



University of
Zagreb

The European Charter for Researchers and the
Code of Conduct for the Recruitment of
Researchers

“Human Resources Strategy for Researchers”—
Action Plan

July 2013



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Introduction

In 2005 the European Commission adopted the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The principles of the two documents are designed to ensure the same rights and obligations for researchers regardless of where in Europe they work. The European Charter for Researchers defines the rights and obligations of researchers and organizations in which they work, while the Code of Conduct for the Recruitment of Researchers underlines the principle of equality in the procedure of recruitment regarding all researchers in Europe, as well as the idea of increasing transparency in the processes of recruitment and employment. Also, the documents aim to facilitate successful creation, transfer, dissemination and sharing of knowledge, and to encourage such procedures of recruitment which would aim to improve the quality and transparency of the processes of selection of researchers and of their professional development, as well as to improve the criteria used in these processes.

The University of Zagreb decided to accept the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, so that the Rector of the University, Professor Aleksa Bjeliš, PhD, signed on 11 March 2010 the Declaration on Commitment to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The process of implementation of the Charter and the Code started in mid-2011, with the founding of an ad hoc Work Group for the Human Resources Strategy, which started the preparatory work for the making of an internal Human Resources Strategy of the University of Zagreb. The Work Group included the following members: Professor Melita Kovačević, PhD, Vice-Rector for science and technology; Professor Neven Duić, PhD, Faculty of Mechanical Engineering and Naval Architecture; Professor Ivan Rimac, PhD, Faculty of Law; Olga Šarlog-Bavoljak, academic secretary; Davor Mavrić, expert advisor for recognition of foreign higher education qualifications; Mirjana Fuchs, Head of the Office for Human Resources; Ljubica Krpelj, expert assistant at the Office for Human Resources; Iva Piški, expert advisor on the IPA project; Renata Hranjec, expert advisor for international co-operation; Ida Ogulinac, senior expert advisor for student and teacher mobility from the Office for International Co-Operation; Ivana Cerin, expert assistant for projects from the Office of Financial Management; Hrvoje Mataković, PhD, Head of the Office for Research; dr. sc. Vlatka Petrović, PhD, Head of the Transfer Technology Office; and Arijana Mihalić, Head of the Office for Science and Technology. After the appointment of the Work Group, the University Rector appointed on 14 May 2012 a Work Group for administrative support to the implementation of the principles of the Charter and the Code, which comprised seven members: Professor Melita Kovačević, PhD, Vice-Rector for science and technology; Professor Neven Duić, PhD, Faculty of Mechanical Engineering and Naval Architecture; Mirjana Fuchs and Ljubica Krpelj, Office for Human Resources; Ivana Cerin, Office for Financial Management; dr. sc. Hrvoje Mataković, PhD, Office for Research; and Renata Hranjec, Office for International Co-Operation, and the primary task of the Work Group was to prepare an internal analysis, "Human Resources Strategy through the Implementation of the Charter and the Code, and the Action Plan for the Implementation of the Strategy."

In order to make the process as open and transparent as possible, in the period from 2011 to 2013 all relevant bodies of the University of Zagreb (the extended Rector's Collegium, faculty secretaries of the constituent units of the University of Zagreb, and the Committee for human resources) were familiarized with the implementation of the Charter and the Code, as well as with the content of the internal analysis. In 2013, the work of offices and bodies of the University of Zagreb on the making of the final version of the internal analysis has been intensified, with which the whole project entered into its conclusive stage.

The final version of the Internal Analysis and the Action Plan is a result of simultaneous work of participants at all levels of operation of the University of Zagreb, from the administration and offices of the Rectorate to the constituent units of the University of Zagreb, and it has been submitted to members of the Senate at its 12th Session, on 16 April, 2013, and was unanimously accepted by the members of the Senate.



I. Ethical and professional aspects

1. Research freedom		
Actions required	Who/Responsibility	When/Implementation
1.1 Periodic analysis of the existing situation, and evaluation of adherence to the relevant legislation and the ethics codes regarding research freedom.	<ul style="list-style-type: none"> ▪ Office for research of the University of Zagreb (hereafter UZ) ▪ Ethics Council of the UZ 	continuously from December 2013 until December 2015
1.2 Introduction of the practice of signing a statement at the time of hiring, along with handing out of the Code of Ethics of the University of Zagreb, and <i>The Charter and the Code</i> .	<ul style="list-style-type: none"> ▪ Ethics Committees of the constituent units of the UZ ▪ Human resources offices of the UZ 	

2. Ethical principles		
Actions required	Who/Responsibility	When/Implementation
2.1 Periodic analysis of the existing situation, and evaluation of adherence to the relevant legislation and the code of ethics.	<ul style="list-style-type: none"> ▪ Ethics Council of the UZ ▪ Ethics Committees of the constiteunt units of the UZ 	continuously from December 2013 until December 2015
2.2 Raising awareness about and adherence to ethical principles, and regular adjustment and improvement of the Code of Ethics through organization of forums, workshops, and other similar activities.		



3. Professional responsibility		
Actions required	Who/Responsibility	When/Implementation
3.1 Familiarization of all researchers with the national legislation and institutional rules.	<ul style="list-style-type: none"> ▪ Legal team of the UZ ▪ Collegium of Faculty Secretaries ▪ Research Office ▪ University Library 	<p>3.1 continuously</p> <p>3.2. December 2014</p> <p>3.3 continuously</p> <p>3.4 December 2015</p>
3.2 Adopting the Regulations on disciplinary responsibility and disciplinary procedure, for the purpose of defining procedures in cases of violations of the rules of the Code of Ethics previously established by the Ethics Council.		
3.3 Continuous emphasis on unacceptability of plagiarism of any kind.		
3.4 Making it possible to be fully informed through access to leading journals and online databases.		

4. Professional attitude		
Actions required	Who/Responsibility	When/Implementation
4.1 Defining clear rules of conduct in cases where funding comes from the industrial sector or the business sector.	<ul style="list-style-type: none"> ▪ Rector's Office ▪ Research Office ▪ Board for Research, Development and Technology 	<p>4.1 January 2015</p> <p>4.2 continuously in the period from 2013 - 2015</p>
4.2 Calling attention to the importance of meeting the agreed dates of implementation, and of reporting on project results.		



5. Contractual and legal obligations		
Actions required	Who/Responsibility	When/Implementation
5.1 Familiarization of researchers with national legislation and institutional rules—raising awareness of the researchers and stimulating them to familiarize themselves with regulations through workshops, round tables, and the like.	<ul style="list-style-type: none"> ▪ Legal team of the UZ ▪ Collegium of Faculty Secretaries ▪ Research Office 	5.1 continuously in the period from 2013 - 2015 5.2 in the 2013 - 2014 period
5.2. Putting together and publishing information packages for researchers on the existing regulations on working conditions and professional training.	<ul style="list-style-type: none"> ▪ Human resources offices at the constituent units of the UZ 	

6. Accountability		
Actions required	Who/Responsibility	When/Implementation
6.1 Raising awareness about and stimulating sound, transparent and efficient financial management through organization of forums, round tables and workshops.	<ul style="list-style-type: none"> ▪ Research Office ▪ Legal team of the UZ ▪ Collegium of Faculty Secretaries 	6.1. continuously in the period from 2013 - 2015 6.2. in 2014
6.2 Elaboration of the rules of the Code of Ethics, and making of specific financial management codes.	<ul style="list-style-type: none"> ▪ Ethics Council of the UZ ▪ Ethics committees of constituent units of the UZ 	6.3. December 2015

7. Good practice in research		
Actions required	Who/Responsibility	When/Implementation
7.1 Familiarization of researchers with national legislation and institutional rules.	<ul style="list-style-type: none"> ▪ Technology Transfer Office ▪ Research Office ▪ Centre for Research, Development and Technology Transfer of the UZ 	March 2015
7.2 Building up the information system, and education of users about data protection.	<ul style="list-style-type: none"> ▪ Information system services 	continuously



8. Dissemination, exploitation of results		
Actions required	Who/Responsibility	When/Implementation
8.1 Further development of legal and institutional mechanisms for commercialisation of research results	<ul style="list-style-type: none"> ▪ Technology Transfer Office ▪ Centre for research, development and technology transfer of the UZ 	continuously from December 2013 until December 2015

9. Public engagement		
Actions required	Who/Responsibility	When/Implementation
9.1 Presentation of research results to the public, stimulation of interest in science and of presence of science in the media	<ul style="list-style-type: none"> ▪ Public Relations Office 	continuously from December 2013 until December 2015
9.2 Organization of public lectures and thematic round tables for the purpose of familiarizing the public with research achievements of the institution.	<ul style="list-style-type: none"> ▪ Research Office 	continuously from July 2013 until December 2015
9.3 Articulation of a clear strategy of how to present achievements at the University, and of how to timely inform the public.	<ul style="list-style-type: none"> ▪ Management of the UZ 	the period from 2013 to December 2014

10. Non-discrimination		
Actions required	Who/Responsibility	When/Implementation
10.1 Further efforts in raising awareness among workers, employees and providers of funding on avoidance of discrimination.	<ul style="list-style-type: none"> ▪ Human resources offices at the constituent units of the UZ 	May 2014
10.2 Conducting evaluations among workers, employees and providers of funding on avoidance of discrimination.	<ul style="list-style-type: none"> ▪ Office for Human Resources ▪ Office for Study Programmes and Quality Assurance 	January 2015



11. Evaluation / appraisal systems		
Actions required	Who/Responsibility	When/Implementation
11.1. Examination and adoption of criteria for evaluating successful research institutions.	<ul style="list-style-type: none"> ▪ Expert committees; Faculty Councils of the constituent units of the UZ ▪ Field Council ▪ 11.1 and 11.2 Board for research, development and technology ▪ 11.3 Research Office 	<p>11.1 and 11.2 - January 2014</p> <p>11.3 March 2015</p>
11.2. Initiative to make the criteria and procedure of evaluation transparent; initiative to introduce a peer-review system in the appointment to positions of special responsibility in scientific research projects.		
11.3 Evaluation and ranking of research efficiency of a constituent unit of the UZ in research fields and sub-fields (but also of its institutional divisions like institutes and chairs) at the level of the University, but also at the national level.		

II. Recruitment

12. Recruitment		
Actions required	Who/Responsibility	When/Implementation
12.1 Suggestions and initiatives presented to the MSES for the purpose of adopting adequate regulation at the national level on recruitment of foreign researchers.	<ul style="list-style-type: none"> ▪ Management of the UZ ▪ Collegium of Faculty Secretaries ▪ Board for research, development and technology ▪ Human Resources Offices at the constituent units of the UZ 	<p>12.1 continuously from December 2013 until December 2015</p> <p>12.2 continuously from December 2013 until December 2015</p> <p>12.3. April 2014</p> <p>12.4 April 2015</p>
12.2 Development of a system of advertising for attracting quality researchers from other institutions and those who might be returning to a career in science.		
12.3 Assessment of the current recruitment criteria and definition of recruitment standards with respect to specific professions.		
12.4 Definition of the status of postdoctoral researchers and of their role at the research-and-teaching institutions of the University of Zagreb.		



13. Recruitment (Code)		
Actions required	Who/Responsibility	When/Implementation
13.1 Improvement of advertising, especially as concerns definition of requirements for appointment, description of the working conditions and promotion prospects.	<ul style="list-style-type: none"> ▪ Human Resources Offices at the constituent units of the UZ ▪ Office for Human Resources 	13.1. in the period from December 2013 until December 2015
13.2. Advertising positions on the EURAXESS portal.	<ul style="list-style-type: none"> ▪ Collegium of Faculty Secretaries 	13.2. October 2013

14. Selection (Code)		
Actions required	Who/Responsibility	When/Implementation
14.1 Introduction of advisory bodies comprised by researchers and experts of different expertise and competences from Croatia and abroad (according to scientific fields and sub-fields).	<ul style="list-style-type: none"> ▪ Human resources committee ▪ Administrations of the constituent units of the UZ ▪ Board for research, development and technology 	14.1 June 2015
14.2 Introduction of a broader range of selection procedures.	<ul style="list-style-type: none"> ▪ Committees for appointment to rank ▪ Human resources offices at the constituent units of the UZ 	14.2 July 2015

15. Transparency (Code)		
Actions required	Who/Responsibility	When/Implementation
15.1. At the level of constituent units: Human resources offices of the constituent units of the UZ should inform the applicants on the procedure of selection and employment through procedure guidelines.	<ul style="list-style-type: none"> ▪ 15.1 Human resources offices at the constituent units of the UZ ▪ Human resources committee ▪ Senate 	15.1 In the period from October 2013 until December 2014
15.2 The applicants should be informed on the selection procedure in detail.		15.2 In the period from October 2013 until December 2014



16. Judging merit (Code)		
Actions required	Who/Responsibility	When/ Implementation
16.1 Establishment of independent advisory bodies acting in the capacity of peer-review	<ul style="list-style-type: none"> ▪ Board for research, development and technology 	16.1. December 2015 16.2. May 2015 16.3 May 2015
16.2 Designing criteria that would consider the overall potential of the candidate	<ul style="list-style-type: none"> ▪ Centre for research, development and technology transfer of the UZ 	
16.3 Establishment of a procedure that would allow the selection committee to objectively evaluate the overall potential of the candidate.	<ul style="list-style-type: none"> ▪ Human resources committee ▪ Committee for appointment to rank 	

17. Variations in the chronological order of CVs (Code)		
Actions required	Who/Responsibility	When/ Implementation
17.1 Defining clear guidelines on treating career breaks or variations in the chronological order of the CV in the selection criteria.	<ul style="list-style-type: none"> ▪ Board for research, development and technology ▪ Office for Human Resources 	17.1 March 2014 17.2 continuously from December 2013 until December 2015
17.2 Encouraging changes in the legislation that would abolish the obligation to get promoted in research-and-teaching ranks.	<ul style="list-style-type: none"> ▪ Human resources committee 	



18. Recognition of mobility experience (Code)		
Actions required	Who/Responsibility	When/Implementation
18.1 Designing a database that would allow monitoring (and rewarding) of mobility.	<ul style="list-style-type: none"> ▪ Board for research, development and technology ▪ Vice-Rector for research and technology ▪ Office for doctoral studies and programmes ▪ Field Councils 	18.1. October 2014
18.2 Stimulation of mobility of doctoral students and postdoctoral researchers.		18.2. continuously in the period from 2013-2015
18.3 Stimulation of post-doctoral training abroad and at the institutions in the RC; and adequate evaluation of such training.		18.3. continuously in the period from 2013-2015
18.4 Stimulation of professional development and other forms of mobility through creation of institutional opportunities for leaves for researchers.		18.4 continuously in the period from 2013-2015

19. Recognition of qualifications (Code)		
Actions required	Who/Responsibility	When/Implementation
19.1 Encouraging the passage of regulation at the national level concerning recognition of competences acquired by nonformal education.	<ul style="list-style-type: none"> ▪ Office for doctoral studies and programmes ▪ Office for academic recognition of foreign higher education qualifications ▪ Collegium of Faculty Secretaries 	19.1 continuously from December 2013 until December 2015
19.2. The web pages of the UZ include the basic information and guidelines related to the procedure of academic recognition of higher education institutions and periods of study; for this purpose the Outline of the publication on academic recognition of higher education qualifications and periods of study was written.		19.2 information already published on the website -2013 Draft publication - October 2013



20. Seniority (Code)		
Actions required	Who/Responsibility	When/Implementation
20.1 Raising awareness and providing information about the significance of lifelong professional development, and familiarization with examples of good practice from abroad.	<ul style="list-style-type: none"> ▪ Board for quality assurance ▪ Office for academic recognition of foreign higher education institutions ▪ 20.1. Work group for lifelong learning 	continuously from December 2013 until December 2015

21. Postdoctoral appointments (Code)		
Actions required	Who/Responsibility	When/Implementation
21.1 Initiative towards the national legislation concerning definition of status and funding of employment of post-doctoral researchers.	<ul style="list-style-type: none"> ▪ Board for research, development and technology ▪ Office for Research ▪ Vice-Rector for research and technology 	continuously from December 2013 until December 2015

III. Working conditions and social security

22. Recognition of the profession		
Actions required	Who/Responsibility	When/Implementation
22.1 Further stimulation of application of the principles of the Code of Ethics of the University of Zagreb, and the European Charter and the Code through providing information on these documents	<ul style="list-style-type: none"> ▪ Ethics Council of the UZ ▪ Ethics Committees at the constituent units of the UZ ▪ Mentors 	continuously from December 2013 until December 2015



23. Research environment		
Actions required	Who/Responsibility	When/Implementation
23.1 Stimulation of allocation of funding for research in science and art at the state level (campaigns, forums, etc), and establishment of connections with the business sector and the broader community fo common projects.	<ul style="list-style-type: none"> ▪ Heads of organizational components at the constituent units ▪ Board for research, development and technology ▪ Office for Research 	from September 2013 until December 2015
23.2 Stimulation of the use of EU funds through education and providing of information.		

24. Working conditions		
Actions required	Who/Responsibility	When/Implementation
24.1 Stimulation of allocation of funding for research in science and art at the state level (campaigns, forums, etc).	<ul style="list-style-type: none"> ▪ Leadership of the constituent units of the UZ ▪ Board for research, development and technology ▪ Collegium of Faculty Secretaries ▪ Office for students with disabilities 	continuously from September 2013 until December 2015
24.2 Initiatives designed to define and improve national legislation.		
24.3 Encouragement of flexibility in every form, with a control of efficiency in the use of work time / introduction of periodic impartial evaluation of the work of researchers.		
24.4 Securing adequate health insurance and retirement plans in line with existing legislation.		



25. Stability and permanence of employment		
Actions required	Who/Responsibility	When/Implementation
25.1 Initiative to change national legislation: to abolish the obligation to get promoted in research-and-teaching ranks, and to allow for researchers to remain in the research-and-teaching rank achieved, along with harmonization of criteria for appointment to ranks, and their strict implementation.	<ul style="list-style-type: none"> ▪ Management of the UZ ▪ Senate ▪ Leadership of the constituent units of the UZ ▪ Collegium of Faculty Secretaries 	July 2015
25.2 Initiative to change the criteria for promotion at the national level, in order to make them more qualitative and adequate to the specificities of scientific fields, and not quantitative	<ul style="list-style-type: none"> ▪ Bodies at the constituent units—boards, committees ▪ Board for research, development and technology 	
25.3 Regulation of the status of assistants		
25.4 Initiative to establish financial and other instruments to select and stimulate the most successful researchers in science and art.		



26. Funding and salaries		
Actions required	Who/Responsibility	When/Implementation
26.1 Stimulation of initiatives at the national level directed at making sure that the salaries of researchers do not lag behind salaries in the business sector.	<ul style="list-style-type: none"> ▪ Rectorate of the UZ ▪ Senate 	
26.2 Better differentiation and increase of salaries of research-and-teaching staff in science and art, along with a clear differentiation of teaching loads and research duties.	<ul style="list-style-type: none"> ▪ Leadership of the constituent units of the UZ ▪ Board for research, development and technology 	26.1 continuously 26.2 September 2014
26.3 Introduction of the possibility of increasing the share of teaching or research in the equated work hours in line with the necessities of research, attitudes of employees, and institutional needs.	<ul style="list-style-type: none"> ▪ Collegium of Faculty Secretaries ▪ Human resources offices at the constituent units of the UZ 	26.3 January 2015 26.4 April 2014 26.5 December 2015
26.4 Establishment of procedures of evaluation that would lead to additional remuneration and access to higher portions of research funding to successful leaders of research groups or researchers.		
26.5 Stimulation of guarantees of fair and attractive working conditions and benefits (income) at all career stages regardless of the form of the work contract.		

27. Gender balance		
Actions required	Who/Responsibility	When/Implementation
27.1 Continued efforts in raising awareness among workers, employers and funders.	<ul style="list-style-type: none"> ▪ Committees for appointment to rank 	
27.2 Stimulation of half-time employment in research in cases where there is a need to harmonize family obligations and work obligations.	<ul style="list-style-type: none"> ▪ Leadership of the constituent units of the UZ 	Continuously



28. Career development		
Actions required	Who/Responsibility	When/Implementation
28.1 Making precise action plans of development of the constituent units of the UZ, identifying strategic points on which they intend to build their competitiveness; and systematic and realistic planning of human resources and work positions.	<ul style="list-style-type: none"> ▪ Committees for appointment to rank ▪ Leadership of the constituent units of the UZ ▪ Faculty Council at the constituent units of the UZ ▪ Board for research, development and technology ▪ Human resources offices at the constituent units of the UZ 	28.1 April 2014
28.2 Making strategies for professional development of researchers at the constituent units.		28.2 June 2014
28.3 Accelerate the introduction and creation of databases on researchers.		28.3 July 2014

29. Value of mobility		
Actions required	Who/Responsibility	When/Implementation
29.1 Initiative to create an adequate stimulative national and institutional framework (quotas, defining teaching obligations that facilitate mobility).	<ul style="list-style-type: none"> ▪ Leadership of the constituent units of the UZ ▪ Committees for appointment to rank ▪ Board for research, development and technology ▪ Research Office ▪ Collegium of Faculty Secretaries 	29.1 continuously in the period from September 2013 until December 2015
29.2 Creation of conditions for and stimulation of mobility of post-doctoral researchers.		29.2 continuously in the period from September 2013 until December 2015
29.3 Stimulation of professional training and other forms of mobility of all researchers through the creation of institutional opportunities for leaves for researchers, which requires adequate national and institutional regulations, as well as financial support.		29.3 continuously in the period from September 2013 until December 2015
29.4 Monitoring of professional development, increase of mobility and stimulation thereof, through a system of rewards, and on the basis of the introduction of a database on researchers.		29.4 April 2014



30. Access to career advice		
Actions required	Who/Responsibility	When/Implementation
30.1 Making detailed institutional regulations on mentoring, along with a definition of financial instruments.	<ul style="list-style-type: none"> ▪ Career Services Office (founding in progress) ▪ 30.2.Human resources committee 	30.1 mid 2014
30.2 Establishment of a Career Services Office—with the task of advising and career guidance for students and researchers; or the establishment of an Office for planning and development of human resources.		30.2 from September to December 2013
30.3 Acquisition of experiences on international institutions of the same kind through international projects.		30.3 continuously from September 2013 until December 2015

31. Intellectual Property Rights		
Actions required	Who/Responsibility	When/Implementation
31.1 Continuation of the making of regulations for protection of intellectual property and distribution of profit from it at the University.	<ul style="list-style-type: none"> ▪ Technology Transfer Office ▪ Collegium of Faculty Secretaries ▪ Centre for Research, Development and Technology Transfer of the UZ ▪ Vice-Rector for research, development and technology ▪ Board for research, development and technology 	31.1. – July 2014
31.2 Development of mechanisms for providing information and education in the implementation of the said regulation.		31.2. continuously in the period from 2013-2015



32. Co-authorship		
Actions required	Who/Responsibility	When/Implementation
32.1 Initiatives for a more precise definition of criteria for listing co-authorship in keeping with respective roles in research, through national regulations and institutional rules (definition of criteria for promotion that would emphasise the quality of published work, and not their number).	<ul style="list-style-type: none"> ▪ Committees for appointment to rank ▪ Board for research, development and technology ▪ Office for research ▪ Technology Transfer Office 	continuously December 2013
32.2 Stimulation of co-operation and co-authorship with foreign research groups..		
32.3 Stimulate the practice of co-authorship in social sciences and the humanities.		

33. Teaching		
Actions required	Who/Responsibility	When/Implementation
33.1 Initiatives for introduction the possibility of increasing the share of teaching or research in the equated work hours in line with the necessities of research, attitudes of employees, and institutional needs.	<ul style="list-style-type: none"> ▪ Leadership of the constituent units of the UZ ▪ Field Councils ▪ Board for research, development and technology ▪ Office for doctoral studies and programmes ▪ Field Councils ▪ 33.3. - Vice-Rector for research and technology ▪ Heads of doctoral studies 	33.1 December 2013 33.2 continuously 33.3. continuously
33.2 Initiatives for separate regulation of the share of teaching in the overall work load of young researchers, so that this share does not impede research activities.		
33.3 Development of mechanisms of training and education of young researchers (teaching assistants and research assistants) for teaching work.		



34. Complaints/ appeals		
Actions required	Who/Responsibility	When/Implementation
34.1 Articulation and making of plan or strategy for career development for young researchers (which would precisely define the role of mentors and their relationships with young researchers).	<ul style="list-style-type: none"> Board for doctoral programmes 	34.1 February 2015
34.2 Establishment of a Career Services Office—with the goal of advising and career guidance for researchers; or the establishment of an Office for planning and development of human resources.	<ul style="list-style-type: none"> Rectorate Human resources committee 	34.2 - 2013 34.3 continuously
34.3 Encouragement of the Ethics Council in further improvement of its advisory capacity in possible disputes.	<ul style="list-style-type: none"> Legal departments at the constituent units of the UZ 	

35. Participation in decision-making bodies		
Actions required	Who/Responsibility	When/Implementation
35.1 Elaboration of a system of evaluation (financial and otherwise) of participation in the work of relevant bodies at the constituent units, the University and institutions at the national level.	<ul style="list-style-type: none"> Leadership of the Rectorate of the UZ Leadership of the constituent units of the UZ Office for Financial Management Committees for appointment to rank Collegium of Faculty Secretaries 	35.1 March 2014
35.2 Starting an initiative to incorporate this principle into regulations on promotion at the national level.		35.2 December 2013

IV. Training

36. Relation with supervisors		
Actions required	Who/Responsibility	When/Implementation
36.1 Internal analysis of the practices at the constituent units; and where necessary, improvement of the quality of the relationship between mentors and doctoral candidates, and of the results	<ul style="list-style-type: none"> Vice-Rector for research and technology Office for Doctoral Studies and Programmes Board for doctoral programmes Committees for doctoral studies at the constituent units of the UZ 	April 2014



37. Supervision and managerial duties		
Actions required	Who/Responsibility	When/Implementation
37.1 Initiative to toughen the criteria of excellence and promotion of researchers in order to select the best researchers, capable of taking on supervising and administrative duties	<ul style="list-style-type: none"> ▪ Office for Doctoral Studies and Programmes ▪ Board for doctoral programmes ▪ Committees for doctoral studies at the constituent units of the UZ 	February 2014

38. Continuing Professional Development		
Actions required	Who/Responsibility	When/Implementation
38.1 Continuous creation of financial instruments for stimulation of development of skills and competences.	<ul style="list-style-type: none"> ▪ Management of the University and administrations of the constituent units of the UZ ▪ University computing centre 	38.1 continuously
38.2 Stimulation of introduction of new lifelong education programmes.		38.2 continuously
38.3 Encouragement of education of researchers at prominent institutions abroad, as well as at institutions in the RC.		38.3 April 2014
38.4. Stimulation of education of teachers for teaching and e-learning at the level of the University.		38.4 from September 2013 until December 2015



39. Access to research training and continuous development		
Actions required	Who/Responsibility	When/Implementation
39.1 Encouragement of continuous improvement of researchers through rules and practices at the constituent units and the University.	<ul style="list-style-type: none"> ▪ Leadership of the constituent units of the UZ ▪ Centre for Research, Development and Technology Transfer ▪ Board for quality assurance ▪ Project leaders 	39.1 continuously 38.5 from September 2013 until December 2015
39.2 Creation of financial instruments for stimulation of development of skills and competences.		

40. Supervision		
Actions required	Who/Responsibility	When/Implementation
40.1 Initiative to release supervisors from a part of teaching obligations so that they could dedicate themselves to activities associated with education of doctoral students and monitoring of their work.	<ul style="list-style-type: none"> ▪ Board for doctoral programmes ▪ Office for Doctoral Studies and Programmes ▪ Competent bodies at the constituent units of the UZ ▪ Collegium of Faculty Secretaries 	from September 2013 until December 2015
40.2 Initiatives addressed to the competent Ministry for opening new jobs in teaching, which would facilitate the creation of more space for more intensive scientific research.		
40.3 Continuously develop the existing regulations for monitoring young researchers / PhD students as well as for monitoring of mentors		



Form completed by:

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