bosnia and Herzegovina as a whole.
- The Regulation on Procedure for the Selection of Professors and Teaching Assistants in the part where the translation, whether professional or literary, will be evaluated on a par with professional and scientific papers, since sometimes it is the translation of such content, which directly contributes to the visibility of both the researcher and the institution where the researcher is employed.
- Adopt the Rulebook on Surveying Students on the Teaching Process Quality.
- Amendments to the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants at the University of Banja Luka;
- The University has established evaluation/appraisal systems for the purpose of regular and transparent evaluation of the work of researchers. However, these measures cannot be the same for everyone engaged at the University of Banja Luka, regardless of scientific fields. Valuation principles do not follow European and/or regional trends and need to be revised.

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 research career, including teachers (of any level) returning to a research 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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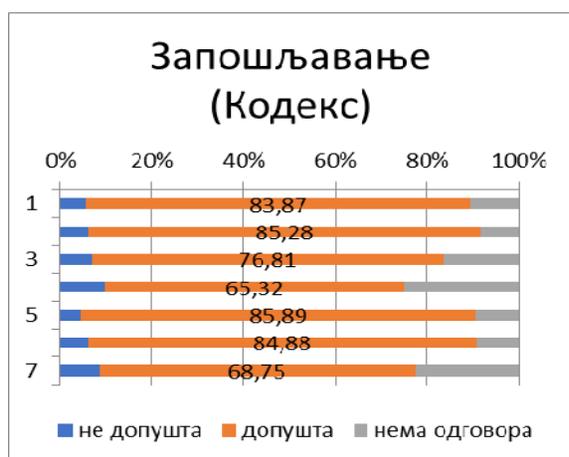
- The system of conducting internships needs to be improved, it needs to be expanded to a larger population, and mechanisms should be provided for additional remuneration to researchers through projects, etc.
- It is necessary to reduce the norms of hours required, which would justify a new job, so that new teaching assistants can be recruited. There is no future without new young teaching assistants.
- Remove architectural barriers for people with disabilities where researchers live and work, because otherwise it makes no sense to talk about their recruitment where they cannot physically come to work. The same is needed for researchers who are already working, and who in the meantime have reached a certain degree of disability.
- Recruitment procedures are clearly defined by laws and regulations. Failure to do so due to unprofessional, irresponsible or insufficiently ethical behaviour by those involved in the processes leads to lawsuits. Institutional rules should provide for and enable mechanisms by which those who break the rules must be held accountable and sanctioned.

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 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.

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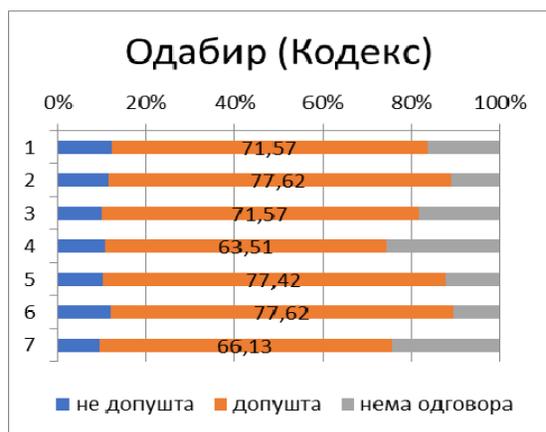
- The principle is not always satisfied, sometimes candidates with measurably better grades are not accepted, but the emphasis is on subjective assessment. This is very important, and recruitment procedures should be such, to ensure the recruitment of the best candidates.
- The proposal to automatically offer the best students a place at the University, i.e., at the appropriate University member, should be abandoned, given the fact that the status of the best student in a generation is achieved with the highest average grade. This is valuable information that should not be neglected during the vacancy procedure, but it does not mean that this person is really the most valuable candidate, but only that he or she was committed enough to fully meet all programme objectives during the studies. One could know about someone's competencies only by having an insight into the addition of a diploma, and only if that document essentially reflects the scope of someone's interests, knowledge and skills. This will be possible when the academic study programme is implemented at the University level (horizontal mobility), and not just within one study programme.
- Allow foreigners to apply for the vacancies, which needs to be solved by making changes in the law.
- The vacancy for the recruitment of researchers is published in the media and is transparent to all participants;
- Employ young researchers by selecting the best staff, thus preventing 'brain drain'.

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 should be realistic.

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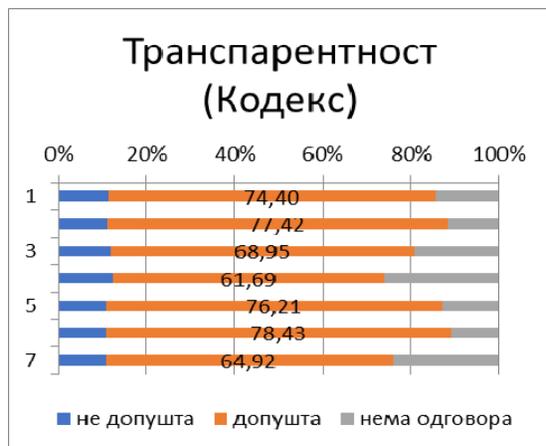
- Apart from the gender imbalance which is conditioned by objective circumstances, the selection of candidates for the appointment to an academic rank is not based on a sufficiently wide range of selection procedures - as laid down in the principle. External expert assessments and face-to-face interviews are not represented, nor are pedagogical and professional abilities sufficiently valued in the appointment to an academic rank.
- Eliminate misuses that occur during the advertizing of vacancies where applicants can be eliminated on the basis of the oral part of the interview with the committee, regardless of references.
- Make changes to the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants at the University of Banja Luka, which will include the obligation to interview, gender structure, the International Selection Committee, etc.

15. Transparency (Code)

Candidates should be informed, prior to the 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.

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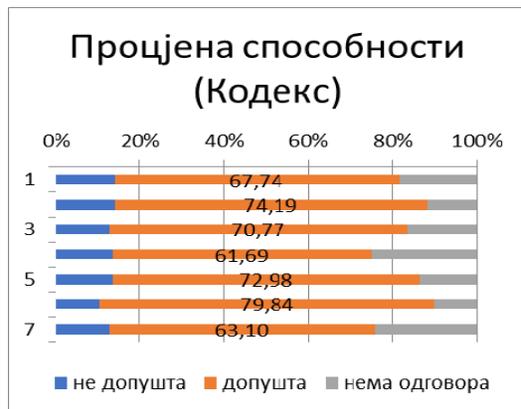
- There is not enough transparency at the University, especially after the end of a vacancy. Candidates are not informed about the selection criteria by the institution, but they have to look for the criteria themselves, for example, on the Internet. It should be mandatory for all registered candidates to be informed about the results of the vacancy procedure after the vacancy/recruitment process.
- Develop within the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants, as an addendum/article, that the members of the Committee are obliged to inform candidates in writing about the strengths and weaknesses of their applications.
- Enable feedback at the request of rejected candidates, provided that a longer period of right to appeal is required for these candidates.
- Eliminate misuses that occur during the advertizing of vacancies where applicants can be eliminated on the basis of the oral part of the interview with the committee, regardless of references.

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 from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

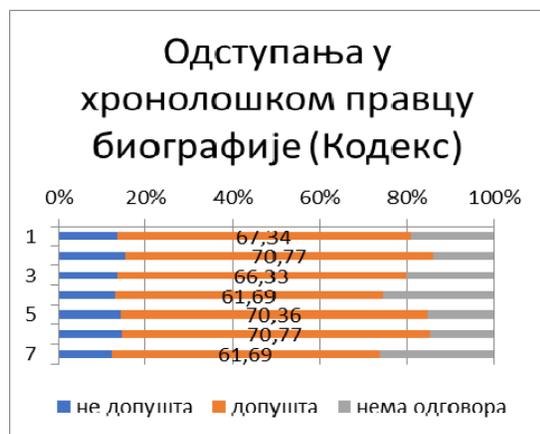
- During the selection process for the appointment to an academic rank, the emphasis is on the quantitative element (number of points), which makes sense from the aspect of achieving objectivity of ranking, but the personal characteristics of the candidate should also be taken into account: communication and presentation skills, interpersonal relationships, friendliness, approach to students, creativity, freedom, capability of adjusting other business obligations and engagement outside the faculty, etc.
- The Regulation on Selection Procedure and Conditions ranks candidates on the basis of quantified success (which is problematic and is based on a largely outdated bibliometric approach). Give the Committee the right to greater freedom in assessing the complete personality, abilities and achievements in the selection. Score the candidate's interview.
- When selecting an associate, to introduce the obligatory lecture of the registered candidates who will be evaluated by the students and submit that grade to the scoring committee. The lecture can be recorded and kept in order to ensure the principle of openness and transparency in the recruitment process.
- It is necessary to balance the importance of the bibliometric index with broader evaluation criteria such as lectures, supervision, teamwork, knowledge transfer, research and innovation management, and public awareness activities. For candidates coming from industry, special attention should be paid to possible contributions in the field of patents, development or innovations.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

- Due to real and evidence-based documents, allow the researcher to be absent without fear of losing his/her job because there is a break. Sometimes, due to sickness, the researcher is not able to complete his/her obligations within the set deadline and the selection period is running.
- Employment policy at universities or other research institutions is limited by available funds, which is why in practice it happens that scientific and teaching staff rarely decide to give up a job at the University by accepting another job or position, because the procedure for their returning to University is very complicated and demanding. Moreover, any restriction on the age of candidates in the incentive and co-financing programmes of scientific-research career is discriminatory (e.g., there are programmes to support the training of young people for science and research, but there is no programme to support the training of other members of society on the principle of lifelong learning and professional development).
- This principle is legally allowed, but in practice when it comes to issues, e.g., going on maternity leave or sick leave due to maternity leave – even though one year of "break" in the career is allowed, that's all. There is room for improvement in terms of providing part-time work. In practice, the employees' leaving for training abroad is not viewed favourably/assessed positively, because there are not enough staff to cover classes (distance learning was not allowed before Covid-19), and even now it is not allowed to those who go abroad.
- Make changes to the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants at the University of Banja Luka, which will include the evaluation of the engagement of candidates outside the University.
- Evaluate more the efforts to translate academic practice into social everyday life, which will lead to professional and financial satisfaction of both the individual employed at the university and the institution itself. In this context, deans and heads of study programmes should be allowed greater autonomy.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Strategy on Internationalization of the University of Banja Luka
9. Regulation on International Exchange of Students and Staff

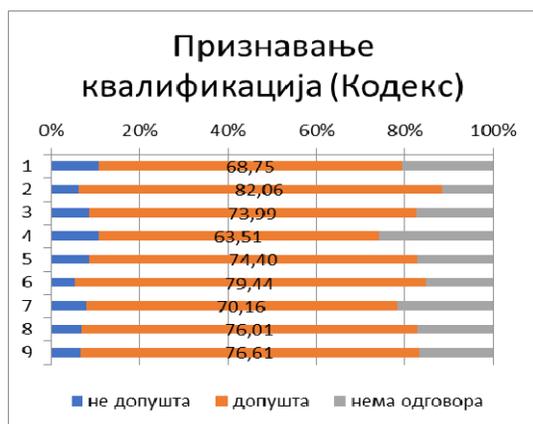
- Encourage participation in mobility programmes at other universities abroad or professional stays such as e.g., scholarship leave. Recognize and score the mobility of researchers in the selection process.
- Strengthen activities to promote the mobility of students, teaching assistants and professors in terms of promoting experiences and sharing information on mobility opportunities.
- Rulebook on Evaluation of Student Volunteering to recognize the possibility of volunteering abroad.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



- Non-formal qualifications are not suitable for assessment and create conditions for manipulation.
- Law on Quality Assurance in Higher Education of the Republic of Srpska - allows the Rulebook on Evaluation of Student Volunteering.
- This is not appropriately covered by the relevant regulations in regard to the inclusion of non-formal qualifications, all researchers, especially in the context of international and professional mobility.

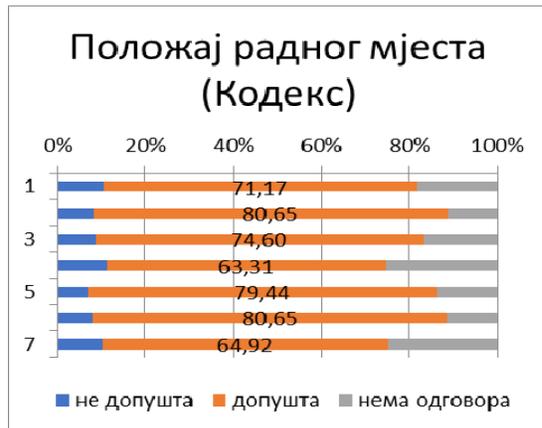
1. RS Labour Law
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6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Strategy on Internationalization of the University of Banja Luka
9. Regulation on International Exchange of Students and Staff

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

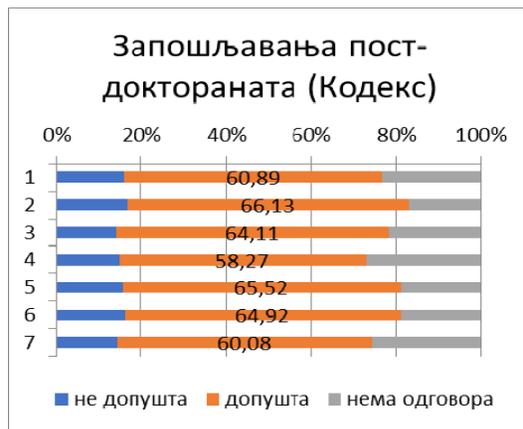
- The scoring system does not treat the scientific and professional career of the candidate in the same way. A professional career is not valued enough.
- The Law on Higher Education and the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants consider only the results achieved during the last selection period. In this way e.g., an assistant professor who is a co-author of a university textbook published while he was a senior assistant cannot use it as a requirement for the selection to be appointed to an associate professor, although he could not use it for the appointment to an assistant professor (minimum requirements do not require a textbook). At the level of the regulation, it is necessary to enable the transfer of "surplus" references to the next selection period.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

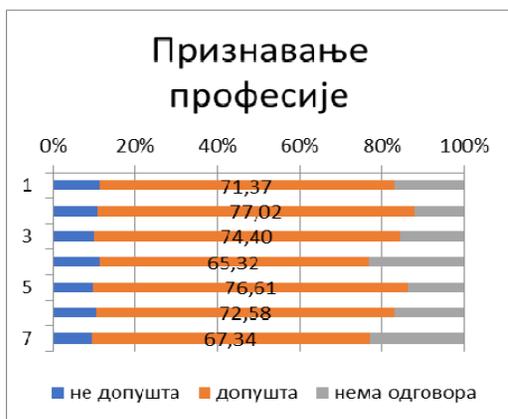
- To incorporate guidelines for recruitment (employment) and status of postdoctoral students in the Law on Scientific Research and Technological Development of the RS and the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants.
- Allocate separate funds for development and recruitment of postdoctoral researchers.
- A small number of post-doctoral students are currently engaged at the University of Banja Luka. Possibly to make amendments to the Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants at the University of Banja Luka. In cooperation with the Ministry of Science and Technology of the Republic of Srpska, through financial support, introduce models into the existing regulations through which researchers would be recruited at the University of Banja Luka.

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g., employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

- Propose bylaws in accordance with the Law on Higher Education and the Law on Scientific Research and Technological Development of the RS in order to recognize the professions of researchers.
- In employment, treat researchers with completed first cycle of studies equally, regardless of whether it is a degree of qualification evaluated with 180 or 240 ECTS because it is in accordance with the Law on Higher Education and the European Qualifications Framework. Insisting on a degree of education equal to 240 ECTS discriminates against researchers, especially young researchers, and prevents their employment, and does not observe different national qualifications. Therefore, in the Republic of Srpska legislation governing gender equality and the acts of the University, this discrimination should be eliminated as soon as possible.

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including 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 in support of the agreed work programme.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



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2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
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6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

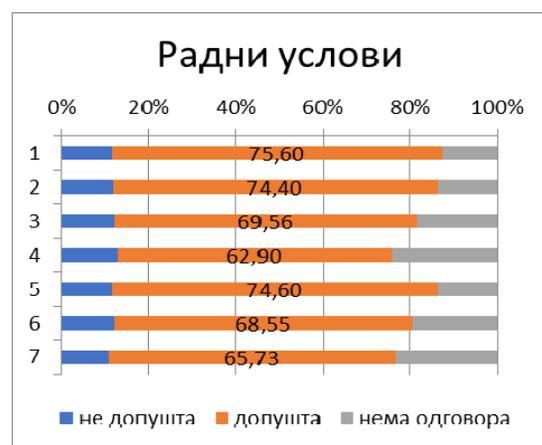
- Faculties do not have enough financial resources for the purchase of modern analytical equipment, not even computers, as the basic means for the work of professors and teaching assistants. Given the lack of financial resources, even for the purchase of basic equipment, it is not possible to talk about a stimulating research environment.
- Although all the above regulations ensure this principle, the problems are the regulations related to these activities but are not directly governing scientific research (especially regulations pertaining to finance and public procurement). If it takes me 3-6 months as a researcher at the University of Banja Luka to procure the necessary equipment and materials for work, with previously approved and obtained funds, then I see no motive to (except that I will lose my job if I do not meet the conditions) to do any research activities at all.
- It is necessary to provide access to international journals databases and (co) financing the costs of publishing research results (scientific articles) in international journals and databases.
- Employers and/or funders need to guarantee the creation of the most stimulating research or research training environment which offers appropriate equipment, facilities and opportunities, including opportunities for remote collaboration over research networks, while observing national or sectoral health and safety regulations.
- Encourage researchers to apply for calls for projects that would provide investment in scientific research, equipment.

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including 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 women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
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6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

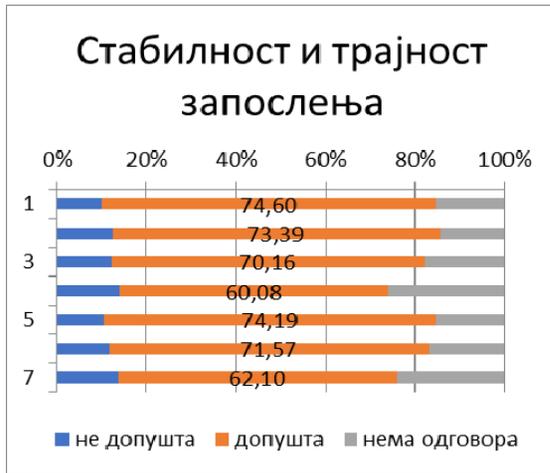
- There is no flexibility at the University in terms of flexible working hours and tele-working, which is not recognized. According to the employment contract signed with the University, it is mandatory to work 40 hours per week, and the system of recording when employees come to work does not leave any possibility of tele-working without prior approval of the faculty and the University authorities, which again is a procedure that does not stimulate this type of work.
- Regulations at the University level to take into account that scientific activities requires flexible working hours.
- Improve the working conditions of researchers by allocating more funds through appropriate projects.
- Issues of discrimination on any grounds at the University are unfounded, it is only a matter of funding that will allow everyone to conduct research.

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*.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
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5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme

- Enable the selection of employed teaching staff to be appointed to the same or higher rank as a form of their promotion at work, and not as currently prescribed, as a public vacancy to which persons who were not employed at the University at the time can apply, which is a common practice at most other universities.
- Upon the expiry of the selection period, there is uncertainty for the continuation of employment as the selection, in addition to meeting the general and special conditions, is influenced by other factors.
- Take steps to protect employees (academic staff) in terms of employment stability and sustainability. The employment of academic staff is related to their appointment to an academic degree/rank, which is for a definite period of time (4 or 5 years), until being awarded the rank of full professor. Immediately before the expiration of the appointment to an academic degree/rank, the higher education institution is required to announce a public vacancy for the selection of professors and teaching assistants, to which, in addition to employees, any other interested candidates can apply. In case the employee is not appointed to the same or higher degree/rank, his/her employment is terminated. Thus, the conclusion is that the academic staff (up to the rank of full professor) is employed for a certain period of time almost the entire working life, due to the fact that every 4 or 5 years they must participate in a public vacancy for professors and teaching assistants competing with other candidates, employees at or outside the higher education institution. Fulfillment of conditions on the part of the employee that he/she will be appointed to the respective rank or that his/her employment will be continued.
- Align this principle with the EU directive because the national directive does not recognize certain situations when the researcher could not work (e.g., sickness, care for a sick child, etc.) during the selection period.

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 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Regulation on the Fund for Stimulating and Promoting Scientific Research and Art at the University of Banja Luka

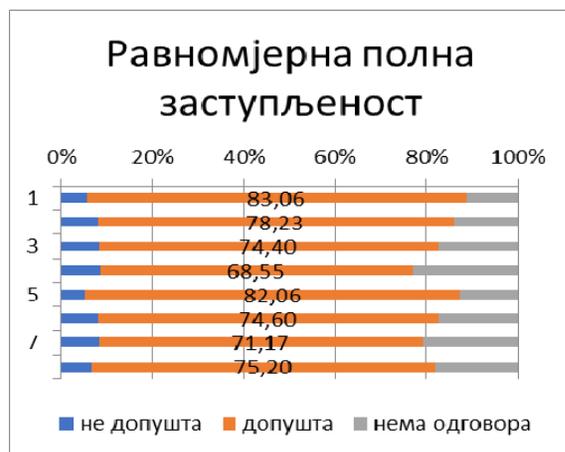
- Equalize remuneration for classes held by part-time and permanent/full-time employees.
- Increase investments in science, and thus increase the income of researchers.
- University to stimulate its researchers in an appropriate way, both financially and by creating an attractive environment and fair employment.
- Define mechanisms that encourage the results of research. Researchers do not enjoy fair and attractive funding conditions.

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
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5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
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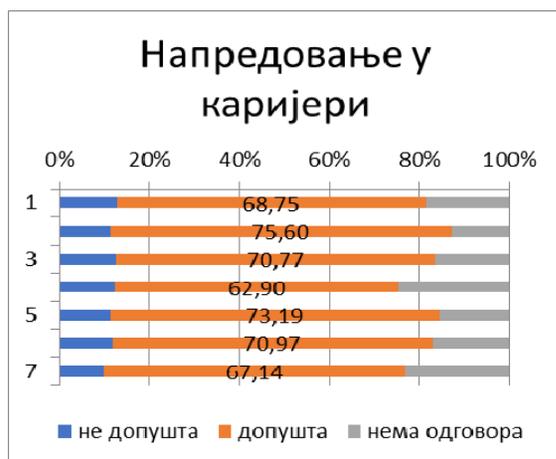
- Nowhere is it clearly defined that committees must be gender balanced.
- The principle restores the principle of favouring certain candidates for selection at all organizational levels, including supervisory and managerial positions. In order to ensure equal treatment, selection and evaluation committees should have an approach or principle in the selection regardless of gender.
- The University has adopted a Gender Equality Plan that takes into account the principles of this criteria.
- Apply equal gender representation, when possible, but such selection should not be subordinated to the qualifications of the candidate. Fulfilling the quota of representation in that case can have a bad effect on the evaluation of the candidates' real values. Certain scientific fields usually have more men or more women who deal with the respective issue, so it is expected that more women or men will apply to a vacancy in a specialized field.
- Institutional practice in the selection of committee members often does not put the argument of equality in the foreground. Undertake activities to encourage equal gender representation in all public and academic selections in the composition of committees.
- Increase the number of women in the governing structure.

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 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 researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
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6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
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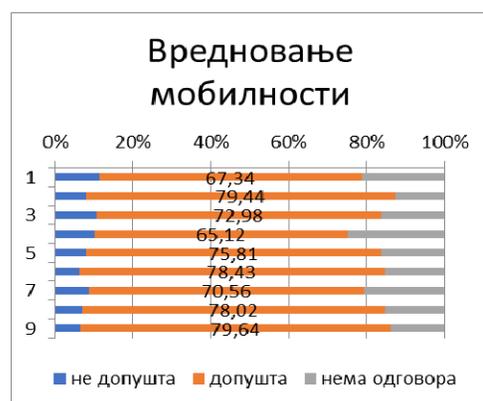
- Adopt the Development Strategy for Researchers at All Stages of Their Career at the University.
- If the category of researchers is better defined by law, it would enable easier participation in projects.
- Strategy should include the availability of supervisors/mentors involved in providing support and guidance for the personal and professional development of researchers, with the aim of motivating and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectoral, inter- and trans-disciplinary 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Strategy of the University of Banja Luka Internalization
9. Rulebook on International Exchange of Students and Staff

- Encourage, financially stimulate and score with the appointments to an academic rank all participation in exchange programmes, especially international programmes such as Erasmus+, Fulbright, and other exchange and mobility programmes.
- Provide resources to support the mobility of researchers.
- Solve the issue of health and social insurance, pension fund, etc. when the researcher is in exchange, because researchers do it themselves.

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.																																	
Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)	Actions required																																
<p style="text-align: center;">Доступност савјетовања о каријери</p> <table border="1"> <caption>Data from the chart: Availability of career advice</caption> <thead> <tr> <th>Act</th> <th>не допушта (%)</th> <th>допушта (%)</th> <th>нема одговора (%)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>38.51</td> <td>61.49</td> <td>0</td> </tr> <tr> <td>2</td> <td>36.90</td> <td>63.10</td> <td>0</td> </tr> <tr> <td>3</td> <td>39.52</td> <td>60.48</td> <td>0</td> </tr> <tr> <td>4</td> <td>42.34</td> <td>57.66</td> <td>0</td> </tr> <tr> <td>5</td> <td>36.49</td> <td>63.51</td> <td>0</td> </tr> <tr> <td>6</td> <td>39.31</td> <td>60.69</td> <td>0</td> </tr> <tr> <td>7</td> <td>40.12</td> <td>59.88</td> <td>0</td> </tr> </tbody> </table> <p>Legend: ■ не допушта ■ допушта ■ нема одговора</p> <ol style="list-style-type: none"> 1. RS Labour Law 2. RS Law on Higher Education 3. RS Law on Scientific Research and Technological Development 4. BH Law on Copyright and Related Rights 5. Statute of the University of Banja Luka 6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants 7. Regulation on Criteria for the Implementation and Financing of the Programme 	Act	не допушта (%)	допушта (%)	нема одговора (%)	1	38.51	61.49	0	2	36.90	63.10	0	3	39.52	60.48	0	4	42.34	57.66	0	5	36.49	63.51	0	6	39.31	60.69	0	7	40.12	59.88	0	<ul style="list-style-type: none"> - Establish a Career Center at the University so that researchers at all stages of their careers can receive advice on their career, cooperation with the business sector or mobility. - It is necessary to implement this principle in practice. - Systematization of a new workplace - career counselor both for advising students and for advising teaching staff or researchers.
Act	не допушта (%)	допушта (%)	нема одговора (%)																														
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7	40.12	59.88	0																														

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



1. RS Labour Law
2. RS Law on Higher Education
3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Rulebook on the Procedure of Legal Protection of Intellectual Property of the University of Banja Luka

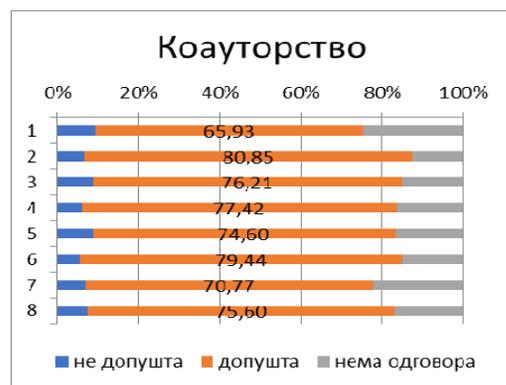
- This sector is insufficiently covered by legislation in terms of copyright protection.
- It is necessary to further specify the institutional rights to authorship in the field of research.
- The principle is defined by the existing Rulebook on Procedure of Legal Protection of Intellectual Property of the University of Banja Luka, which regulates the intellectual property rights and protection.

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 research 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).

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



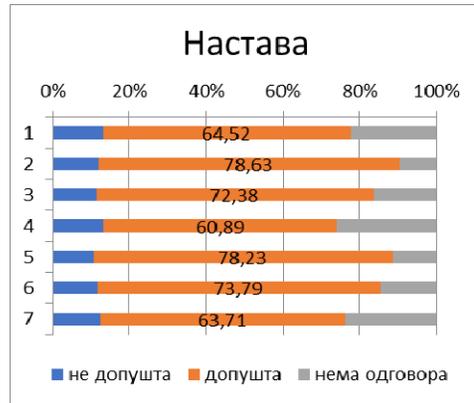
1. RS Labour Law
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3. RS Law on Scientific Research and Technological Development
4. BH Law on Copyright and Related Rights
5. Statute of the University of Banja Luka
6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Rulebook on the Procedure of Legal Protection of Intellectual Property of the University of Banja Luka

- Eliminate the evaluation of papers only in the capacity of the first author during the various criteria for participation in committees or supervisions/mentorships.
- When defending a doctorate, it is required that the candidate is the first author (the same applies to the conditions for members of the commission), which is contrary to the positive view of co-authorship, as referred to in the respective principle.
- Encourage co-authorship and teamwork, rather than condensing them by reducing the scoring of published scientific and professional papers with more co-authors.

33. Teaching

Teaching is an essential means for the 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)



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Actions required

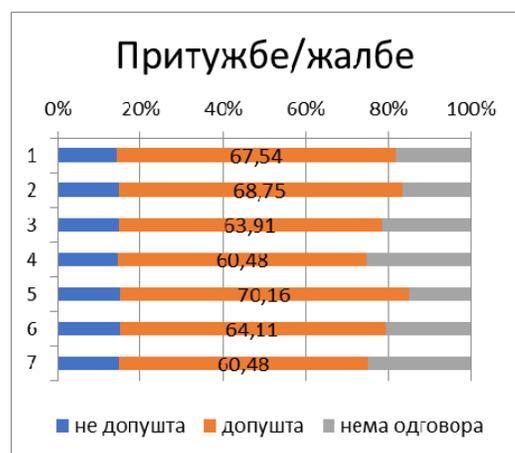
- It is necessary to reduce the weekly workload of professors and teaching assistants, because in addition to teaching, they have obligations related to consultations and pre-examination, so that not much time is left for scientific research.
- Pay part-time workers the same per hour as full-time teachers at the University of Banja Luka.
- This principle is determined by the Rulebook on Standards and Norms for Financing Public Higher Education Institutions in RS, where the norm for a senior assistant is 12 hours per week and for an assistant professor, associate professor and full professor 6 hours. Researchers, especially at an early stage, are overburdened with teaching obligations and need to be further relieved.
- Solve the overburdening of researchers with teaching by allowing an increase in the number of employees, even in the way that staff work part-time or flexible working hours. Employment is conditioned by the number of enrolled students, which makes it impossible for the respective faculty to initiate vacancies. The minimum required norm should be reduced, because most researchers are already indebted for more hours than the prescribed norm, and are not remunerated.
- As part of the professional development of young researchers, include training for the adoption of basic pedagogical knowledge for working with students, given that knowledge in this area is often not gained through regular schooling at all faculties (especially for technical and natural sciences).

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 complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all 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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



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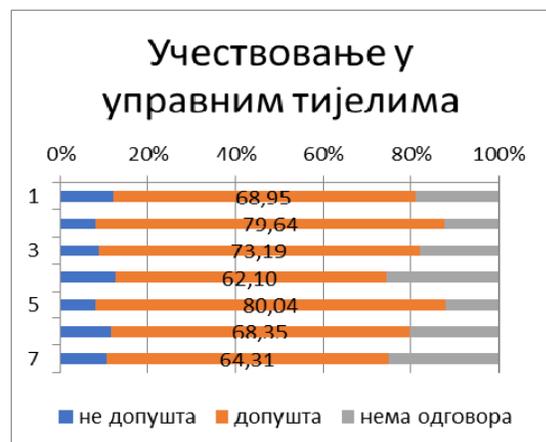
- To form an independent body that performs such checks and to prepare a rulebook on scoring supervisors and researchers, in the form of surveys.
- Enable and guarantee the appeal procedure during all processes at the University.
- Prohibit the influence of politics in this sphere of scientific research.
- Young researchers must not get in conflict with supervisors/mentors, because it can usually have consequences for their careers.
- Investigate the experiences of other countries on this issue and prevent the possibility of unfounded mutual accusations of colleagues based on personal animosity. Define sanctions for those who unreasonably report colleagues to the Ethics Committee.
- Current inconsistency between legal norms and practice. The rights of academic staff are often declarative.
- It is necessary to promote a unit that can instruct the worker in his/her rights, because employees do not know who to turn to in case of violation of legally defined rights.

35. Participation in decision-making bodies

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

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



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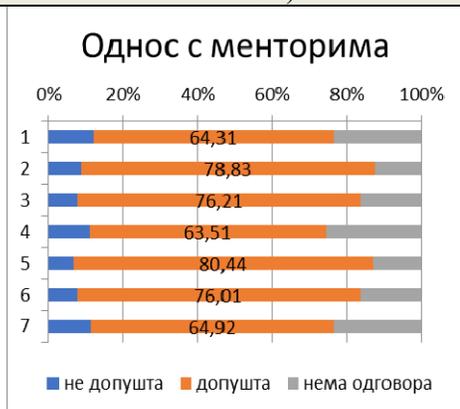
- The employer should promote and recognize the representation of researchers in the relevant information, consultation and decision-making bodies of the institutions for which they work.
- To harmonize laws and bylaws with the current needs of the scientific research community.
- The selection in decision-making bodies should be based on the competencies of researchers.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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- Provide remuneration for supervision/mentoring.
- Researchers in their training phase to recognize the importance of establishing a structured and regular relationship with their supervisor(s) and faculty/departmental representatives in order to take full advantage of such a relationship. The same goes for supervisors.
- Public insight into supervision/mentoring.
- Structured supervision/mentoring - as described in the respective principle - is insufficiently defined in existing legal acts and as such needs to be specified and legally framed.

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 efficient transfer of knowledge and for the further successful development of the researchers' careers.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



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6. Regulation on Procedure and Conditions for the Selection of Professors and Teaching Assistants
7. Regulation on Criteria for the Implementation and Financing of the Programme
8. Rules on Studying in the First and Second Cycles of Study
9. Rules on Studying in the Third Cycle of Study

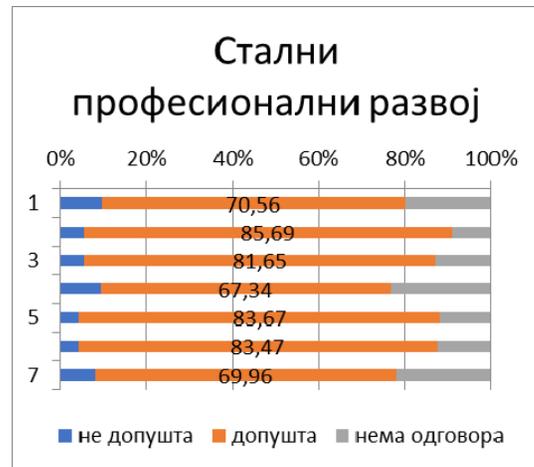
- Senior researchers to recognize the importance of devoting particular attention to the role of supervisors/mentors, career advisors, leaders, project coordinators, etc. Perform all tasks in accordance with the highest professional standards. Build up a constructive and positive relationship with the early-stage researchers in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.
- Supervision/mentoring and work with students should be scored in terms of activities or workload of teachers or presented as part of the fund of teaching hours, for the first, second and third cycle of studies.

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.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



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- E-learning is one of the activities that would significantly help in the development of skills and competencies, especially of young researchers. However, the daily obligations that young researchers have to fulfill do not leave enough time for such an activity.
- Pay more attention to non-formal education in terms of its evaluation.
- Solve the issue of research funding that should lead to the publication of a scientific paper, as well as participation in an international conference.
- Each University of Banja Luka member should, based on the respective scientific field, introduce a mandatory form of professional development on an annual basis (how many seminars they should attend, etc.) with the provision of funds.
- The deadlines for the progress need to be extended so that all the above processes are performed at the same time, with quality and smoothly.

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 the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

Actions required



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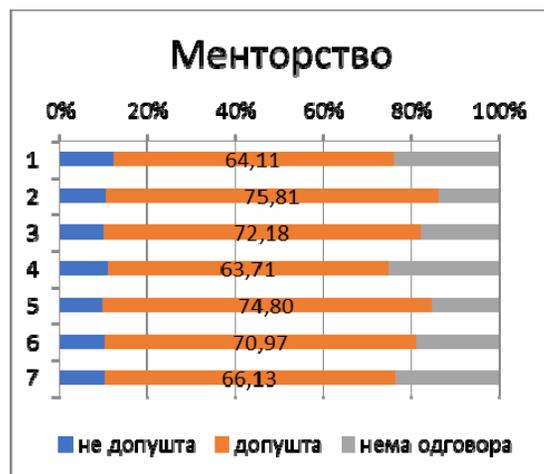
- Provide more training programs for the University employees in the fields of: IT, generic skills, pedagogical skills, etc.
- Analyze the principle in terms of comparison with good practices in the region and Europe.
- Provide larger cash grants.
- Strengthen and improve access to measures for continuous development and competencies of researchers.
- Define the status of researchers, regardless of teachers' knowledge, and formalize it, in organizational terms, as employees of either institutes or faculties.
- At the level of the University, form a special body that would be in charge of these issues.
- Standardize this aspect both at the institutional and state level.

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 appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Survey results: Relevant legislation and existing institutional policies and/or practices (researchers interviewed 492)

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- Principle defined by the Rules of Studying in the First and Second Cycles of Study and the Rules of Studying in the Third Cycle of Study.
- Supervision/mentoring, role, activities, obligations and rewards to be defined by a separate rulebook.
- The category of supervisors/mentors is general and formalized, too technically determined. Categories of reputation and honour are neglected. The choice of a supervisor/mentor is often conditioned by the choice of appointment to an academic rank for a specific field, and not on the basis of research and overall academic engagement. It is necessary to specify and expand the understanding of the category of supervisors/mentors and especially the category of supervision.

Appendix 1. Turnout by the University members

Member	Number of researchers who have filled in the survey	Number of researchers	%	Rank
Academy of Arts	47	74	63.51%	8
Faculty of Architecture, Civil Engineering and Geodesy	33	56	58.93%	10
Faculty of Economics	25	46	54.35%	14
Faculty of Electrical Engineering	26	45	57.78%	11
Institute of Genetic Resources	6	6	100.00%	1
Faculty of Mechanical Engineering	23	45	51.11%	16
Faculty of Medicine	61	79	77.22%	5
Faculty of Agriculture	26	47	55.32%	13
Faculty of Law	17	28	60.71%	9
Faculty of Natural Sciences and Mathematics	46	89	51.69%	15
Faculty of Mining	11	13	84.62%	3
Faculty of Technology	18	38	47.37%	17
Faculty of Security Science	10	12	83.33%	4
Faculty of Political Science	26	37	70.27%	7
Faculty of Physical Education and Sports	16	28	57.14%	12
Faculty of Pilosophy	31	75	41.33%	18
Faculty of Philology	53	70	75.71%	6
Faculty of Forestry	17	20	85.00%	2
Total	492	808	60.89%	

Type of engagement	Number
Supplementary work	19
Employed	470
Service Agreement	3
TOTAL	492

Academic rank	Number
teaching assistant	27
associate professor	130
senior teaching assistant	113
senior art teaching assistant	1
assistant professor	102
foreign language and skills teacher	6
full professor	108
no academic rank	5
TOTAL	492

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