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18
УИС
82

UNIVERSITY
OF EAST
SARAJEVO

Human Resources Strategy for Researchers in accordance with principles of European Charter and Code 2016-2020

Results of online survey

Table of content

The results of online research

After the translation of chapters and assertions from the original questionnaire оф C&C from English into Serbian, the working groups responsible for making the internal analysis and Action Plan have launched an assessment of all 40 elements. The University management decided that it was necessary to do a special university questionnaire based on these 40 elements from 4 chapters of the original questionnaire of C & C. The questionnaire will be distributed for full time employed professors and associates at the University of East Sarajevo for complete questionnaire, as well as PhD students. Development of the mentioned questionnaire contributed to the simplification of 40 elements or assertions stated in the original questionnaire of C&C and easier survey of professors, associates and PhD students.
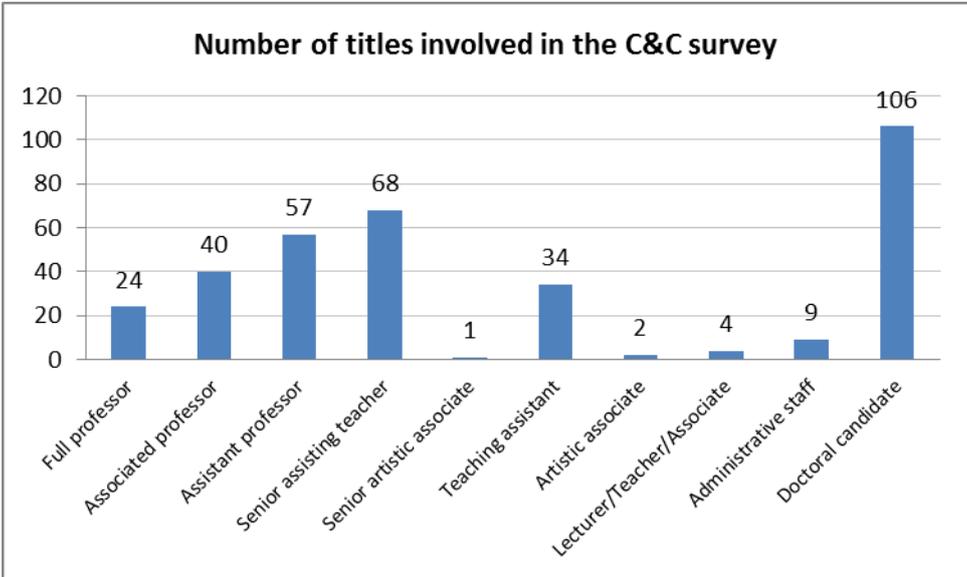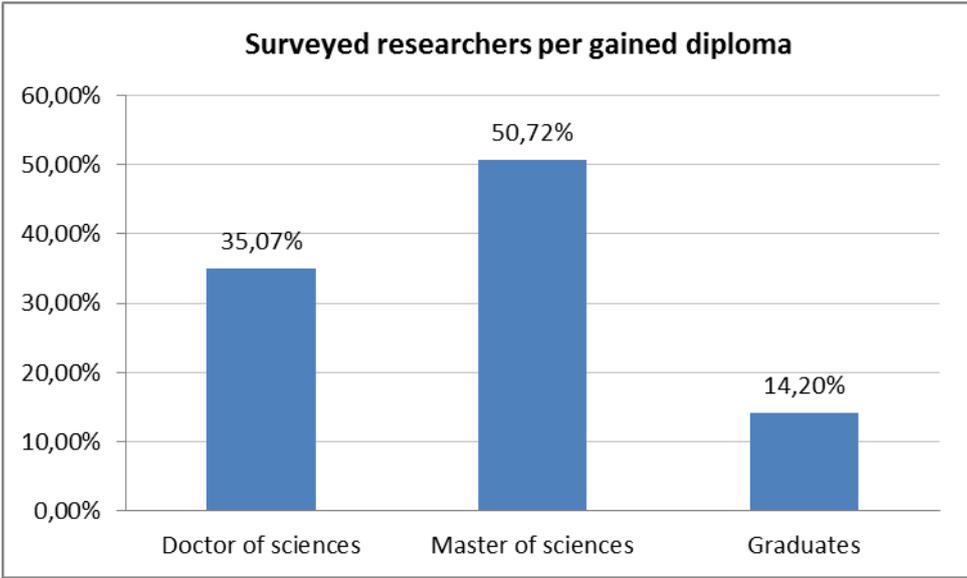
At the session of the Quality Assurance Committee of the University, the original principles of Charter & Code with 40 elements (translated version) were given to a member of the Quality Assurance Committee, PhD Šuajb Solaković (field of study Psychology) for the creation of a simplified questionnaire for completion by professors and staff of the University. In the end, the Departments for Quality Assurance, International Cooperation and Science, Research and Development conducted synthesis of all survey questions/assertions and created a final version of the university questionnaire with the consent of the University management.

The created university questionnaire has been developed by IT experts, online, via e-mail application Lime Survey. In that manner, a link with the accompanying letter signed by the Rector has been created. It has been distributed to all deans and vice-deans at the Organizational units of the University. In accordance with the system of management that exists at the University, deans and vice-deans of Organizational units have got the assignments through their logistics service to forward a link for completion of questionnaire to all full time employed professors and associates. All PhD students have been individually contacted by phone in order to complete the electronic questionnaire. All employed professors and associates at the University, who were treated at the same time as the researchers, had the opportunity to complete the questionnaire, as well as all PhD candidates at the University. In that manner, all researchers at the University have been provided an access for completion of questionnaire. The questionnaire was completed by employed researchers at the university in 2014 and by PhD candidates in 2016.

The total number of 345 researchers of the University participated in the survey which was accepted as a representative number of responses, and as the number by which an internal analysis could be created. All the surveyed researchers voluntarily accessed to the questionnaire. They completed the questionnaire anonymously and all the basic principles of questionnaire have been respected: voluntariness, neutrality and anonymity.

An integral part of this document presents an excel document of statistic survey (which is automatically generated from Lime Survey), in which one can find the total number of completed questionnaires, review of the surveyed researchers by gender, by name of faculty and academy, by the teaching scientific title, by acquired diploma, employment, by the name of the organization where they are employed, by name of working position, and then a review of all the issues with the arithmetic mean and standard deviation have been done.

In this document there are only a few charts of statistic survey.

Surveyed researchers per gained diploma

Diploma	Percentage
Doctor of sciences	35,07%
Master of sciences	50,72%
Graduates	14,20%

Number of titles involved in the C&C survey

| Title	Number
Full professor	24
Associated professor	40
Assistant professor	57
Senior assisting teacher	68
Senior artistic associate	1
Teaching assistant	34
Artistic associate	2
Lecturer/Teacher/Associate	4
Administrative staff	9
Doctoral candidate	106

The surveyed researchers of the University are coming from different organizational units (faculties) – next graphs.
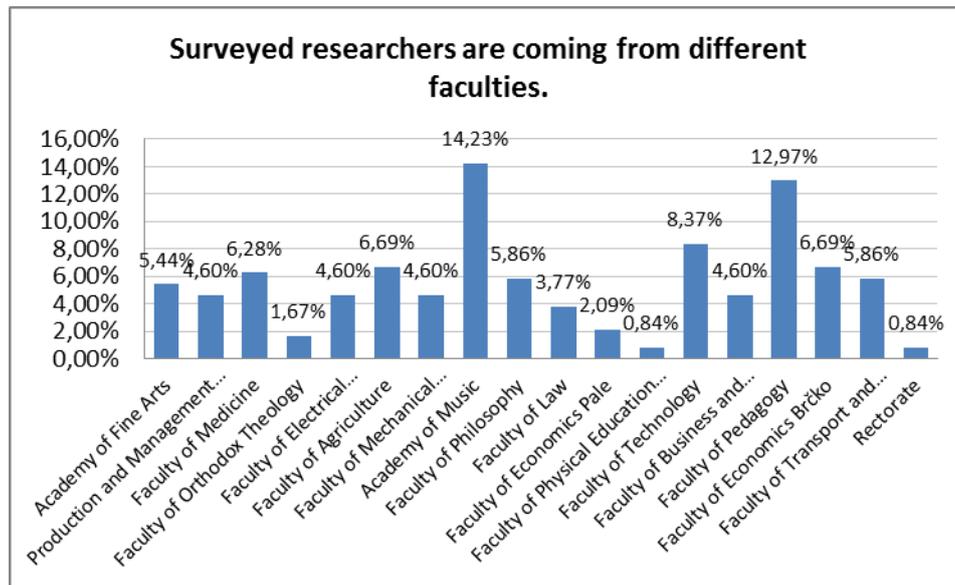
The surveyed PhD students were from different economic organization: University of East Sarajevo, Medical School Doboj, Community Health Center, Hodigetria, DU PREF-om, NUBRS, RUCZ RS, Phoenix Pharma DD, Tax Administration, Elementary School, Ministry of Transport and Communication Bosnia and Herzegovina, Armed Forces B&H, College for Tourism and Hotel Management, Regulatory Board for Railways, Ministry of Interior Affairs ZE and DO Canton, University of Montenegro, Metallurgical-Technological Faculty, General Library Maglaj, MH ERS "Mine and Thermal Power plant" a.d. Ugljevik, Prometej College, Audit Office, Project a.d. Banja Luka, Cazin Municipality, University of Bihać, Biotechnical Faculty, National and University Library of the Republic of Srpska, Municipal Museum of the Cultural Center of Vrbas, Ministry of Sport, Zemun Gymnasium, Mixed Secondary School Živinice, SPC and MO B&H, Statistics Agency B&H, Regulator in the field of electronic communication, etc. (This is detailed in statistic survey).

The following illustration showed the percentage of gender representation of surveyed professors, associates and PhD researchers.

The percentage of surveyed males and females
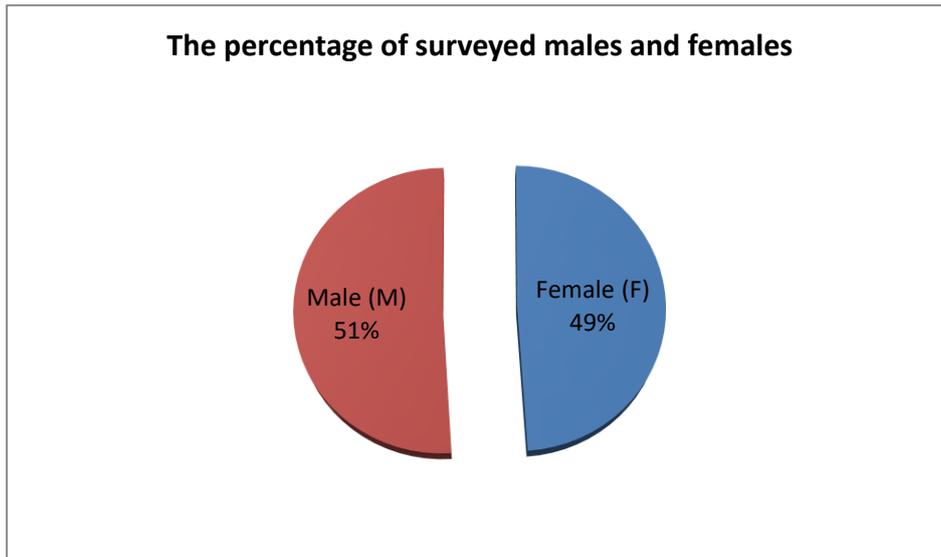
The following table show the assertions of the university questionnaire based on the original questionnaire of C&C, which was completed by university professors, associates, PhD students with average values of the score, ranked from the highest to the lowest score.

Assertions - Questionnaire	Aritm. mean ($\bar{X}$)
Likert scale evaluation 1 - Strongly disagree 2 - Tend to disagree 3 - I can not answer 4 - Tend to agree 5 - Strongly agree	
Research Freedom. Researches in the research process have a complete freedom of thought, expression, and the freedom to apply methods by which problems are solved.	4,29
Good practice in research. Researches are adopting safe working practices, in line with existing national and institutional legislations, including taking the necessary precautions for personal and coworkers' health and safety.	4,28
Ethical Principles. Researchers adhere to the recognized 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.	4,22
Non-discrimination. Institution pays enough attention to avoiding discrimination against researches 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.	4,2
Postdoctoral engagement. Engaging postdoctoral researchers provides additional opportunities for professional development.	4,19
Relationship with supervisors/ mentors. Researchers in their early stages, regularly report to their mentors/supervisors and other competent authorities of the institution on the results of their research, promotions, research findings, etc.	4,15
Accountability. Researchers are accountable towards their home institution, funders, other related public or private bodies, and society as a whole. (This accountability is reflected in rational spending of founds intended for research, especially if researchers are funded by public funds (use of taxpayers' money), in correct management of their research data, and readiness for any form internal or external audits of research projects.	4,11
Recruitment. Institution ensures that the entry and admission standards for researchers are clearly specified, and do not discourage access for disadvantaged groups or for researchers returning to a research career.	4,10
Public engagement. Researches are contributing to the improvement of the community's and general public understanding of their research activities and results.	4,08
Recruitment (Code). Vacancies for entry and admission of researches are transparent and available	4,07

to the public, while requested competences do not discourage application of potential candidates.	
Recruitment (Code). Vacancies for any level of research carrier are publicly advertised and open for reasonable amount of time for application of potential candidates, and they are adequately published in the media at the entity/national level.	4,06
Recognition of mobility experience. The experiences of the researchers regarding mobility (study in another country, the region, the other institutions, changes in the sector, etc.) are seen positively, as a contribution to the professional development of researchers.	4,06
Co-authoring. When assessing staff, home institution positively evaluated the co-authorship and protects the joint authorship rights of researchers.	4,03
Dissemination and exploitation of results/publishing of research results. Researches are publishing results of their research so it is available to the public whenever it is necessary, and if appropriate commercialize it.	4,02
Gender balance. The institution strives for a representative gender balance at all levels, taking into account the policy of equal opportunities in employment, but that gender equality does not give precedence over quality and competence criteria.	4,02
Supervision and managerial duties. Senior researchers as mentors, supervisors and consultants provide career guidance to younger researchers in terms of transfer of knowledge and career development by building a positive relationship with them.	4
Funding and salaries. Researchers have an adequate social security, including cases of illness, parental rights, pensions and unemployment benefits in accordance with existing national legislation and national or sectoral collective agreements.	3,99
Professional Responsibility. Researches are carrying the original research, respecting intellectual property of others.	3,97
Good practice in research. Researches are familiar with the current national and institutional legal requirements regarding data and confidentiality protection.	3,95
Selection. Institution ensures that the full potential of researchers / candidates applying for the competition, their creativity and level of independence, is properly considered by the Election Commission.	3,87
Selection. Election Commission for admission of researchers / candidates are made to include members from other countries.	3,86
Contractual and legal obligations. Researchers are familiar with the contractual and legal regulations (national, entity, or institutional) governing their research, training and/or working conditions including Intellectual Property Rights regulations, and the requirements and the conditions of any sponsor or funders.	3,83
Monitoring. Institution awarded to young researchers mentor or supervisor, where the proposed supervisors have enough experience in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer adequate support to researchers trainees and provide the necessary progress and review procedures, as well as the necessary feedback mechanisms.	3,82
Recognition of the profession. All researchers engaged in a research career are recognized as professionals and treated by home institutions appropriately from the beginning of their careers, starting with post-graduate level onwards (whether it is a Master of Science, PhD candidate, PhD, a civil servant etc.).	3,81
Continuous professional development. Researchers are continuously improving, through upgrading and expanding, their skills and competences through formal training / training courses, workshops, conferences and e-learning methods.	3,81
Intellectual property rights. The institution is responsible for promoting the intellectual property rights of researchers and legal protection.	3,80
Recognition of qualifications. The institution evaluates the academic and professional qualifications of researchers including their informal qualifications, particularly in the context of international and professional mobility.	3,79
Professional attitude. Researches are familiar with strategic goals governing their research environment, funding mechanisms, and means of reporting on the progress of their research project to the relevant bodies at the home institution/or to the founders.	3,78
Seniority/Competencies. Selection of potential candidates / researchers is based on similarities to the appropriate position and is valued at the achievement of the individual and not to the reputation of the institution where the potential candidate gained qualification.	3,75
Evaluation/appraisal systems. Institution uses evaluation/appraisal systems for assessing researches' professional performances on a regular (annual) basis in a transparent manner.	3,74
Postdoctoral engagement. (If the institution engages postdoctoral researchers) Institution applies	3,71

clear rules and explicit guidelines for the recruitment of postdoctoral researchers, including the maximum duration and the objectives of such engagement, during which time spent in prior postdoctoral appointments at other institutions is taken into account, and 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.	
Variations in the chronological order of CVs. During the election procedure of new candidates variation in the chronology of his/her career is not sanctioned, but are considered as a potential contribution to the professional development of researchers towards multidisciplinarity career.	3,67
Value of mobility. The institution recognizes the geographical, intersectoral, interdisciplinary, virtual and other types of mobility of researchers as an important tool for improving scientific knowledge and professional development at any stage of a researcher's career.	3,65
Career development. The institution provides to every researcher a career development planning and strategy in line with his/her development, scientific and other preferences, regardless of the contractual situation or the needs of the institutions, providing them with access to mentors who provide support and guidance for the personal and professional development of researchers.	3,64
Transparency. Potential candidates who apply for the competition are always adequately informed by the Electoral Commission at the end of the selection process of the strengths and weaknesses of their applications.	3,64
Participation in managerial bodies/ decision-making bodies. The institution involves researchers in decision-making processes in various bodies and committees to protect or promote their personal and collective interests, and also contributing to the work of the institution.	3,60
Method of assessing. During the process of admission of new potential candidates, a wide range of experience of the candidate is taken into account by focusing on the overall potential taking into account the qualitative and quantitative evaluation, focusing on outstanding results within a variety of career candidate had, not only on the number of publications and so on.	3,58
Complaints/appeals. The institution has provided and implemented procedures that enable their researchers confidential and informal assistance in resolving conflicts related to work, disputes and appeals, in order to promote fair and equal treatment within the institution and improving the overall quality of the working environment.	3,58
Access to research training and continuous improvement. The institution provides researchers, regardless of their contractual situation, the possibility for professional development and improvement of employment through access to measures for the continuing development of skills and competencies.	3,57
Stability and permanence of employment. The home institution ensures and enhances the stability of employment of researchers.	3,55
Teaching. The institution organizes teaching obligations that are not excessive and that do not prevent researchers in carrying out their research and engagement activities.	3,54
Teaching. The institution has provided researchers that their teaching duties are properly rewarded.	3,50
Access to career advices. The institution is responsible for career development counseling and job search assistance in various institutions or through collaboration with other structures, which is offered to researchers at all stages of their careers regardless of the contractual situation.	3,40
Funding and salaries. Appropriate conditions and incentives, in terms of salaries, are guaranteed to researchers at all stages of their careers, regardless of the type of contract.	3,39
Working conditions. The home institution has provided favorable conditions for the work of researchers including requirements for disabled researchers, during which the flexibility to successfully carry out the research was provided, such as flexible working hours, part-time work, paid leave, as well as the necessary financial and administrative rules governing such arrangements.	3,23
Research environment. The institution provides a stimulating research environment that has the appropriate infrastructure, equipment, instruments, laboratories, literature, cooperation over research networks, including compliance with regulations pertaining to health and safety research.	3,21
Selection. Election Commission for admission of researchers / candidates are made to include members outside the university system (private companies, public research institutions, etc.).	3,17
Selection. Election Commission for admission of researchers / candidates are always balanced by gender.	3,06
Complaints/appeals. The institution has provided the ombudsman service for researchers.	2,92

All 40 principles of the Charter and Code were grouped into four basic groups of questions. For each question, the respondent was able to match the Likert scale assessment from 1 - "strongly disagree" to 5 - "strongly agree".

Mean values of the obtained answers are ranked from 2.92 as the lowest to 4.29 as the highest.

Due to the making of comprehensive development of the Human Resources Strategy for Researchers, the University management as a key working group made the decision that all assertions that have received a rating below 4 have to be treated in the form of necessary activities. They will be an integral part of the Strategy and Action Plan.

By analyzing the results of research, the following have been concluded:
- Based on the obtained assessment and taking the requirement of management of the University, all assertions with a score below 4 have to be treated through actions. A total of 47 necessary and realistic activites are cretaed for the next four-year period.
- The principles the lowest assessments have been in the field of Working Conditions and Recruitment, and followed by the field of Training and Ethical and Professional Aspects.
- Mean values of scores from four areas of C&C are: (from low to high): Working Conditions (3.58), Recruitment (3.77), Training (3.87) and the Ethical and Professional Aspects (4.04).
- Ranking of all assertions from the questionnaire is in the second Excel document of statistic survey.

Detailed necessary activities are presented in the action plan and internal analysis. They are arranged according the strategic objectives. For every action in the action plan is followed by specially made outcomes, the key performance indicators, responsibilities and deadlines with explanations, where necessary.

Working conditions (3,58)

In the field of Working Conditions, researchers of the University have pointed out that it is necessary to provide an Ombudsman services for researchers in the purpose of legal counseling and adequate legal protection (current situation is characterized by the lowest grade 2.92), as well as better research surroundings with good infrastructure and equipment in compliance with regulations, which are releted with health and safety in the research. It should be publicly posted on all appropriate rooms (score 3.21). Researchers also expect better research conditions, including the conditions for disabled researchers, as well as improving conditions in the Labor Law (3.23). Researchers also expect better incentives in terms of salary, regardless of the type of contract, because salaries are a standard problem in the country with low GDP and even low life standard (3.39). The researchers point out that the institutions should provide consultation for researcher's career in different ways, by appointment of the appropriate person or staff who would do this kind of work and entirely devot to this matter (3.4). Researchers stress that is necessary to organize teaching obligations that are not excessive (3.54) and to be adequately and financially rewarded, in the case of teaching overload (3.50). This theme is a constant problem because the teaching and research responsibilities overlap and because the fact that focus on one type of obligation leads to reduction of opportunities for engagement for other obligations. For the assertion that the institutions should improve the stability of employment for researchers, it is necessary to point out that only a full time professors or associate professors have permanent contract of employment, while the lower category have not the permanent contract, which is in

accordance with the institutional regulations (3.55). The researchers point out that it is necessary to have a confidential and informal assistance in resolving conflicts related to work, disputes and complaints (3.58), which could be achieved with the position of Ombudsman to a great extent. The researchers point out that they should be more actively involved in the decision process in the different bodies at faculties and at the University (3.6). In addition of providing consultation for career, the researchers emphasize that is necessary to make the plan for the development of career and strategy in accordance with the development, scientific and other preferences of researchers (3.64). It was emphasized that institution should recognize all types of mobility as important means for the scientific development (3.65). The researchers point out that institution should increase the responsibility related for the promotion of intellectual property rights of researchers and legal protection (3.8), as well as that the researchers should be treated as professionals in an appropriate manner from the beginning of their career (3.81). The researchers point out that guaranteed salaries and wages by legal acts should be respected, which is at the same time a constant theme among all employees.

All of the mentioned answers listed by our researchers clearly indicate which improvements should be made in this part. In accordance with that, an Action Plan with existing institutional policies and practices is created.

Recruitment (3,77)

As the weakest points in this part of the survey, researchers point out that the Election Commission for admission of researchers must be balanced by gender (3.06), and the Election Commission includes members outside the university system (3.17). The researchers also believe that the process of selection of potential candidates should take into account a wide range of experience of the candidate focusing on the overall potential and career variety (3.58). Researchers believe that after the selection, candidates should be informed about strong and weak points of their applications in the form of appropriate statements in order to know why they have not passed the selection (3.64). The researchers point out that the variations in the researcher's chronology of the career should not be penalized, but positively treated in order to implement the various experiences in the new job (3.67). The institution, unfortunately, does not organize post-doc studies, but researchers believe that it is necessary to introduce this system at the University, and also that acquired post-doc experience at other institutions should be taken into account (3.71). Researchers believe that all potential candidates should, firstly, be eligible for the appropriate working position or that their qualifications and experience can contribute to improvement of the very working position (3.75), with the recognition of non-formal qualifications, and not just necessarily obtained diplomas (3.79). Researchers believe that in the process of selection of candidates for admission, the Election Commission should include members from other countries in order to ensure greater independence (3.86) and that all applicants for working position should be treated equally without favourism (3.87).

Training (3,87)

Based on the answers in this area, the surveyed researchers believe that it is necessary to educate researchers constantly on various issues in order to be able to participate in a

variety of European and national research programs, and it is needed to develop reporting procedures and to inform researchers about the existing procedures.

Researchers believe that the University should provide the opportunity for professional development of researchers through appropriate training to develop skills and competencies (3.57 and 3.81). The researchers stress the importance and need regarding young researchers in terms of being assigned experienced mentors who have enough experience and commitment in order to provide good support, progress and audit procedures (3.82).

Ethical and professional aspects (4,04)

In this area of the Charter & Code, surveyed researchers believe that more attention should be paid on professionalism in research, data protection, protection against plagiarism, legal notification in respect of information, reporting procedures.

Researchers believe that the University should use transparent system of assessment of professional work of all researchers on a regular basis (3.74). They emphasize the necessity of regular reporting to researchers on current trends and strategic objectives governing their research environment, funding mechanisms, and reporting process (3.78). Researchers demand to be acquainted with the rules, contractual and legal obligations governing their research, training and working conditions, including intellectual property rights, terms and conditions (3.83). The researchers stress that it is necessary to be informed about the ways and possibilities of protection and confidentiality of their research data (3.95). Conducting original researches is also stressed (3.97).