



Sveučilište u Zadru
University of Zadar

A Human Resources Strategy for Researchers

Internal Analysis

September 2010



I. Ethical and professional aspects

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Science and Higher Education Act (SHEA in text) – Article 2. Paragraph 2. Point 1. and 7. and Article 4. Paragraph 3.</p> <p>The Constitution of the Republic of Croatia (The Constitution in text) – Article 68 Paragraphs 1 and 4</p>	<p>Rules:</p> <p>Code of Ethics of the University of Zadar (Article 7)</p> <p>The Statute of the University of Zadar (Article 7)</p> <p>Practice:</p> <p>No practice of declaration of honour signing when entering the contract with the employer.</p> <p>Dependence of researchers until the assistant professor level (can not serve as the project leaders).</p> <p>Seniority culture limits the scientific freedom of young researchers.</p>	<p>Periodic analysis of present state and evaluation of relevant legislation and Code of Ethics when research freedom in question.</p> <p>Inciting awareness of the importance of research freedom by way of public discussions, workshops, round tables.</p> <p>Introduction of statement signing when starting the contract with handing of the University of Zadar Code of Ethics, the Charter and the Code.</p> <p>Stimulating young researchers' independence by annual monitoring and regular success evaluations; attenuating seniority-based culture which is not based on scientific achievements.</p>	<p>- Ethical Committee - Research Office - Quality Assurance Office - University Constituents</p> <hr/> <p>2011 – 2015 (continuous reports and annual evaluations)</p>



2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>SHEA – Article 2. Paragraph 2. Point 2. and Article 37. Paragraph 3. (Detraction of the scientific status in case of severe violation of the Code of Ethics)</p> <p>Furthermore, for promoting the ethical principles in science by SHEA, Committee for Ethics, Code of Ethics and Commissions on Ethics are established (Article 112.)</p>	<p>Rules: Code of Ethics of the University of Zadar (Article 15)</p> <p>The Statute of the University of Zadar (Article 7)</p> <p>Practice: Ethical Committee supervises complying with ethical norms on all research projects.</p>	<p>Periodic analysis of the current state and evaluation of complying with the relevant legislation and the Code of Ethics.</p> <p>Inciting complying with ethical rules, and regular adjustments and promotion of the Code of Ethics (public discussions, workshops, etc.).</p>	<p>Ethical Committee - University Constituents</p> <hr/> <p>2011 – 2015 (continuous reports and annual evaluations)</p>



3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 37. Paragraph 2. Point 2. and Article 82. Paragraph 3.	<p>Rules:</p> <p>Code of Ethics of the University of Zadar (Article 10 and 13)</p> <p>The Statute of the University of Zadar (Article 7)</p> <p>Practice:</p> <p>Plagiarism occurrence particularly in PhD thesis as well as articles in home journals because of the lack of criticism of evaluation groups and reviewers.</p>	<p>1. All researchers have to be introduced to the relevant legislation and institutional rules –<i>information package for researchers.</i></p> <p>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.</p> <p>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.</p>	<p>- Science Committee - Science Office - Rector's Office - Publishing Committee - Scientific Library</p> <hr/> <p>1. 2011</p> <p>2-3. 2011 – 2015 (continuous reports and annual evaluations)</p>



4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Civil Obligations Act of the Republic of Croatia	<p>Rules: The Statute of the University of Zadar (section 8 – Scientific, professional and artistic activities). University of Zadar Strategy of Science Development 2009-2014. Strategic goals of the scientific research were determined in the Strategy of Development of the University of Zadar. National programmes, policies and strategies and institutional and organizational acts ensuring resources for scientific, research and other projects within the scientific system (MSES, National Foundation for Science, Higher Education and Technological Development of the Republic of Croatia, “Unity through Knowledge Fund” Business-Innovation center of Croatia – BICRO). Regular projects funded by the MSES, NSF and EU prescribe strict conditions of conduct and subsequent reporting on results and finances. Commercial projects and other sources of financing (sponsorships, donation, etc.) enable non-defined expenditures and deadline omissions.</p>	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).	<p>- Science Committee - Rector's Office</p> <hr/> <p>2011</p>



5. Contractual and legal obligations			
<p>Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Civil Obligations Act of the Republic of Croatia Labor Act (especially chapter XI. Inventions and technical improvements of workers)</p>	<p>Rules: The Statute of the University of Zadar (Section IV – Public transparency of work and business secret) Code of Ethics of the University of Zadar (Article 13) National programs, policies, strategies, and acts of institutions and organizations which ensure means for scientific, research and other projects within the science system (MSES, National Foundation for Science, Higher Education and Technological Development of the Republic of Croatia, “Unity through Knowledge Fund” Business-Innovation center of Croatia – BICRO).</p> <p>Practice: Lack of information on relevant legislation and institutional rules on behalf of researchers. Lack of motivation and sensibility on obligations which arise from contractual and legal obligations.</p>	<p>1. All researchers have to be acquainted with the relevant legislation and institutional rules – creating an <i>information package for researchers</i>.</p> <p>2. Inciting and encouraging the researchers to learn about the regulations through workshops, round tables, etc.</p> <p>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.</p>	<p>- Rector’s Office - Science Committee - Science Office - Publishing Committee - University Constituents</p> <hr/> <p>1) 2011</p> <p>2) and 3) 2011 - 2015 (continuous reports and annual evaluations)</p>



6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 109., 111., 111. a., until 111.f	<p>Rules:</p> <p>Code of Ethics of the University of Zadar (Article 11 and 12)</p> <p>The Statute of the University of Zadar (Article 7)</p> <p>Practice:</p> <p>Regular projects funded by MSES, NSF and EU prescribe strict conditions of conduct and reporting on results and finances.</p> <p>Commercial project and other sources of financing (sponsorships, donation, etc) enable non-defined expenditures and deadline omissions.</p>	<p>Encouraging the correct, transparent and efficient financial management through public presentations, round tables and workshops.</p> <p>Encouraging researchers to be informed about the regulations systematically by mentors, and insist on their application.</p> <p>Define precisely the rules of the Code of Ethics and draft the specific rules of financial management.</p>	<p>- Science Committee</p> <p>- Science Office</p> <p>- Ethical Committee</p> <p>- Rector's Office</p> <p>- University Constituents</p> <hr/> <p>2011 - 2015</p> <p>(continuous reports and annual evaluations)</p>



7. Good practice in research			
<p>Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>SHEA – Article 20. Paragraph 1. („Scientific work shall not be subject to any limitations or formal requirements except those arising from (...) human rights protection and general safety at work“). Collective agreement for science and higher education (Article 47. – Abandonment of the work place due to safety reasons; duty of every employee is to take care of his/her safety and health, as well as co-workers', and every person affected by his decisions while working (...)) Act on Safety and Health Protection at the Workplace Personal Data Protection Act</p>	<p>Rules: Code of Ethics of the University of Zadar (section I – Basic values and principles; Article 13) University of Zadar Rulebook on Intellectual Property Management (in the process of drafting)</p> <p>Practice: Mentoring ensures transfer of experience and knowledge with an aim of achieving safe working process of research assistants and assistants. Unprotected data and insufficient systematic education.</p>	<p>1. All researchers have to be introduced to the relevant legislation and institutional rules – <i>information package for researchers</i>. The data need to be protected, as well as research tools and instruments (questionnaires, interviews).</p> <p>2. Strengthening of the IT system and education of the end users on the data protection.</p>	<p>1. - Science Office - Publishing Committee 2011</p> <p>2. Office for IT Support 2011-2015 (continuous reports and annual evaluations)</p>



8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever an opportunity arises.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 2. Paragraph 2. Point 3.	<p>Rules: The Statute of the University of Zadar (section VIII – Scientific, professional and artistic activities)</p> <p>University of Zadar Rulebook on Intellectual Property Management (in the process of drafting)</p> <p>Practice: Obligation to publish the results of scientific work determined by the conditions of scientific advancement. Mentoring young researchers as a tool of control and encouragement. Commercialization of scientific results is at its beginnings; there is an ongoing legal regulation of the institutional establishment of the respective service.</p>	<p>Ensuring more considerable financial means for scientific journals and other publications. Better professional organization of scientific community – inciting establishment and active duty of professional and scientific organizations.</p> <p>Further development of legal and institutional mechanisms for commercialization of research results in order to return means in research process.</p> <p>Establishing Technology Transfer Office.</p>	<p>- Science Committee - Publishing Committee - Rector's Office</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



9. Public engagement			
Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 2. Paragraph 2. Point 3. and Paragraph 3. Points 2. and 10. Act on Volunteering (Official Gazette 58/07)	<p>Rules: The Statute of the University of Zadar (Section IV – Public transparency of work and business secret)</p> <p>Practice: Popularization of science - Festival of Science and University's Open Day. University and local community government projects. Media presentations of the University, its presence in regional, national and foreign media.</p>	<p>Organizing a larger number of public lectures and thematic round tables in order to inform public about the scientific achievements of the institution. Presentation of scientific results in public, covered by media (radio show, continuously). Expanding cooperation at the level of local community and civil society. Developing a clear strategy of presenting the achievements of the University and timely informing the public (creating University's journal, newsletter etc.). Encouraging voluntary engagement of researchers and other University's employers in humanitarian and similar activities of civil society.</p> <p>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.).</p>	<p>- Science Office - Public Relations Office - Publishing Committee - Rector's Office - University Constituents</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Constitution – Article 14. and 15. Labor Act – Article 2. Act on Prohibition of Discrimination (Official Gazette 85/09) Act on Gender Equality (Official Gazette 82/89)</p>	<p>Rules: The Statute of the University of Zadar (Article 6)</p>	<p>Further strengthening of discrimination avoidance among employees, employers and means providers. Conducting evaluation among employees, employers and means providers on discrimination avoidance.</p>	<p>- Ethical Committee - Quality Assurance Office</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 32. Paragraph 5. and Article 37.	<p>Rules:</p> <p>The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers).</p> <p>Rulebook on quality assurance system of the University of Zadar.</p> <p>Evaluation of scientific and teaching excellence, as well as professional work at the University of Zadar.</p> <p>Practice:</p> <p>Complete scientific work is subject to review and evaluation during the process of advancing in scientific ranks.</p> <p>No practice as yet of international committees during the process of election to a higher scientific status.</p> <p>Teacher is assessed only upon advancing in titles, not periodically, and rarely based on international evaluation.</p>	<p>Exploring and accepting the criteria of evaluation performed at successful scientific institutions.</p> <p>Criteria and procedure of assessment should be transparent; introducing peer-review system in titles election of responsible persons in scientific-research projects.</p> <p>Assessment and rank of scientific efficiency of the constituents within the science areas and branches (and its institutional parts: departments, chairs etc.).</p>	<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 <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



II. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Constitution (Articles 44. and 54.) SHEA – Article 31. – 45.</p>	<p>Rules: The Statute of the University of Zadar (section 5 – teachers, associates, scientists and researchers).</p> <p>Practice: The practice of recruiting researchers among the best students is predominant. Developmental positions for researchers at the beginning of their career. Unclear procedure of the employment of foreign citizens. The importance of the employment of eminent researchers from abroad on the developmental positions is recognized, but hindered by the national legislation. Involvement of PhD students in scientific-teaching titles system.</p>	<p>Suggestions and initiatives to MSES to issue adequate policies on the national level regarding employing foreign researchers. Developing an advertising system in order to attract quality research workforce from other institutions, as well as the ones returning to their scientific career. Ensuring living conditions for researchers coming from towns other than Zadar. Assessing the existing criteria and defining standards for employing in the framework of different professions.</p> <p>Defining the status of postdocs and their roles at the scientific-teaching institutions at the University of Zadar.</p>	<p>- Rector's Office - International Cooperation Office - Science Office</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Articles 35.and 36. (deadlines, election in titles) Furthermore, Articles 40. and 41. (election on positions)	Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers).	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)



Internal Analysis

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be realistic and adequately trained.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 35. Paragraph 2.	<p>Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers).</p> <p>Practice: Often, there is no independent assessment of the candidates (peer-review process), assessments are given solely by expert committees.</p> <p>Private sector members or foreign countries residents do not participate in the selection procedure.</p>	<p>Introduction of advisory bodies made up of respectable researchers and professionals of different competencies from Croatia and abroad (according to scientific areas and fields).</p> <p>Introduction of a wider span of selection procedures.</p> <p>Adequate advertising of available position advancements in our country.</p>	<p>- Rector's Office - Department of Administrative and General Services</p> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 40.Paragraph. 4. Collective agreement for science and higher education (Article 7.a. –public bidding obligation, informing about the results of competition)	Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers). Practice: Candidates are not well enough or at all informed about the election procedure or selection criteria, as well as about good/bad aspects of their applications.	Defining the rulebook on election procedure, employment, and selection criteria at the level of the University. Candidates should be informed in detail about the selection procedure, as well as about the outcome in written form.	- Rector's Office - Department of Administrative and General Services 2011 - 2015 (continuous reports and annual evaluations)



16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: The Statute of the University of Zadar (section 5 – teachers, associates, scientists and researchers).</p> <p>Practice: Professional committees assess mentioned abilities. For a more quality assessment an independent evaluation of an advisory body consisting of scientists and different experts from Croatia and abroad should be introduced.</p>	<p>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. 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.)</p>	<p>- Science Committee - Science Office - Quality Assurance Office</p> <hr/> <p>2011 - 2012 (continuous reports and annual evaluations)</p>



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

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: No limits for application of the principle.</p> <p>Practice: Variations in CVs chronological order, namely pauses in career, are not a principal problem when selecting the candidate; nevertheless, mandatory selection often requires advancement in prescribed timeline, so the pauses are therefore penalized.</p>	<p>Defining clear instructions on pause treatment in career, or variations in CVs chronological order in selection criteria.</p> <p>Encouraging changes in legislation prone to terminate the obligation of advancement through titles election.</p>	<p>- Science Committee - Postgraduate Studies Council - Rector's Office</p> <hr/> <p>2011</p>



18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: Mobility execution and acknowledging study period spent abroad, ECTS points and grades – rulebook for the departments. Rulebook on studying (section 6 – Student mobility). Practice: Insufficient value of professional training. Scientific mobility, namely visiting another scientific field, is valued, and it is regulated by the rules in titles election conditions which require the experience of mobility. Due to the teaching duties, senior researchers are often not able to go to scientific and professional trainings.</p>	<p>Creating a personal data collection in order to observe (and award) mobility. Stimulating practice of postdoc specialization abroad and at the institutions in the Republic of Croatia with adequate evaluation of specialization. Encouraging PhD and postdoc mobility. Encouraging professional specialization and other means of mobility through creating institutional possibilities of researchers' absence.</p>	<p>- International Cooperation Office -Department of Postgraduate Studies and Organization of Scientific Symposia</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Recognition of Foreign Diplomas and Professional Qualifications Act („Official Gazette“ No. 158/03, 138/06)</p> <p>SHEA – Article 8.5 – Recognition of Foreign Diplomas and Professional Qualifications</p>	<p>Rules: Mobility execution and acknowledging study period spent abroad, ECTS points and grades – rulebook for the departments.</p> <p>Rulebook on studying (section 6 – Student mobility).</p> <p>Practice: Insufficient value of professional training. Scientific mobility, namely visiting another scientific field, is valued, and it is regulated by the rules in titles election conditions which require the experience of mobility.</p> <p>Due to the teaching duties, senior researchers are often not able to go to scientific and professional trainings.</p> <p>Non-existing legislature on the national level in the field of acknowledging competences acquired through formal and informal education.</p>	<p>Inciting formation of legislature on the national level in the field of acknowledging competences acquired through formal and informal education.</p> <p>Drafting of rulebook for recognition of competences acquired through formal and informal education.</p> <p>Drafting of <i>information package for researchers</i> containing these data.</p>	<p>-Office for ECTS Application and FEQ Recognition</p> <p>-Department of Postgraduate Studies and Organization of Scientific Symposia</p> <p>-Science Office</p> <p>- Publishing Committee</p> <hr/> <p>2011 - 2015</p>



20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: No limits for application of the principle.</p> <p>Practice: Candidate achievements are assessed through two aspects: in scientific and professional sense they are assessed by evaluation of scientific and professional work, and teaching achievements are assessed by student questionnaires.</p> <p>Evaluation includes qualifications acquired in the early phases of career.</p>	<p>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.)</p> <p>2. Inciting respectful attitude towards scientific career.</p>	<p>-Office for ECTS Application and FEQ Recognition</p> <p>- International Cooperation Office</p> <p>-Science Office</p> <hr/> <p>1. - 2011.</p> <p>2. - continuously</p>



21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: Strategy of the Science Development of the University of Zadar (point 3 – goals)</p> <p>Practice: All constituents at the University of Zadar are teaching-scientific; therefore postdocs are in title of senior assistants (which defines their employment conditions).</p> <p>Postdoc/senior assistant title can be obtained if person did the PhD thesis within 6 years.</p> <p>Status as well as rules and conditions of postdocs' financing are not clearly defined on the national level.</p>	Defining an initiative towards national legislation regarding the definition of status and financing of postdocs' employment.	<p>- Department of Postgraduate Studies and Organization of Scientific Symposia</p> <hr/> <p>- Rector's Office</p>



III. Working conditions and social security

22. Recognition of the profession			
All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 21. – who is conducting and who is participating in scientific work) and Article 23. Paragraph 2. – The register of scientists)	Rules: Code of Ethics of the University of Zadar (Article 4,5 and 6) Practice: Constituents of the University act according to this principle.	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



23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including chances for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are respected. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Collective agreement for science and higher education (Article 30. – working conditions)	<p>Rules: The Statute of the University of Zadar (section I - general regulations).</p> <p>Practice: Lack of financial means for adherence to this principle. No clear and elaborated system (financial) of supporting new groups and their leaders.</p>	<p>Encouraging allocation for science at the national level (campaigns, public lectures, etc.). Establishing a Career Office with an aim of connecting with industry and wider community in mutual projects. Encouraging the use of EU funds through education and informing. 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.</p>	<p>-Science Office -Rector's Office/ Rector</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



Internal Analysis

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Constitution of the Republic of Croatia (Articles 57. and 62.) Labor Act (Article 5. Paragraph 3, Article 33.) Collective agreement for science and higher education (Article 30. and 43.) SHEA – Article 45. (election deadlines hold) Professional rehabilitation and employment of impaired persons Act (Official Gazette, No. 143/02, 33/05)	Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers). Rulebook on Free Academic Year Practice: Institutional rules regulate only sabbatical use, everything else is not regulated and researchers are overloaded and bound by their teaching obligations. Lack of financial means for adherence to this principle. Flexibility of working hours exists at most of the constituents, but it is not covered by definition of criteria and monitoring in achieving the results.	Encouraging allocation for science at the national level (campaigns, public lectures, etc.) 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. Ensuring adequate health and retirement insurance (including coverage for sick-leave, and parental benefits) in accordance with the existing legislation.	-Rector's Office/ Rector - Quality Assurance Office -Science Office <hr/> 2011 - 2015 (continuous reports and annual evaluations)



25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Labor Act (Articles 10. and 11. – temporary contracts and working conditions based on temporary contract work) SHEA – Article 42. – working contract	Rules: Existing institutional rules Rulebooks on work Practice: In existing practice researchers and teachers are permanently employed with the condition of election in titles prescribed at the national level. All scientific-teaching titles are subject to re-election procedure.	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. Launch an initiative for establishing financial and other tools and instruments by which the most successful researchers are selected and encouraged. 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).	-Rector's Office -Science Office <hr/> 2011 - 2015 (continuous reports and annual evaluations)



26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Constitution of the Republic of Croatia (Articles 55. and 56.) Labor Act (Article 48.) Collective agreement for science and higher education (Chapter I. wages and material rights) Regulation on the name of jobs and coefficients of job complexity in public services General legislation on social insurance and social care (health insurance, pension insurance, etc.)</p>	<p>Rules: Existing institutional rules: Rulebooks on work Practice: The existing practice is in line with the execution of legal principles. In existing practice the evaluation scale of work at the institutions is not adequate to the degree of education and complexity of work scientific-teaching staff conducts. At the national legislation level there is no clear difference between obligations and financing of teaching and scientific work which is the common problem of scientific-teaching institutions.</p>	<p>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. 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. 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. Encouraging the increase in the financial means by using the EU funds and partnership with industry projects. Encouraging the just and attractive conditions warranty as well as income at all levels of the career regardless of the contract type.</p>	<p>-Rector's Office - Science Committee - Quality Assurance Office</p> <hr/> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Constitution of the Republic of Croatia (Article 3.) Law on Gender Equality Labor Act (Article 5. – fundamental obligations and rights from contract; prohibition of discrimination)	Rules: The Statute of the University of Zadar (Article 6) Practice: Statistical data show that men are more often leaders of scientific projects (2009: women 28%, men 72 %).	Further strengthening of awareness among employees, employers and means providers (public lectures, research, and workshops). Encouraging employment in science on part- time (50%) basis in cases of need to harmonize family and professional obligations.	-Science Office -Rector's Office 2011 - 2015 (continuous reports and annual evaluations)



28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 59. Paragraph 3. Point 3. (jurisdiction of the senate – decides on developmental and research plans)	<p>Rules: Strategy of the Science Development of the University of Zadar</p> <p>Practice: There are no clear strategies of human resources management (university strategies of advancement and financing of researchers) and plans for development of individual institution/constituents.</p> <p>Career development is not always correlated to the real successfulness of the candidates.</p>	<p>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.</p> <p>Developing strategies of advancement for researchers in various science fields.</p> <p>· 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.</p>	<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 <p>2011 - 2015 (continuous reports and annual evaluations)</p>



29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>SHEA – Article 53. Paragraph 2. („...ensures internal and external mobility of students and teachers...“) Law on recognition of foreign educational qualifications („Official Gazette“ No.158/03, 138/06) Law on regulated professions and recognition of foreign professional qualifications Rulebook on how to determine the conditions for granting temporary residence to foreigners for the purpose of scientific research (Official Gazette, No. 42/08) and Law on Foreigners (Official Gazette No. 79/07 i 36/09)</p>	<p>Rules: Mobility execution and acknowledging study period spent abroad, ECTS points and grades – rulebook for the departments. Rulebook on studying (section 6 – student mobility). Practice : EURAXESS Mobility among institutions in the Republic of Croatia, and domestic and foreign institutions is insufficient. Encouragement of PhD mobility is included in the Rulebook on postgraduate studies and in the work of the Postgraduate Studies Council of the University in Zadar. Scientific mobility, in the means of stay in another research area, is evaluated and regulated by the election in titles criteria which require the mobility experience. Due to the teaching work-load, in practice senior researchers often cannot attend the professional and scientific trainings. Lack of financial means which would enable and encourage mobility.</p>	<p>Ensuring conditions and inciting mobility of postdocs. 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. Initiative for introducing encouraging national and institutional framework (quotes, defining the obligations in teaching which enable mobility). Covering progress in mobility improvement and its stimulation through reward system on the basis of introduction of personal data collection. Ensuring financial means from the EU funds and industry partnership projects. Simplifying the contractual employment and increase in transparency of calls for foreign residents.</p>	<p>-Science Office -International Cooperation Office - Department of Postgraduate Studies and Organization of Scientific Symposia -Department of Administrative and General Services</p> <p>2011</p>



30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: Strategy of the Science Development of the University of Zadar</p> <p>Practice: There is no advisory service in practice that would provide advice to researchers during their career. All counselling sums up to mentorship or leader of the project.</p>	<p>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.</p> <p>Creating a detailed institutional regulation for mentoring, along with financial instruments.</p> <p>Acquiring knowledge on international institutions of the kind through EU funded projects.</p>	<p>-Rector's Office -Science Office</p> <hr/> <p>2011</p>



31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Labor Act (Chapter XI. Inventions and technical improvements) SHEA – Article 16. Paragraph 2. Point 7. and Article 30. Paragraph 3. (special tax credits for science and technology parks) Law on Copyright and Related Rights („Official Gazette“, No. 167/2003, 79/2007) – Article 13. (content of the right) Patent Law („Official Gazette“ No. 173/2003, 87/2005, 76/2007, 30/2009) – Article 2. Law on National Foundation for Science, Higher education and Technological Development of the Republic of Croatia („Official Gazette“, No. 117/2001, 45/2009) - Article 16. Paragraph 2. („Under the other income it is considered 1% share in profits from the commercialization of scientific or technological discoveries financed by the Republic of Croatia or institution established by the Republic of Croatia. In case when the Foundation funded the research, the percentage share of future profits from intellectual property arising from scientific and technological discoveries, is determined by a special agreement concluded between the holder of the project and the Foundation.“)</p>	<p>Rules: The Statute of the University of Zadar (section 2 – Work ethics) University of Zadar Rulebook on Intellectual Property Management (in the process of drafting) Rulebook on Postgraduate Studies and Work of the Postgraduate Studies Council of the University of Zadar. Practice: Making of a complete institutional regulation related to the policy on University’s Intellectual Property management is underway.</p>	<p>Establishing the Technology Transfer Office. Continuing the regulation development for protection and Intellectual Property income allocation. Developing mechanisms of informing and education on regulation application.</p>	<p>-Rector’s Office -Science Office 2011</p>



32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Patent Law – Article 12. Paragraph 2. („If an invention is created by joint work of two or more inventors, inventors or their legal successors share a common right to patent. “)</p> <p>Law on Copyright and Related Rights – 11. (co-authors).</p>	<p>Rules:</p> <p>The Statute of the University of Zadar (Article 159))</p> <p>University of Zadar Rulebook on Intellectual Property Management (in the process of drafting)</p> <p>Practice:</p> <p>Insufficiently developed model of co-authorship in the field of social sciences and humanities.</p> <p>Occasional disrespect of the co-authorship in the sense of adding an author who did not participate in writing.</p>	<p>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).</p> <p>Encourage the cooperation and co-authorship with foreign research groups.</p> <p>Encourage the co-authorship practice in the field of social sciences and humanities.</p>	<p>-Professional Council for the Social Sciences</p> <p>-Professional Council for the Humanities</p> <p>-Professional Council for the Natural, Technical and Other Sciences</p> <p>- Postgraduate Studies Council</p> <p>-Science Office</p> <hr/> <p>2011</p>



33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>SHEA – Article 4. Paragraph 3. (freedom of teaching)</p> <p>Collective agreement on science and higher education (Article 12. – Works of employees in the academic profession).</p>	<p>Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers)</p> <p>Practice: There is a precisely defined standard only for teaching, but scientific and other professional work is not defined in those terms.</p> <p>Teaching/training of young researchers, supervising during work on PhD thesis and successful scientific work are not evaluated through working hours.</p>	<p>Encouraging and accelerating the making of the personal data collection, which will enable monitoring of teaching, science and mentoring share in overall work load.</p> <p>Introduction of possibility of increased share of teaching or science in overall load, according to research needs, employee attitudes, and requirements of the institution.</p> <p>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.</p> <p>Developing obligatory specialization and education mechanisms of young researchers (assistants and research assistants) in order to obtain teaching skills.</p>	<p>-Rector's Office -Professional Council for the Social Sciences - Council for the Humanities - Postgraduate Studies Council -Department of Administrative and General Services</p> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



34. Complaints/ appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Constitution of the Republic of Croatia (Article 18. and 46.) Labor Act	Rules: Code of Ethics of the University of Zadar (Article 15). Practice: Procedure is partially elaborated through the practice of the Ethical Committee. There is no ombudsman for researchers in practice.	Establishing the Career Office with an aim of advisory and research career leading service, and/or service for planning and development of human resources. Creation of plan or strategy of development for young researchers' careers which defines in detail the roles of mentor and relations to young researchers. Encouragement of the Ethical Committee in further improvement of advisory function in possible disputes (introducing ombudsman or a special advisor institution).	-Rector's Office -Ethical Committee <hr/> 2011



35. Participation in decision-making bodies

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Collective agreement on science and higher education (Article 55. – Representatives of employees in management or supervising boards)	<p>Rules: The Statute of the University of Zadar (section 1.5. Senate of the University and section 1.6. University Council)</p> <p>Practice: Scientific-teaching employees are directly involved in bodies of the institution, and other employees by their representatives. Work in the institutional bodies is not sufficiently evaluated.</p>	<p>Encouraging and accelerating the making of the personal data collection, which will enable monitoring of participation in relevant bodies (in overall work load).</p> <p>Elaborating evaluation system (financial and other kinds) for participation in relevant bodies at the constituents, university, and national level institutions.</p> <p>Launching an initiative for introduction of this principle and rulebooks on advancement at the national level.</p>	<p>-Rector's Office -Department of Administrative and General Services</p> <p>2011 - 2015 (continuous reports and annual evaluations)</p>



IV. Training

36. Relation with supervisors			
<p>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>SHEA – Article 43. Paragraph 5. Collective agreement on science and higher education (Article 39. – Evaluation and dismissal, reporting on the work of research assistant)</p>	<p>Rules: Code of Ethics of the University of Zadar (Article 6 and 8). Practice: Practice varies from neglecting to complying with this principle. Although the obligation of yearly report on young researchers exists, criteria which have to be fulfilled by PhD students are not clear.</p>	<p>Internal analysis of practice at the constituents and quality improvement of mentor and PhD students relations where needed. Establishing efficient means of horizontal and vertical communication. Establishing a contractual relationship between the mentor and the PhD student. Introducing clear rules on student work evaluation during the writing of PhD thesis, as well as success of the mentor.</p>	<p>-Committee for Quality of the University Constituents - Science Committee - Postgraduate Studies Council -Councils for Doctoral Studies</p> <hr/> <p>2011</p>



37. Supervision and managerial duties			
<p>Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
SHEA – Article 43. Paragraph 4.	<p>Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers)</p> <p>Practice: Practice varies from neglect to complying with the principle. Mentoring and supervision of the scientific work are often subject to personal traits, competencies and success of senior researchers as well as personality of the researcher at the beginning of the career.</p>	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



38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers).</p> <p>Practice: Although institutions promote continuous professional development, there is no formally binding rule to participate in such education. Informing, as well as the program offering of formal and informal ways of skills and competencies development is not detailed and elaborated. Researchers' overload in research and teaching obligations disable or demotivate the additional activities.</p>	<p>Encouragement of researchers' education at eminent foreign institutions, as well as at the University of Zadar and other institutions in the Republic of Croatia.</p> <p>Stimulating introduction of new programs of life-long education.</p> <p>Creation of financial instruments to encourage the development of skills and competencies.</p> <p>Stimulating the education of teachers in teaching activities and e-learning at the level of the University.</p> <p>Establishing the Career Office with an aim of advisory and career leading service for scientists.</p>	<p>- International Cooperation Office -Rector's Office -Stjepan Matičević Center -University Constituents</p> <hr/> <p>2011-2012</p>



39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>SHEA – Article 8. Paragraph 4. (National Council for science and National Council for higher education – common task of measure suggestion and activities for affirmation and advancement of youth)</p> <p>Labor Act (Article 65. Paragraph 4. – paid leave during education or training)</p> <p>Collective agreement for science and higher education (Article 41 – 44, study leave)</p>	<p>Rules:</p> <p>The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers).</p> <p>Practice:</p> <p>There is increased availability of different types of education in practice, although it should be more intense.</p>	<p>Encouraging the continuous improvement of researchers through rules and practices at the University and its constituents.</p> <p>Creating financial instruments for encouraging the development of skills and competencies.</p>	<p>- Professional Council for the Social Sciences</p> <p>- Professional Council for the Humanities</p> <p>- Professional Council for the Natural, Technical and Other Sciences</p> <p>-Rector's Office</p> <hr/> <p>2011 - 2015</p> <p>(continuous reports and annual evaluations)</p>



40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No limits for application of the principle.	<p>Rules: The Statute of the University of Zadar (section 5 – Teachers, associates, scientists and researchers).</p> <p>Practice: Every young researcher has a supervisor, although obligations and relationship are not well defined and often depend on subjective traits. The young researcher's work needs to be continuously monitored through institutional supervision of a researcher, as well as his/her supervisor. Every researcher who holds a lower title is able to address the researchers in higher titles within the same chair, although there are no firm institutional rules to cover that relationship.</p>	<p>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.</p> <p>Initiatives towards line ministry for opening new positions in the educational process, enabling creation of space for more intense scientific research.</p> <p>Elaborating regulations for young researchers/ PhD students' monitoring, as well as the monitoring of mentor's success.</p>	<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 <p>2011 - 2015 (continuous reports and annual evaluations)</p>



Sveučilište u Zadru
University of Zadar

A Human Resources Strategy for Researchers

Internal Analysis

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