TEMPLATE 4: ACTION PLAN

Case number: ………………………..

Name Organisation under review: University of Belgrade

Organisation's contact details: 11000 Belgrade (Republic of Serbia), Studentski trg 1, Phone: +381113207401; Fax: +381113207481; kabinet@rect.bg.ac.rs

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of 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	*4735*
Of whom are international (i.e. foreign nationality)	*184*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*N/A*
Of whom are women	*2292*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*2547*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*N/A*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*2188*
Total number of students (if relevant)	*99760*
Total number of staff (including management, administrative, teaching and research staff)	*8671*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	170,787,000
Annual organisational direct government funding (designated for research)	*N/A*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*N/A*
Annual funding from private, non-government sources, designated for research	*N/A*
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The University of Belgrade is the oldest university in Serbia and the largest in Southeastern Europe. Founded in 1808, it consists of 31 schools, 11 research institutes, 13 centers, Computer Center and the University Library. It provides education in Sciences and Mathematics, Technology and Engineering Sciences, Medical Sciences, Social Sciences and Humanities. Being one of the largest universities in the wider region, and top-ranked at global lists, the University of Belgrade has highly developed international cooperation.	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	The level of research freedom is high and it is safeguarded by the Statute of University, Code of Ethics within the framework provided by the Law on Higher Education and the Law on Scientific Research. Professional attitude of the researchers is imposed by the contractual obligations of the institutions towards the project funders, and awareness on those obligations is relatively high. The University adopted Regulation on determining the types of non-academic behaviour concerning written works (2016), with subsequent amendments, and the Regulation on the doctoral studies (2016). Still, there is an unsatisfying level of awareness among members of academic community (including PhD students) of the existing ethical rules at the University and the level of its implementation. The dissemination and exploitation of the research results has reached satisfying level. The UB has established an innovative system for permanent archiving, indexing and use of digital objects, named PHAIDRA (Permanent Hosting, Archiving and Indexing of Digital Resources and Assets). PHAIDRA contains deposited PhD and master thesis, final exams and other published papers, and keeps them protected, in accordance with copyright legislation. However, there is a lack of strategic research framework at the university level, aligned with national and international policies and frameworks.
Recruitment and selection	The University has adopted a sufficiently transparent legal framework for recruitment of researchers (Regulation on minimal conditions for obtaining the title of lecturer at the University of Belgrade with amendments, 2016). Criteria for employment and/or career advance are considered as transparent and clear by the researchers. Career breaks are typically not considered as an obstacle. There is a significant number of English-language doctoral and master programmes. In accordance with the legal framework of the Republic of Serbia, ever since 2014, the competent Ministry (ENIC/NARIC centre) is responsible for recognition of foreign higher education degrees for professional purpose.

Still, we found an insufficient level of execution of existing legal framework in the field of researchers' recruitment. Advertisements for job positions are still not sufficiently at international level. There is also a lack of multidisciplinary approach to selection criteria, and informative feedback after the completion of the selection process is |

	insufficient. Besides formal requirements (primarily bibliometric indices), less quantifiable criteria are not always taken into consideration in order to assess overall potential of applicants.
Working conditions	Social security, health and pension contributions are paid by the university to the full extent. Work hours are flexible, sabbatical leave is possible under good conditions. Recognition of mobility of (outgoing) PhD students is regulated. There is a Centre for career development at the university, as well as the Centre for Lifelong Learning, and, as a result of the extension of the initial action plan implementation they now cover also young researchers. Most of the teaching staff (sometimes from the level of assistant professor and above) participates (with voting rights) in the work of professional boards of the faculties. Participation in mentioned activities is typically mandatory, and all teaching staff can be nominated as the members of professional boards. Still, research positions often suffer from the lack of guarantees for permanent employment, due to the diminished level of security of public financing of project activities. There exists no system for monitoring trends in career paths of female and male researchers. Not researchers from all stages of their career are represented in decision-making bodies of University (at least not in a satisfactory way). Professional status of PhD students is not fully recognized. Research infrastructure (equipment and facilities) is not well developed, due to a lack of funds. In general, researchers are overloaded with the teaching engagement. Salaries are considered as low.
Training and development	Ministry for education, science and technological development is regularly awarding travel grants for the scientific events and bilateral projects. In both cases, the participation of PhD students is esteemed. The University Rulebook on PhD studies, adopted in 2016, provides for various rules of supervisor's conduct during several phases of the studies. The formal conditions given by the Rulebook include mandatory participation in permanent education programmes. Although training, workshops and similar tools are generally available, there is a need to make them planned and well-structured. There is no standardized process of monitoring or evaluating of the supervision and mentoring processes.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: http://bg.ac.rs/en/university/HRS4R.php; http://bg.ac.rs/sr/nauka/primena-strategije.php

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Widening publicity scope of formally existing relevant legal acts of the University. Adressing the problem of unsatisfying level of awareness among members of academic community (including PhD students) of the existing ethical rules at the University and the level of its implementation	Ethical principles	2s/3y	Rector, Vice-Rectors, Secretary-General, Senate of the University, Legal and HR Office, the Centre for Career Development, the Centre for Quality Assurance, Special Workgroup	Adoption of the Employment Policy, wherein ethical principles and importance of their respect are properly accentuated and publicized
Providing precise rules on mandatory use of anti-plagiarism software	Professional responsibility	2s/1y	Rector, Vice-Rectors, Secretary-General, Senate of the University, Legal and HR Office, Special Workgroup	Adoption of a procedure at the University level for appropriate use of the anti-plagiarism software
Introducing precise University mechanisms for education and training of the EU funded project members on financial administration of projects	Professional attitude	2s/3y	Rector, Vice-Rectors, Secretary-General, Senate of the University, International Cooperation Office	Adoption of the Employment Policy, in which mechanisms for development of overall professional skills of researchers are contained
Providing specific rules about manipulation and transparency of research data in the relevant legal framework	Accountability	2s/3y	Rector, Vice-Rectors, Secretary-General, Senate of the University,	Adoption of the Employment Policy, in which norms providing for mandatory collection and

			Legal and HR Office, the Centre for Career Development, the Centre for Quality Assurance, Special Workgroup	permanent storage of research data in electronic form, in accordance with Open Science principles, are included
Introduction of the strategic approach to deeper understanding of research goals and its relevance at the wider public level	Public engagement	2s/3y	Rector, Vice-Rectors, Secretary-General, Senate of the University, Legal and HR Office, the Centre for Career Development, the Centre for Quality Assurance, Special Workgroup	Adoption of the Employment Policy, in which special estimation and valorization of activities in the field of scientific communication are pointed out
Providing for better execution of the University legal framework in the field of researchers' recruitment	Recruitment	2s/2y 2s/3y	Rector, Vice-Rectors, Secretary-General, Senate of the University, Legal and HR Office, the Centre for Career Development, the Centre for Quality Assurance, Special Workgroup	Introducing amendments to the Strategy of Internationalization, in order to enhance the using available tools for international recruitment Adoption of the Employment Policy, in which further internationalization of researchers' recruitment is provided for, as well as the use of more objective legal interpretation
Enabling better visibility of job advertisements at the international level	Recruitment (Code)	2s/1y	Rector, Vice-Rectors, Secretary-General, International Cooperation Office	Translate and publish the Rulebook on the manner and procedure of obtaining the title of lecturer and on establishing the employment status at the University of Belgrade
Ensuring multidisciplinary approach to selection criteria	Selection (Code)	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, in which multidisciplinary approach to selection will be addressed more strictly

Making informative feedback after the finalization of the selection process mandatory	Transparency (Code)	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will provide rules for including informative feedback in the process of selection
Defining criteria, apart from bibliometric measures, which will forefront additional useful skills	Judging merit (Code)	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will include additional recruitment requirements
Including indicators such as career breaks or variations in the chronological order of CVs in the relevant rulebook	Variations in the chronological order of CVs (Code)	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will provide a starting line for amendment of Rulebook on minimal conditions for obtaining the title of lecturer at the University of Belgrade
Making mobility experience formally recognized and valued	Recognition of mobility experience (Code)	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office, International Cooperation Office	Adoption of the Employment Policy, which will contain mobility-based criteria that enhance following of good practice at faculties and institutes
Ensuring formal professional recognition of all types of research and teaching activities within the University	Recognition of the profession	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will contain framework for formally recognizing all types of professional engagement
Ensuring a more appropriate balance between teaching and research activities	Research environment	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, in which the time ratio research and teaching duties will be recommended, in order to be fully implemented in corresponding legal framework (bylaws, contracts, etc) where appropriate
Providing tools for monitoring trends in career paths of female and male researchers	Working conditions	2s/3y		Rector, Vice-Rectors, Secretary-General, Legal and HR Office, Special Workgroup	Adoption of the Gender Equality Policy, which will ensure monitoring system on research career development
Organizing programme- and project-targeted	Stability and permanence	2s/3y		Rector, Vice-Rectors,	Adoption of the Employment Policy,

trainings for researchers as a measure for broadening private, non-national, and other external sources of funding	of employment		Secretary-General, Legal and HR Office	which supports more dynamic environment for obtaining external sources of funding
Creating additional normative framework which stimulates stronger cooperation between academia and industry	Funding and salaries	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will provide for adequate legal framework
Ensuring a fairer representation of female researchers at higher levels of research and academic careers	Gender balance	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, Special Workgroup	Adoption of the Gender Equality Policy, which will provide for bylaws aiming to ensure gender-sensitive policies of electing top management
Ensuring strategic approach to career development of the researchers	Career development	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development	Adoption of the Employment Policy, which will contain directives and instructions for shaping a strategy of career development for researchers
Enhancing inter-sectoral mobility between industry (economy) and academia	Value of mobility	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will recommend valorization of mobility
Establishing well-founded practice in the field of access of researchers to career advice	Access to career advice	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development	Adoption of the Employment Policy, which will contain directives and instructions for shaping a strategy of career development for researchers, in order to solidify their full access to all the relevant career advice
Preventing misbalance between teaching and research activities	Teaching	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office	Adoption of the Employment Policy, which will enable that teaching responsibilities do not hinder researchers to carry out their research activities, particularly at the beginning of their careers
Correcting disparities in researchers' representatives between different member units of	Participation in decision-making bodies	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal	Adoption of the Employment Policy, in which it will be recommended to all

			and HR Office	the faculties and institutes to closely inspect possibilities of enhancing better institutional representation of all the researchers' categories
Providing additional tools for scrutiny of supervisors' role in conducting PhD students' duties	Relation with supervisors	2s/2y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, Office for Studies and Research	Introduction of amendments to the Rulebook on PhD studies, by which formal mechanisms to better scrutinize supervisors' role in conducting PhD studies' obligations will be introduced
Creating constructive and positive relationship between senior and early-stage researchers in research projects management within the national framework	Supervision and managerial duties	2s/2y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, Office for Studies and Research	The University should recommend legislative reform, on the basis of which rights and duties of all of the researchers (R1 to R4) would be closely defined
Ensuring a well-structured plan for attending workshops and similar types of professional development tools	Continuing Professional Development	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development	Adoption of the Employment Policy, which will represent a formal framework for planning researchers' professional development activities
Communicating training opportunities, workshops, and similar tools for researchers' career development at a wider scale	Access to research training and continuous development	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development	Adoption of the Employment Policy, which will contain recommendations enabling additional information and publicity (visibility) of training opportunities
Providing inclusion of the feedback mechanisms for assessment of proper implementation of the Rulebook on PhD studies regarding supervisors' role	Supervision	2s/2y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, Office for Studies and Research	Introduction of amendments to the Rulebook on PhD studies, by which full enforcement of application and scrutiny of supervisors' role will be ensured

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment.

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R, based on the weaknesses identified in the OTM-R:

Proposed ACTIONS	OTM-R Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Organization and implementation of OTM-R workshops for R2 and R3 researchers	*Is everyone involved in the process sufficiently trained in the area of OTM-R?*	2s/3y	Centre for Career Development, Centre for Quality Assurance	2-4 workshops organized
Adoption and distribution of a recommendation letter to the faculties and institutes to make job announcements available in English language as well	*Does our current OTM-R policy encourage external candidates to apply?*	2s/3y	Legal and HR Office, the Centre for Career Development, International Cooperation Department	Recommendation letters sent
Organization, coordination and implementation of Serbian language courses for foreigners (PhD students and other researchers); Translation and publishing the English language version of the University Translate and publish the Rulebook on the manner and procedure of obtaining the title of lecturer and on establishing the employment status at the University of Belgrade	*Is our current OTM-R policy in line with policies to attract researchers from abroad?*	2s/1y	Secretary-General, Legal and HR Office, International Cooperation Office, Faculty of Philology of the University of Belgrade	Serbian language lectures are well defined, organized, and implemented. The University Rulebook is officially translated into English and published (the University website OTM-R page is updated)
Adding further specific non-discrimination measures (related to career advance and employment) for recruitment of researchers belonging to underrepresented groups, to the relevant University bylaws (the Employment Policy and the Rulebook on	*Is our current OTM-R policy in line with policies to attract underrepresented groups?*	2s/2y	Secretary-General, Legal and HR Office, International Cooperation Office	The Employment Policy and the Rulebook on the manner and procedure of obtaining the title of lecturer and on establishing the employment status at the University of Belgrade are

the manner and procedure of obtaining the title of lecturer and on establishing the employment status at the University of Belgrade)				updated
Improving the content of job advertisements, in order for them to include: starting date of the employment; researcher career profiles (R1-R4); working conditions, workplace, entitlements; professional development opportunities; career development prospects; the application procedure and deadline, which as a general rule, lasts for at least two months from the publication date (the current deadline, provided in the Rulebook, is 15 days); a reference to the institution's OTM-R policy; a reference to the institution's equal opportunities policy; contact details	*Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report*	2s/2y	Legal and HR Office, Centre for Career Development, Centre for Quality Assurance	Content of job advertisements is improved
Facilitating publishing of job advertisements on EURAXESS portal	*Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?*	2s/1y	International Cooperation Office, Centre for Career Development, Legal and HR Office	Training of the University administrative staff in EURAXESS jobs advertisements publishing is well organized and implemented
Establishing an exclusive transmission of supporting documents by electronic means by adoption of the Employment Policy and amending of the Rulebook on the manner and procedure of obtaining the title of lecturer and on	*Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)*	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development	The Employment Policy and the Rulebook on the manner and procedure of obtaining the title of lecturer and on establishing the employment status at the University of Belgrade are

establishing the employment status at the University of Belgrade				updated
Introducing the necessary legal requirement for the University, its faculties and institutes to inform the candidates on the strengths and weaknesses of their applications	*Do we provide adequate feedback to interviewees?*	2s/3y	Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development	The Employment Policy and the Rulebook on the manner and procedure of obtaining the title of lecturer and on establishing the employment status at the University of Belgrade are updated
Establishing a system for the OTM-R deliveries' assessment by introducing a special work group whose task would be to make necessary assessments in the field of the implementation of OTM-R objectives	*Do we have a system in place to assess whether OTM-R delivers on its objectives?*		Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development, Special Work Group	Special work group is established, well organized, and competent for regular assessment of implementation of OTM-R objectives

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: http://bg.ac.rs/en/university/OTM-R.php

4. IMPLEMENTATION

General overview of the expected implementation process:

Implementation of the action plan will be carried out by the responsible management, research and administrative staff at the level of the University, as well as at the level of its members, *i.e.*, faculties, and institutes. It will be coordinated most directly by the *Steering group for the implementation of HRS4R process of the University of Belgrade*, constituted by the rector's decision adopted on September 27, 2017. The chairman of the Steering Group is the Vice Rector for Science, Innovation, and the Technology Transfer, and the vice-chairman is the Secretary-General of the University. Other members were selected in order for all of the researchers' categories (R1 to R4) to be represented.

In compliance with the Draft of the Human Resources Strategy for Researchers, and under the scrutiny of the Steering Group, wider involvement of the faculties' and institutes' management in

the process is going to be facilitated, by maintaining regular consultations with responsible personnel of the members of the University at least twice a year. Objectives of these consultations are: to inform the faculties and institutes about the progress in implementation of the Strategy, to put the best effort to get support of the members' management, and to resolve any operational (including legal, technical, etc.) obstacles.

The key element of the implementation process will be the Employment Policy of the University of Belgrade. It is planned that this document will be adopted during the 2nd semester of the 3rd year of the implementation process. The Policy will be comprised of different elements having for target essential improvement and consolidation of the Charter and Code principles based on analysis of the existing gaps.

Through professional skills development program and OTM-R workshops, the process has for its aim to enable the engagement of all the researchers in various stages of scientific career (all of the researchers' categories (R1 to R4)). In order to increase the awareness of the principles of Charter and Code and their implementation, the workshops having for subject explaining the significance of OTM-R are to be organized on a regular basis.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Steering Group will hold meetings at least six times a year. The main issue will be focused on developing the content of the future Employment Policy of the University of Belgrade, in full compliance of the Charter and Code principles, and by following guidelines provided by the conclusions outlined in the Gap Analysis. In addition, management and responsible administrative staff of the University (Rector, Vice-Rectors, Secretary-General, Legal and HR Office, the Centre for Career Development) will be consulted by the Steering Group regularly, and the Group will submit reports on its activities to the rector of the University.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	In accordance with recommendations given to them by the Steering Group, responsible personnel of the members of the University (vice-deans of faculties and directors of institutes) will inform the lecturers' and researchers' staff, within the scope of their competence, about the occurring processes in the field of drafting of the HRS4R, and, further in the perspective, in the field of its implementation. *Via* the same or similar channel of communication, the research community of the faculties and institutes will be

	strongly encouraged to take participation in the process, to give comments and suggestions, and to have an appropriate insight in the direction of drafting and implementation of HRS4R.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	Being the core document in the field of enhancing research capacity-building at the University of Belgrade, the Employment Policy will be strongly correlated to HRS4R, sharing its main aims, recommendations, and further projections of improvement of HR potential.
How will you ensure that the proposed actions are implemented?	In its personal composition, the Steering Group contains, among other members, representatives of the top management of the University of Belgrade (one being its chairman, the other one – its vice-chairman). Besides, in addition to the fact that the Steering Group has been formed by the decision of the rector of the University of Belgrade, it is also responsible to him in fulfilment of its duties. Since rector of the University of Belgrade is *ex officio* president of the Senate (which is composed of deans of faculties and directors and institutes), activities connected to HRS4R will be closely inspected by the main decision-making of the University of Belgrade
How will you monitor progress (timeline)?	The Steering Group will be submitting reports on its activities to the rector after each one of the meetings it holds. In addition, it will send annual reports on implementation progress to the Council of the University of Belgrade, in order for it to be included in the overall annual report on the activities of the University of Belgrade
How will you measure progress (indicators) in view of the next assessment?	The Steering Group will closely follow whether the full number of issues recognized in the Gap Analysis is addressed in the draft of the Employment Policy. This, being the main parameter for assessment of the process' adequate implementation, will be done in partial sequences; i.e. on each of the Group's meetings, as well as – in a more documented way – within its annual reports to the Council of the University of Belgrade

Additional remarks/comments about the proposed implementation process:

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