



Sveučilište u Zadru
University of Zadar

A Human Resources Strategy for Researchers
Action plan

December 2010.



Summary

Creating an internal analysis of practices and action plan at the University of Zadar (table: "The strategy of human resources for researchers, which includes the principles of the Charter and Code") began in April 2010 after the University signed the Declaration on Accession to the European Charter for Researchers and the Code on employment of researchers, forming a working group consisting of:

- Prof. Ante Uglešić, Ph. D., rector
- Prof. Vladimir Skračić, Ph. D., vice-rector for research and development
- Prof. Ana Proroković, Ph. D., vice-rector for studies and student affairs
- Larisa Grčić Simeunović, MA, student of postgraduate studies
- Vilma Kotlar, MA, head of the Office for the implementation of ECTS and academic recognition
- Darko Frleta, MSc, head of the Science office

During the creation process the deficiencies related to the Ethic Code of the University are identified and since the new process has been started, the guidelines for compliance are provided. The new Ethic Code was adopted by the Senate on the 25th May 2010 and after that the working group continued its work. The creation process was completed without any major difficulties due to the fact that we are an integrated university.

Our plan anticipates the opening of new offices and working positions which is not possible at the moment because of the government's ban on new working positions. If this ban remains in force throughout the period covered by the plan, it will not be possible to implement some planned activities



Contents

Summary.....	4
1. Research freedom.....	5
2. Ethical principles	5
3. Professional responsibility	5
4. Professional attitude.....	6
5. Contractual and legal obligations.....	6
6. Accountability	6
7. Good practice in research	7
8. Dissemination, exploitation of results.....	7
9. Public engagement.....	7
10. Non discrimination	8
11. Evaluation/ appraisal systems.....	8
12. Recruitment	8
13. Recruitment (Code)	9
14. Selection (Code)	9
15. Transparency (Code).....	9
16. Judging merit (Code)	9
17. Variations in the chronological order of CVs (Code).....	9
18. Recognition of mobility experience (Code).....	10
19. Recognition of qualifications (Code).....	10
20. Seniority (Code).....	10
21. Postdoctoral appointments (Code).....	11
22. Recognition of the profession.....	11
23. Research environment.....	11
24. Working conditions	12
25. Stability and permanence of employment	12
26. Funding and salaries.....	13
27. Gender balance	13
28. Career development	14
29. Value of mobility	15
30. Access to career advice.....	15
31. Intellectual Property Rights	15
32. Co-authorship	16
33. Teaching.....	16
34. Complaints/ appeals	16



Action plan

35.	Participation in decision-making bodies	17
36.	Relation with supervisors	17
37.	Supervision and managerial duties	17
38.	Continuing Professional Development	18
39.	Access to research training and continuous development.....	18
40.	Supervision	19



Action plan

1. Research freedom		
Actions required	Who / Responsibility	When / Implementation
1.1. Periodic analysis of present state and evaluation of relevant legislation and Code of Ethics when research freedom in question.	<ul style="list-style-type: none"> ➤ Ethical Committee ➤ Research Office ➤ Quality Assurance Office ➤ University Constituents 	2011 – 2015 (continuous reports and annual evaluations)
1.2. Inciting awareness of the importance of research freedom by way of public discussions, workshops, round tables.		
1.3. Introduction of statement signing when starting the contract with handing of the University of Zadar Code of Ethics, the Charter and the Code.		
1.4. Stimulating young researchers' independence by annual monitoring and regular success evaluations; attenuating seniority-based culture which is not based on scientific achievements.		

2. Ethical principles		
Actions required	Who / Responsibility	When / Implementation
2.1. Periodic analysis of the current state and evaluation of complying with the relevant legislation and the Code of Ethics.	<ul style="list-style-type: none"> ➤ Ethical Committee ➤ - University Constituents 	2011 – 2015 (continuous reports and annual evaluations)
2.2. Inciting complying with ethical rules, and regular adjustments and promotion of the Code of Ethics (public discussions, workshops, etc.).		

3. Professional responsibility		
Actions required	Who / Responsibility	When / Implementation
3.1. All researchers have to be introduced to the relevant legislation and institutional rules –information package for researchers.	<ul style="list-style-type: none"> ➤ Science Committee ➤ Science Office ➤ Rector's Office ➤ Publishing Committee ➤ Scientific Library 	2011
3.2. Adoption of the rulebook on disciplinary procedure in order to define the conduct in cases of violation of rules in Code of Ethics (including plagiarism and other forms of academic dishonesty) priorly identified by Ethical Committees.		2011 – 2015 (continuous reports and annual evaluations)
3.3. Enable access to the leading scientific journals and on-line bases. Mentor needs to emphasize continuously the importance of professional ethics and unacceptability of any form of plagiarism and forgery.		



Action plan

4. Professional attitude		
Actions required	Who / Responsibility	When / Implementation
4.1. Defining clear rules of conduct in cases of industry or economy funding or 'a la carte' projects (projects should be approved on the basis of researchers' and their associates' CVs on recommendations of scientific and professional organizations and associations, and reviewers' groups for respective scientific area and field).	<ul style="list-style-type: none"> ➤ Science Committee ➤ Rector's Office 	2011

5. Contractual and legal obligations		
Actions required	Who / Responsibility	When / Implementation
5.1. All researchers have to be acquainted with the relevant legislation and institutional rules – creating an information package for researchers.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Science Committee 	2011
5.2. Inciting and encouraging the researchers to learn about the regulations through workshops, round tables, etc	<ul style="list-style-type: none"> ➤ Science Office ➤ Publishing Committee ➤ University Constituents 	2011 – 2015 (continuous reports and annual evaluations)
5.3. Development of the “right rule culture” (applying the regulations and obeying the contractual obligations of all parties involved: researchers, institutions and the state) through public discussions, workshops, round tables.		

6. Accountability		
Actions required	Who / Responsibility	When / Implementation
6.1. Encouraging the correct, transparent and efficient financial management through public presentations, round tables and workshops.	<ul style="list-style-type: none"> ➤ Science Committee ➤ Science Office 	2011 – 2015 (continuous reports and annual evaluations)
6.2. Encouraging researchers to be informed about the regulations systematically by mentors, and insist on their application.	<ul style="list-style-type: none"> ➤ Ethical Committee ➤ Rector's Office 	
6.3. Define precisely the rules of the Code of Ethics and draft the specific rules of financial management.	<ul style="list-style-type: none"> ➤ University Constituents 	



Action plan

7. Good practice in research		
Actions required	Who / Responsibility	When / Implementation
7.1. All researchers have to be introduced to the relevant legislation and institutional rules – information package for researchers. The data need to be protected, as well as research tools and instruments (questionnaires, interviews).	<ul style="list-style-type: none"> ➤ Science Office ➤ - Publishing Committee 	2011.
7.2. . Strengthening of the IT system and education of the end users on the data protection	<ul style="list-style-type: none"> ➤ Office for IT Support 	2011.- 2015.

8. Dissemination, exploitation of results		
Actions required	Who / Responsibility	When / Implementation
8.1. . Ensuring more considerable financial means for scientific journals and other publications.	<ul style="list-style-type: none"> ➤ Science Committee ➤ Publishing Committee ➤ Rector's Office 	2011 – 2015 (continuous reports and annual evaluations)
8.2. Better professional organization of scientific community – inciting establishment and active duty of professional and scientific organizations.		
8.3. Further development of legal and institutional mechanisms for commercialization of research results in order to return means in research process.		
8.4. Establishing Technology Transfer Office		

9. Public engagement		
Actions required	Who / Responsibility	When / Implementation
9.1. Organizing a larger number of public lectures and thematic round tables in order to inform public about the scientific achievements of the institution.	<ul style="list-style-type: none"> ➤ Science Office ➤ Public Relations Office ➤ Publishing Committee ➤ Rector's Office ➤ University Constituents 	2011 – 2015 (continuous reports and annual evaluations)
9.2. Presentation of scientific results in public, covered by media (radio show, continuously).		
9.3. Expanding cooperation at the level of local community and civil society.		
9.4. Developing a clear strategy of presenting the achievements of the University and timely informing the public (creating University's journal, newsletter etc.).		
9.5. Encouraging voluntary engagement of researchers and other University's employers in humanitarian and similar activities of civil society.		
9.6. Establishing a Career Office which should promote cooperation between the University and the community (introducing partners from the economy sector, civil society, organizing voluntary activities of the University's employers and students etc.).		



Action plan

10. Non discrimination		
Actions required	Who / Responsibility	When / Implementation
10.1. Further strengthening of discrimination avoidance among employees, employers and means providers.	<ul style="list-style-type: none"> ➤ Ethical Committee ➤ Quality Assurance Office 	2011 – 2015 (continuous reports and annual evaluations)
10.2. Conducting evaluation among employees, employers and means providers on discrimination avoidance.		

11. Evaluation/ appraisal systems		
Actions required	Who / Responsibility	When / Implementation
11.1. Exploring and accepting the criteria of evaluation performed at successful scientific institutions.	<ul style="list-style-type: none"> ➤ Quality Assurance Office ➤ Professional Council for the Social Sciences ➤ Professional Council for the Humanities ➤ Professional Council for the Natural, Technical and Other Sciences ➤ Self-evaluation on the level of constituents 	2011 – 2015 (continuous reports and annual evaluations)
11.2. Criteria and procedure of assessment should be transparent; introducing peer-review system in titles election of responsible persons in scientific-research projects.		
11.3. Assessment and rank of scientific efficiency of the constituents within the science areas and branches (and its institutional parts: departments, chairs etc.).		

12. Recruitment		
Actions required	Who / Responsibility	When / Implementation
12.1. Suggestions and initiatives to MSES to issue adequate policies on the national level regarding employing foreign researchers.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ International Cooperation Office ➤ Science Office 	2011 – 2015 (continuous reports and annual evaluations)
12.2. Developing an advertising system in order to attract quality research workforce from other institutions, as well as the ones returning to their scientific career.		
12.3. Ensuring living conditions for researchers coming from towns other than Zadar		
12.4. Assessing the existing criteria and defining standards for employing in the framework of different professions.		
12.5. Defining the status of postdocs and their roles at the scientific-teaching institutions at the University of Zadar.		



Action plan

13. Recruitment (Code)		
Actions required	Who / Responsibility	When / Implementation
13.1. Advertising improvement, especially in defining conditions of titles election, description of work conditions and advancement possibilities.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Department of Administrative and General Services 	2011 – 2015 (continuous reports and annual evaluations)

14. Selection (Code)		
Actions required	Who / Responsibility	When / Implementation
14.1. Introduction of advisory bodies made up of respectable researchers and professionals of different competencies from Croatia and abroad (according to scientific areas and fields). Introduction of a wider span of selection procedures.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Department of Administrative and General Services 	2011 – 2015 (continuous reports and annual evaluations)
14.2. Adequate advertising of available position advancements in our country		

15. Transparency (Code)		
Actions required	Who / Responsibility	When / Implementation
15.1. Defining the rulebook on election procedure, employment, and selection criteria at the level of the University.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Department of Administrative and General Services 	2011 – 2015 (continuous reports and annual evaluations)
15.2. Candidates should be informed in detail about the selection procedure, as well as about the outcome in written form.		

16. Judging merit (Code)		
Actions required	Who / Responsibility	When / Implementation
16.1. Establishing independent advisory bodies with a peer-review role. Defining the criteria on the basis of which candidate's whole potential (independence, creativity, ect.) could be evaluated.	<ul style="list-style-type: none"> ➤ Science Committee ➤ Science Office ➤ Quality Assurance Office 	2011 – 2015 (continuous reports and annual evaluations)
16.2. It is necessary to ensure the procedures in which the election committees could objectively evaluate candidate's whole potential as a scientist (creativity, independence, etc.)		

17. Variations in the chronological order of CVs (Code)		
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Action plan

Actions required	Who / Responsibility	When / Implementation
17.1. Defining clear instructions on pause treatment in career, or variations in CVs chronological order in selection criteria	<ul style="list-style-type: none"> ➤ Science Committee ➤ Postgraduate Studies Council ➤ Rector's Office 	2011.
17.2. Encouraging changes in legislation prone to terminate the obligation of advancement through titles election.		

18. Recognition of mobility experience (Code)		
Actions required	Who / Responsibility	When / Implementation
18.1. Creating a personal data collection in order to observe (and award) mobility.	<ul style="list-style-type: none"> ➤ International Cooperation Office ➤ Department of Postgraduate Studies and Organization of Scientific Symposia 	2011 – 2015 (continuous reports and annual evaluations)
18.2. Stimulating practice of postdoc specialization abroad and at the institutions in the Republic of Croatia with adequate evaluation of specialization.		
18.3 Encouraging PhD and postdoc mobility.		
18.4 Encouraging professional specialization and other means of mobility through creating institutional possibilities of researchers' absence		

19. Recognition of qualifications (Code)		
Actions required	Who / Responsibility	When / Implementation
19.1. Inciting formation of legislature on the national level in the field of acknowledging competences acquired through formal and informal education.	<ul style="list-style-type: none"> ➤ Office for ECTS Application and FEQ Recognition ➤ Department of Postgraduate Studies and Organization of Scientific Symposia ➤ Science Office ➤ Publishing Committee 	2011 – 2015 (continuous reports and annual evaluations)
19.2. . Drafting of rulebook for recognition of competences acquired through formal and informal education.		
19.3 Drafting of information package for researchers containing these data.		

20. Seniority (Code)



Action plan

Actions required	Who / Responsibility	When / Implementation
20.1. Informing and awareness rising about the importance of the lifelong professional development, introduction of good practice abroad (informational packages, brochures, round tables, workshops, etc.)	➤ Office for ECTS Application and FEQ Recognition	2011.
20.2. Inciting respectful attitude towards scientific career	➤ International Cooperation Office ➤ Science Office	continuously

21. Postdoctoral appointments (Code)		
Actions required	Who / Responsibility	When / Implementation
21.1. Defining an initiative towards national legislation regarding the definition of status and financing of postdocs' employment.	➤ Department of Postgraduate Studies and Organization of Scientific Symposia ➤ Rector's Office	continuously

22. Recognition of the profession		
Actions required	Who / Responsibility	When / Implementation
22.1. Further encouragement of the University of Zadar Code of Ethics, the Charter and the Code principles through informing about these documents, public lectures, workshops, etc.	➤ Ethical Committee ➤ University Constituents	continuously

23. Research environment		
Actions required	Who / Responsibility	When / Implementation
23.1. Encouraging allocation for science at the national level (campaigns, public lectures, etc.).	➤ Science Office ➤ Rector's Office/ Rector	2011 – 2015
23.2. Establishing a Career Office with an aim of connecting with industry and wider community in mutual projects.		(continuous reports and annual evaluations)
23.3. Encouraging the use of EU funds through education and informing.		
23.4. Creation of funds at the level of the University intended to finance the initial phase of work of newly established group leaders along with definition of clear allocation criteria		



Action plan

24. Working conditions		
Actions required	Who / Responsibility	When / Implementation
24.1. Encouraging allocation for science at the national level (campaigns, public lectures, etc.)	➤ Rector's Office/ Rector ➤ Quality Assurance Office ➤ Science Office	2011 – 2015 (continuous reports and annual evaluations)
24.2. Encouraging flexibility in every aspect with efficient control of the use of working hours/ introducing the periodic and independent evaluation of persons' scientific and professional work. Initiatives aiming at defining and advancement of national legislation.		
24.3. Ensuring adequate health and retirement insurance (including coverage for sick-leave, and parental benefits) in accordance with the existing legislation.		

25. Stability and permanence of employment		
Actions required	Who / Responsibility	When / Implementation
25.1. . Launch an initiative for national legislative change – abolition of advancement obligation in scientific-teaching titles and allow the possibility of remaining at the obtained level, along with more severe criteria for the title election.	➤ Rector's Office ➤ Science Office	2011 – 2015 (continuous reports and annual evaluations)
25.2. Launch an initiative for establishing financial and other tools and instruments by which the most successful researchers are selected and encouraged.		
25.3. Launch an initiative for a change in advancement criteria at the national level in a way for it to be more qualitative and adapted to specific qualities of scientific fields, less quantitative and regulate the assistants' status (temporary contract presents a problem in financial matters-e.g. bank loan).		



Action plan

26. Funding and salaries		
Actions required	Who / Responsibility	When / Implementation
26.1. Launching an initiative at the national level in order to ensure that salaries of the researchers do not lag compared to the industry's salaries; better differentiating and increasing the personal incomes of scientific-teaching personnel with clear difference between science and teaching obligations.	<ul style="list-style-type: none">➤ Rector's Office➤ Science Committee➤ Quality Assurance Office	2011 – 2015 (continuous reports and annual evaluations)
26.2. Introduce the possibility to increase the share of science or teaching in the overall norm and according to the research needs, employee attitudes and needs of the institution.		
26.3. Establishing a procedure of evaluation which will enable the successful group leaders and researchers to be rewarded and obtain the larger part of the budget for further research.		
26.4. Encouraging the increase in the financial means by using the EU funds and partnership with industry projects.		
26.5. Encouraging the just and attractive conditions warranty as well as income at all levels of the career regardless of the contract type.		

27. Gender balance		
Actions required	Who / Responsibility	When / Implementation
27.1. Further strengthening of awareness among employees, employers and means providers (public lectures, research, and workshops).	<ul style="list-style-type: none">➤ Science Office➤ Rector's Office	2011 – 2015 (continuous reports and annual evaluations)
27.2. Encouraging employment in science on part-time (50%) basis in cases of need to harmonize family and professional obligations.		



Action plan

28. Career development		
Actions required	Who / Responsibility	When / Implementation
28.1. Encouraging and accelerating the introduction of personal data collection for each employee which will enable monitoring of achievements and making a basis for objective evaluation of advancement on the institutional level.	<ul style="list-style-type: none">➤ Department of Administrative and General Services➤ Professional Council for Social Sciences➤ Professional Council for the Humanities➤ Professional Council for Natural, Technical and Other Sciences➤ -Postgraduate Studies Council	2011 – 2015 (continuous reports and annual evaluations)
28.2. Developing strategies of advancement for researchers in various science fields		
28.3. Making clear plans for development of individual science fields with strategic points to build their competitiveness upon, and defining systematic and realistic human resources and positions planning.		



Action plan

29. Value of mobility		
Actions required	Who / Responsibility	When / Implementation
29.1. Ensuring conditions and inciting mobility of postdocs.	<ul style="list-style-type: none"> ➤ Science Office ➤ -International Cooperation Office ➤ Department of Postgraduate Studies and Organization of Scientific Symposia ➤ Department of Administrative and General Services 	2011 – 2015 (continuous reports and annual evaluations)
29.2. Encouragement of professional training and other means of mobility of all the researchers through the creation of institutional possibilities of absence, which requires, above all, adequate national and institutional regulation, but also financial monitoring.		
29.3. Initiative for introducing encouraging national and institutional framework (quotes, defining the obligations in teaching which enable mobility).		
29.4. Covering progress in mobility improvement and its stimulation through reward system on the basis of introduction of personal data collection.		
29.5. Ensuring financial means from the EU funds and industry partnership projects.		
29.6. Simplifying the contractual employment and increase in transparency of calls for foreign residents.		

30. Access to career advice		
Actions required	Who / Responsibility	When / Implementation
30.1. . Establishing the Career Office – with an aim of advising and career managing for students and scientists and/or the Service for Planning and Development of Human Resources.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Science Office 	2011.
30.2. Creating a detailed institutional regulation for mentoring, along with financial instruments.		
30.3. Acquiring knowledge on international institutions of the kind through EU funded projects.		

31. Intellectual Property Rights		
Actions required	Who / Responsibility	When / Implementation
31.1. Establishing the Technology Transfer Office.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Science Office 	2011.
31.2. Continuing the regulation development for protection and Intellectual Property income allocation.		
31.3. Developing mechanisms of informing and education on regulation application.		



Action plan

32. Co-authorship		
Actions required	Who / Responsibility	When / Implementation
32.1. Clearer definition of co-authorship citing criteria according to the role in research within the national regulation and institutional rules (defining criteria for advancement that would emphasize the quality of papers, as opposed to the quantity i.e. the number of papers).	<ul style="list-style-type: none"> ➤ Professional Council for the Social Sciences ➤ -Professional Council for the Humanities ➤ -Professional Council for the Natural, Technical and Other Sciences ➤ - Postgraduate Studies Council ➤ -Science Office 	2011.
32.2. Encourage the cooperation and co-authorship with foreign research groups.		
32.3. Encourage the co-authorship practice in the field of social sciences and humanities.		

33. Teaching		
Actions required	Who / Responsibility	When / Implementation
33.1. Encouraging and accelerating the making of the personal data collection, which will enable monitoring of teaching, science and mentoring share in overall work load.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ -Professional Council for the Social Sciences ➤ - Council for the Humanities ➤ - Postgraduate Studies Council ➤ -Department of Administrative and General Services 	2011 – 2015 (continuous reports and annual evaluations)
33.2. Introduction of possibility of increased share of teaching or science in overall load, according to research needs, employee attitudes, and requirements of the institution.		
33.3. Especially regulating the share of teaching in the overall work load of young researchers to avoid the disturbance of scientific research; young researchers should not be allowed to teach at other universities.		
33.4. Developing obligatory specialization and education mechanisms of young researchers (assistants and research assistants) in order to obtain teaching skills.		

34. Complaints/ appeals		
Actions required	Who / Responsibility	When / Implementation
34.1. Establishing the Career Office with an aim of advisory and research career leading service, and/or service for planning and development of human resources.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Ethical Committee 	2011.
34.2. . Creation of plan or strategy of development for young researchers' careers which defines in detail the roles of mentor and relations to young researchers.		
34.3. Encouragement of the Ethical Committee in further improvement of advisory function in possible disputes (introducing ombudsman or a special advisor institution).		



Action plan

35. Participation in decision-making bodies		
Actions required	Who / Responsibility	When / Implementation
35.1. Encouraging and accelerating the making of the personal data collection, which will enable monitoring of participation in relevant bodies (in overall work load).	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Department of Administrative and General Services 	2011 – 2015 (continuous reports and annual evaluations)
35.2. Elaborating evaluation system (financial and other kinds) for participation in relevant bodies at the constituents, university, and national level institutions		
35.3. Launching an initiative for introduction of this principle and rulebooks on advancement at the national level.		

36. Relation with supervisors		
Actions required	Who / Responsibility	When / Implementation
36.1. analysis of practice at the constituents and quality improvement of mentor and PhD students relations where needed.	<ul style="list-style-type: none"> ➤ Committee for Quality of the University Constituents ➤ Science Committee ➤ Postgraduate Studies Council ➤ Councils for Doctoral Studies 	2011.
36.2. Establishing efficient means of horizontal and vertical communication.		
36.3. Establishing a contractual relationship between the mentor and the PhD student.		
36.4. Introducing clear rules on student work evaluation during the writing of PhD thesis, as well as success of the mentor.		

37. Supervision and managerial duties		
Actions required	Who / Responsibility	When / Implementation
37.1. Sharpen the criteria of excellence and teacher advancement (senior researchers) in order to select the best, able to lead the group and conduct all the duties.	<ul style="list-style-type: none"> ➤ Professional Council for the Social Sciences ➤ Professional Council for the Humanities ➤ Professional Council for the Natural, Technical and Other Sciences ➤ Postgraduate Studies Council ➤ Council for Doctoral Studies 	2011.



Action plan

38. Continuing Professional Development		
Actions required	Who / Responsibility	When / Implementation
38.1. Encouragement of researchers' education at eminent foreign institutions, as well as at the University of Zadar and other institutions in the Republic of Croatia.	<ul style="list-style-type: none"> ➤ International Cooperation Office ➤ -Rector's Office ➤ -Stjepan Matičević Center ➤ -University Constituents 	2011. – 2012.
38.2. Stimulating introduction of new programs of life-long education.		
38.3. Creation of financial instruments to encourage the development of skills and competencies.		
38.4. Stimulating the education of teachers in teaching activities and e-learning at the level of the University.		
29.5. Establishing the Career Office with an aim of advisory and career leading service for scientists.		

39. Access to research training and continuous development		
Actions required	Who / Responsibility	When / Implementation
39.1. Encouraging the continuous improvement of researchers through rules and practices at the University and its constituents.	<ul style="list-style-type: none"> ➤ Professional Council for the Social Sciences ➤ Professional Council for the Humanities ➤ Professional Council for the Natural, Technical and Other Sciences ➤ Rector's Office 	2011 – 2015 (continuous reports and annual evaluations)
39.2. Creating financial instruments for encouraging the development of skills and competencies.		



Action plan

40. Supervision		
Actions required	Who / Responsibility	When / Implementation
40.1. Supervisors should be relieved of a share of teaching work in order to devote themselves to the activities related to education and monitoring of PhD students' work.	<ul style="list-style-type: none"> ➤ Professional Council for the Social Sciences ➤ Professional Council for the Humanities ➤ Professional Council for the Natural, Technical and Other Sciences ➤ Postgraduate Studies Council ➤ Council for Doctoral Studies 	2011 – 2015 (continuous reports and annual evaluations)
40.2. Initiatives towards line ministry for opening new positions in the educational process, enabling creation of space for more intense scientific research. .		
40.3. Elaborating regulations for young researchers/ PhD students' monitoring, as well as the monitoring of mentor's success.		

Completed by:

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