TEMPLATE 1 – GAP ANALYSIS

> Name Organisation under review: ………University of Montenegro……………………………………………………….
>
> Organisation's contact details: ……Prof.dr Danilo Nikolic, Rector, rector@ac.me……………………………….

SUBMISSION DATE:……………………………………………………………………………………….

DATE ENDORSEMENT CHARTER AND CODE: …………………………………………………..

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

PROCESS (MAX. 300 WORDS)

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. [1] These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4[2], as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: e.g. names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

Upon the Information submitted by the Rector of the University of Montenegro, Prof. Dr. Danilo Nikolić, and his presentation about the HRS4R process, the Senate of the University has brought the Decision on the 1st of March 2018, giving support to start the procedure to develop the HRS4R for the University. On March 7th Rector Nikolić signed the Endorsement and Commitment Letter to continue the process in our institution. Therefore, the University of Montenegro expressed its support for the principles of The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.

In order to establish proper implementation procedures of the European Charter for Researchers and Code of Conduct, Rector brought the Decision on the 7th of March on the establishment of the Steering Committee, comprised of University management staff. He called a meeting where detailed plans and timeline for implementation were made and submitted to the Working group, established at the same time, for further realization of activities.

Since the members of the Steering Committee are also members of Rector's Collegium, they have regular weekly meetings, usually on Mondays. On every meeting, one of the topics was the progress of the HRS4R process, overview of draft documents where suggestions and further instructions were decided upon.

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[1] *The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career 'level', type of contract etc. etc.*

[2] *For a description of R1-R4, please see
http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf*

After the Working group submits the draft Gap analysis and the Action Plan, the Steering Committee prepares the final version to be submitted to the Senate of the University for adoption.

The Working group was appointed by the Rector of the University of Montenegro on 7th of March 2018. Considering various aspects of the Charter&Code principles, it was formed by representatives of management (also researchers), members of administrative staff including legal department, international relations.

The Working group was in charge to realize activities according to the Plan provided by the Steering Committee; to organize meetings, coordinate the work of focus groups in providing feedback on the Charter&Code principles in relation to policies and practice at the University of Montenegro; to deliver draft of the Gap Analysis with the Action Plan and submit it to the Steering Committee for further consideration.

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

Status: to what extent does this organisation meet the following principles?	+ = **fully** implemented +/- = **almost but not fully** implemented -/+ = **partially** implemented - = **insufficiently** implemented	In case of -, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
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.*	+		According to the <u>Law on Higher Education</u>, section Research Freedom, Article 21 "Academic staff at the Institution shall be free to publish the results of their research, in accordance with the special Law and the Acts of the Institution." The <u>University of Montenegro</u> is the signatory of the *Magna Charta Universitatum*, where it is considered that signatories are keepers of the universal values such are autonomy and academic freedom, as the most important principles.

2. Ethical principles	+/-	There is no overreaching national legislation regarding this issue. The national Law on Academic Integrity is in the procedure to be adopted.	The Law on Academic Integrity is being drafted by the Ministry of Education and it is currently in the Parliament's procedure.
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.		The Code of Ethics of the University of Montenegro will be reviewed and adopted in accordance with the new Law on Academic Integrity. Also, there is a Code of medical ethics and deontology, Code of Dentistry Health Care, which are also applicable to the professors of the Medical Faculty at the University of Montenegro. Implementation of the Code of Ethics is the responsibility of the Court of Honour of the University of Montenegro.	Eventually, amendments to the current Code of Ethics of the University of Montenegro will be reviewed and adopted according to the provisions of this Law. The adoption of a new, revised code will follow the adoption of the Act on Academic Integrity, whose adoption is expected in following months. The representatives of the University of Montenegro participated in drafting the new law within the working group, together with the international experts who will be also involved in the process of changing the Code of Ethics upon the Law adoption. The University of Montenegro is also in the process of certification for the academic integrity issues (responsibility of the institution, capacities, possibilities, etc.) which is implemented by the IRAFPA (Switzerland) together with the working group from the University of Montenegro (Decision for the establishment of the working group): Significant efforts are achieved through the cooperation with the Council of Europe….. nekako linkovati… https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=09000016806dcba6

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.*	+		Regulations on the prevention of plagiarism are adopted by the University of Montenegro. The Law on Academic Integrity is about to be adopted by the Parliament of Montenegro. However, the employees at the University of Montenegro have already had workshops discussing academic integrity in advance to the law-making, and all documents (presentations) are forwarded to its units in order to follow the instructions and act accordingly. https://pjp-eu.coe.int/en/web/horizontal-facility/news/-/asset_publisher/I6Gkv1gurqHM/content/workshop-on-ethics-integrity-anti-fraud-and-plagiarism-held-at-the-university-of-montenegro?inheritRedirect=false&redirect=https%3A%2F%2Fpjp-eu.coe.int%2Fen%2Fweb%2Fhorizontal-facility%2Fnews%3Fp_p_id%3D101_INSTANCE_I6Gkv1gurqHM%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolum

			[n-4%26p_p_col_count%3D1%26_101_INSTANCE_I6Gkv1gurqHM_advancedSearch%3Dfalse%26_101_INSTANCE_I6Gkv1gurqHM_advancedSearch%3Dfalse%26_101_INSTANCE_I6Gkv1gurqHM_keywords%3D%26_101_INSTANCE_I6Gkv1gurqHM_keywords%3D%26_101_INSTANCE_I6Gkv1gurqHM_delta%3D20%26_101_INSTANCE_I6Gkv1gurqHM_delta%3D20%26p_r_p_564233524_resetCur%3Dfalse%26p_r_p_564233524_resetCur%3Dfalse%26_101_INSTANCE_I6Gkv1gurqHM_cur%3D3%26_101_INSTANCE_I6Gkv1gurqHM_cur%3D3%26_101_INSTANCE_I6Gkv1gurqHM_andOperator%3Dtrue%26_101_INSTANCE_I6Gkv1gurqHM_andOperator%3Dtrue](#) This ensures that even before the adoption of the Law, the University units act in accordance with the practice of academic integrity. Within the activities of the Center for Study and Quality Control, two presentations dealing with research methodology have been prepared, with particular emphasis on ethics and /-or [academic responsibility and integrity](#). The materials will be presented to all students of undergraduate, master and doctoral studies starting from the 2019/20 study year. The Strategy for IPR at the institutional level is being drafted, with the expert support by the World Bank.

4. Professional attitude	+/-	Lack of University overall Research Strategy.	The University Code of Ethics dedicates the whole chapter (18 articles) dedicated to the professional attitude and responsibility.
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.		Criteria for a personal responsibility of researchers managing a project are not clear enough.	The University management established the Working group to work on the development of the overall University Strategy, including research strategy. Namely, the University of Montenegro adopted the Research Strategy for the period 2008-2012, but it was not renewed and now the UoM will work on the new strategy based on the already existing strategy model. There are precise rules about the financing of research, distribution of the costs. Each Project coordinator is obliged to follow these precise rules by signing the internal contract with the dean or Rector. It is necessary to review these contracts and implement its mechanisms, in line with the University Strategy that is to be adopted. However, by the Rector's decision, the University if Montenegro provides the funds for pre-financing and co-financing activities in the cases where it is required.
5. Contractual and legal obligations	+/-	Institutional regulation on the IPR is lacking, but it is in the process of development.	All existing national and institutional legislative is transparent, available at the web site of the [University of Montenegro](#). Additionally, there are services at the University for further consultations (legal, financial etc.)
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		National IPR regulations are also underdeveloped.	Currently, there are no available IPR

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.			regulations at the level of institution (but also at the level of country). However, the University of Montenegro is in the process of development of the IPR policy (in cooperation with the experts from the World Bank and under the coordination of the Ministry of Science of Montenegro).
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.*	+		The University of Montenegro is integrated concerning the financial flows, with the Internal Audit Service which regularly performs monitoring of research projects and financial transactions in general. Researchers are fully aware of these regulations and practices and adhere to them in their research activities. All regulations are transparent, available at the University web site. https://www.ucg.ac.me/skladiste/blog_6/objava_3716/fajlovi/Povelja%20unutrašnje%20revizije%20za%20Univerzitet%20Crne%20Gore.pdf
7. Good practice in research *Researchers should at all times adopt safe working practices, in line with*	-/+		The national Personal Data Protection Law data is practiced. All University units

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.			have the obligation to act according to the national rules concerning the healthy and safe working environment and are quite frequently visited by national inspections from the respective Ministries. Especially those who perform group laboratory exercises for students and staff must act in accordance with National Law on Safety and Health at Work ('Official Gazette of Montenegro', no. 34/14), Law on chemicals ('Official Gazette of Montenegro' 18/12), Environment Law ('Official Gazette of Montenegro' 52/2016). http://www.minradiss.gov.me/ResourceManager/FileDownload.aspx?rid=190596&rType=2&file=Law%20on%20Safety%20and%20Health%20at%20Work%2c%20Amended.docx All research groups, engaged in research projects, are obliged to sign certain a type of confidentiality agreement or statement, in dependence of the type of research and funding mechanism. University has recently established the Institute-Center of excellence for Research and Innovation , in order to integrate most of the research activities at the University. The first task of the Institute will be to deliver a Framework

			for innovation and commercialization of research, which will comprise IPR policies, various types of agreements with partners and industry, confidentiality policy, different protection policies etc.
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 the opportunity arises.*	-/+	The technology transfer activities and supporting mechanisms are underdeveloped. Institutional IPR legislative is underdeveloped. The results achieved within the different projects implemented at the University of Montenegro are not always disseminated adequately within the academic community.	Each University unit operates with the Research fund, which is established in order to finance dissemination of research results at conferences, seminars, workshops etc. Allocation of these Funds are regulated by the Rulebook on the Manner of Use of Funds and Other Revenues of Employees from Project Work, Commercial Activities and specific forms of Teaching Activity. Dissemination of scientific results through eminent scientific publications has been fostered due to recently adopted Rules of Doctoral Studies and Rules for Academic Promotion. Also, according to these regulations, senior researchers (committees) are obliged to deliver a report on the quality of research of young researchers, and that the topic of research is important for that research field. One part of the procedure is the obligation of young researchers to publicly present different phases of their research to public (academic and wider). University has recently established the Institute-Center of excellence for

			Research and Innovation, which will develop legal framework for commercialization of research results.
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.*	+		Each young researcher is obliged to present publicly (wider public) his/her research results through the form of a lecture, during the process of the admission to the academic community. Each senior researcher is obliged to present publicly his/her research result through the form of a lecture before election into academic title. Scientific results are promoted via University's web site, separate web pages for certain research laboratories and research projects. Capacities of the PR and Communication Center are upgraded significantly in last two years, being engaged in the promotion of results, projects, initiatives to media and wider public. Workshops were organized with media representatives in order to train them on how to report about science in order to be more comprehensive to wider non-academic public. Researchers from the University of Montenegro participate at the Science Open Days (http://www.mna.gov.me/en/ministry/192486/Eighth-Science-Open-Days-Festival-officially-opened-From-curiosity-to-innovation.html) dedicated to the promotion of science and

			research to the wider community. The Career development center at the University of Montenegro, in cooperation with the Students Parliament and NGO Students cultural center organizes each year Open Door Days in order to connect the University with young population.
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.*	+		National and institutional legislative strongly advocates this principle. The Constitution of Montenegro, Article 8 The Law on Prevention of Discrimination Statute of the University, Articles 3, 91 and 141 (The University shall provide freedom of organization and association, as well as protection from discrimination on any grounds, in accordance with specific Laws. The University shall regulate the basic moral and professional principles of academic and other staff by the Code of Ethics) Code of Ethics, Articles 1 and 2: Equal conditions are guaranteed to the members of the University community in exercising their professional rights and obligations, expressing intellectual abilities and promotion. The following situations or behaviour within the University community in teaching and professional work, are unacceptable: corruption, discrimination, disturbance, interest conflict, disloyalty,

			irresponsibility and so on.
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. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.*	+		Complete scientific work is subject to review and evaluation during the process of tenure track (promotion in academic -for staff employed at the faculties and scientific titles-for employees at the research institutes), set with a clear national regulations (followed by certain institutional rulebooks regarding the procedure). The regulations take into account the scientific and professional publications, patents, management of research projects, teaching/lecturing through supervision, published materials/books and students evaluation through questionnaires and evaluation, national or international collaboration though the projects and mobility, etc. For senior academic and scientific staff, it is obligatory to have a committee with at least one external evaluation expert. UoM Center for Studies and Quality Control is developing further mechanisms for evaluation. There are appraisal principals for all researchers (from R1 to R4) concerning mentorships, tutorials, approvals.
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. **In addition**, your organisation also needs to complete the checklist on **Open, Transparent and Merit-Based Recruitment** included below, which focuses on the operationalization of these principles.			
12. Recruitment *Employers and/or funders should ensure*	+		Rules for the recruitments are clear, transparent, published and available at

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.			the web site of the University. The rules are precised by the Statute of the University of Montenegro, Rules on Academic Promotions, Criteria on the conditions and requirements for promotion to academic/research titles.
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. All available instruments should be used, in particular international or globally accessible web-based resources such as the pan-European Researcher's Mobility Portal: http://europa.eu.int/eracareers. 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*	+/-	There are, in general, two types of engagement at the University: research/teaching (applicable for the faculties) and research positions (for research institutes). Research/teaching staff are obliged to distribute their working hours for both teaching and research. University realizes study programmes in Montenegrin language, as accredited by the relevant authorities. Thus, language barrier is the main issue for the lack of internationally published announcements. The announcements for the other type of engagement- researchers that are engaged only for research projects, are published at the EURAXESS Jobs or other international web sites.	Election committee reviews are transparent and published in University Bulletin. Election committee comprises only academic representatives. Application deadlines are set according to fixed schedules and allow adequate time for response. Career development prospects are generally not mentioned in vacancy announcements or in other information given to applicants, but are clear within the institutional rules published at the web site of the University, but needs to be systematized in the form of clear guidelines.

for applications and the deadline for reply should be realistic.			
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 adequately trained.*	+		Gender and diverse expertise are not an issue in current practice. Election committees comprise academic representatives with higher academic title then the candidates and the committees write reports on the academic, research, teaching, professional and organisational skills of the candidates. It usually has one or more members from other universities (external committee members). Selection criteria are set by national and institutional legislative, and are transparent during the whole process (published in the University Bulletin and posted at the web site of the University). The entire selection procedure is coordinated by the Scientific board of the Senate of the University of Montenegro. The Scientific Board gives its opinion to the Senate if the application is timely and in line with the prescribed conditions and criteria for election (Statute, Article 88). Candidate also has to present him/herself with two forms of lecture in front of the committee. (Statute article 88-92)
15. Transparency (Code) *Candidates should be informed, prior to the selection, about the recruitment*	+/-	A feedback on the selection procedure in the form of report is lacking. There is need to include an additional step in the	Institutional rules include propositions that are in line with this principle. For academic staff - Statute (article 88-

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.		procedure i.e. to provide a transparent report (feedback) on the selection process, especially when having more than one candidate.	92) The qualitative and quantitative criteria for academic and research positions are defined by the <u>Rules for academic promotion</u> (CRITERIA ON THE CONDITIONS AND REQUIREMENTS FOR PROMOTION TO ACADEMIC TITLES) Additionally, EURAXESS Montenegro with the University of Montenegro as the bridgehead organization, made the <u>Guidelines for incoming researchers</u>
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. See also The European Charter for Researchers: Evaluation/Appraisal systems in Section 1 of this document. 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*	+		Institutional rules include propositions that are in line with this principle. The selection is transparent during the whole process (published in the <u>University Bulletin</u> and posted at the web site of the University. The criteria on the conditions and requirements for academic and research positions are defined by the Council for Higher Education and are mandatory for all Montenegrin universities. The selection/evaluation criteria include the qualitative and quantitative measurements of the candidate's achievements, including the research results (publications, projects, conferences, awards, etc.), the supervision activities, teaching and educational activities, innovation activities including patents, prototypes, products, production lines, project management and teamwork, etc.

industrial background, particular attention should be paid to any contributions to patents, development or inventions.			The evaluation process is done by the Scientific board of the Senate as well as by the Experts Committee mentioned before.
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.*	+		Variations in CVs chronological order, namely pauses in career, are not the problem in selection of a candidate, and have never been the issue at the University of Montenegro. There is no any evidence of the penalisation or any negative opinion within the official legal framework neither in the practice.
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.*	-	Mobility is not explicitly valued as a criterion for election in academic and research positions (criteria are defined by the national Council for Higher Education) However, Mobility is valued by the institutional rules ([Rulebook on the procedure of evaluation criteria and methods of employee rewards)](#) as one of the criterion for stimulating and rewarding employees at the University of Montenegro.	The University of Montenegro plans to propose to the Council for Higher Education to consider including mobility if not as a criterion than as an added value in the process of election (the proposal can be done through the Senate or the members of the working group participating in the definition of the next version of Criteria). Particularly, the mobility period covered by the eminent scholarships (Marie Curies, Alexander von Humboldt, Fulbright, etc) should be considered as a highly valuable contribution that can be equivalent to the scientific publications that are an obligatory requirement.

19. Recognition of qualifications (Code) *Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including nonformal 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 .*	+/-	Institutional regulations are clear regarding recognition of formal qualifications. However, regulations of non formal qualifications are still not set at the national level.	All national and institutional regulations and rules regarding this issue are published at the University web site. As it is practiced so far, University of Montenegro will have its members in working groups of the Ministry of Education when regulations of non formal qualifications will be considered and regulated at the national level. After the national legislative will be adopted, institutional legislative will follow.
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.*	+		The research positions that are not covered by the state budget (Ministry of Education) are commonly set in line with this principle, for example in the project engagements. The call for these positions are usually driven by the preferred achievements and skills, rather than the qualification (could be at various levels of educations or areas of education). However, the Law on Higher Education adopted by the Ministry of Education and Government defines a certain qualification level for each position at the university which is funded by the state budget: Teaching and research assistants needs

			to have at least B.Sc. diploma, while for all academic titles it is necessary to have the PhD. The period for the promotion in the higher academic/research title is 5 years and cannot be shortened. The reputation of the institution where the qualifications were gained are not taken into account as a decision criterion. Otherwise, it would be considered as a discrimination act. It should be noted that recent amendments of the Law on Higher Education recognize the qualifications acquired by non-formal education or formal lifelong learning qualifications (Article 97 of the Law on Higher Education)
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*	+/-	Up to now, low number of postdoctoral positions did not require setting a systematically arranged approach and creation of a specific guidelines.	The Law on Higher Education envisages the Postdoctoral positions (teaching/research assistant – mainly combined activities) funded by the state budget – Article 75 of the Law: "The contract with an Associate who got promoted to the scientific title of Doctor of Science shall be concluded for a period of up to five years." Beside the state budget funded postdoctoral positions (University of Montenegro is mainly funded by the State), there are project driven postdoctoral positions where the rules and guidelines are defined by the programme or project rules.

longterm career prospects.			The rules or in other words the criteria for engagement of postdoctoral researchers are valued in the same manner as in the case of academic/research promotion procedure., without having some particular guidelines for postdoctoral positions. The reason is mainly in having a very low number of postdoctoral candidates at the University of Montenegro.
Working Conditions and Social Security			
22. Recognition of the profession *All researchers engaged in a research career should be recognised 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).*	+		Within the academic community, researchers are valued, and rewarded for scientific and research results, regardless of their academic position and title. The research and scientific professions are popularized through the Science Open Days (http://www.mna.gov.me/en/ministry/192486/Eighth-Science-Open-Days-Festival-officially-opened-From-curiosity-to-innovation.html) organized by the Ministry of Science and universities, and activities of the Foundation for promotion of science (managed by the professors form the University of Montenegro who organize summer schools, festivals of science. Institutional rules include propositions that are in line with this principle, but

			should propose activities to promote this profession. PR Communication Strategy includes mechanisms and activities to improve promotion of research and researchers as a profession. There is a well recognized path for those who enter teaching proces and tenure process.
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 for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.*	+/-	Research environment is in the direct correlation with the financial investments from the State and other funds. Some research areas are well equipped but there are research areas that still need to be invested in. The Univesrity of Montenegro suffers from the lack of interdepartmental sharing of equipment and will be focused on efficiency of its usage in its new research strategy. In the mean time the Ministry of Science has made two (last in 2016) databasis and elaboration of the large equipment capacities in research organizations in Montenegro, which enables better connectivity of Montenegrin researchers. University of Montenegro uses these information. University of Montenegro lacks its own	The University continuously cooperates with the Government for larger investments in research. As a result, annual budget for the previous year slightly increased, but there are still lacking funds for research. The university works on designing actions to enable larger investments from industry, and designing and realize the campaign for better use of EU funds. Centralization of resources and sharing, interdepartmental sharing of equipment needs to be elaborated with the new University Strategy.

		well organized centralized database of available research infrastructure, which will be regularly updated (available at the web site of the University, i.e. its units).	
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.*	+		National and Institutional rules include propositions that are in line with this principle. Collective agreement for the University of Montenegro National legislation Most of the University buildings within the University campus have facilities for people with disabilities. Also, University is working on providing libraries adapted for visually impaired persons. https://www.ucg.ac.me/skladiste/blog_19317/objava_20007/fajlovi/CUB%20_%20POLITIKA%20PRISTUPA%20BIBLIOTEKAMA%20OSI.pdf According to the Labor Law all institutions receive bonuses if they employ persons with disabilities and, of course, they pay penalties if they do not intentionally do so. There are also affirmative actions for students with disabilities, who are free from study fees (according to the Law on Higher Education). However, there is still not an option of tele-working.

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.*	+/-	The young researchers have no clear vision and opportunities for obtaining positions with long-term stability. The opportunities depend on the number of available positions funded by the Government. The opportunities arising from the project-based funding needs to be promoted.	Institutional rules include propositions that are in line with this principle. Rights and obligations for engagement are clearly stated within the contract for the engagement. Fixed-term employees practice all rights as permanent employees. The newly adopted Law on Higher Education provisions that professors/researchers could be re-elected into scientific and academic titles several times, allowing them a certain flexibility in procedures and relaxation in terms of former legal constraints. The same Law recognizes the position of a postdoctoral teaching/research assistant, which was not the case in previous legislation, allowing their engagement for a five-year period and further career development.
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*	+		National and institutional rules include propositions that are in line with this principle. The funding and salaries, the coefficients for positions are defined by the Collective Agreement. The Collective Agreement also specifies situation in which employee can be paid beyond the fixed salaries, for example, for extra load in teaching. Collective agreement

researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.			Activities in research projects and publication of scientific papers are additionally valued by the special [Rulebook](#) on the procedure of evaluation criteria and method of employee rewards) defining criteria for stimulating and rewarding employees at the University of Montenegro.
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.*	+		When science and research are in question, there are no gender issues. Scientists' gender structure in Montenegro is positive and above average value in European countries. Statistical data could be found within the [Self-evaluation report 2018](#) (page 57 and 59 Academic staff gender analysis) For example in the 2017/2018 study year, within the academic staff there were 51.7% female and 48.3 male (all ranks are considered: Full professors, Associate professors, Assistant professors, teaching and research assistants).
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*	+/-	Career development in academic progress is transparent and clearly defined by national and institutional rules. However, we lack the overall University's strategy including the HR Strategy.	Young researchers, in general, work under the mentorship, and we have a clear institutional rules regarding the process of their career management (close cooperation and instructions by mentor, scientific and research committees, public presentations, paper publishing etc)

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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.			For postdoctoral positions, scientific assistants and assistant professors, University adopted the Decision on mentoring programmes. Up to the position of the full professor, the career advancement of the candidates for promotion into scientific and academic titles are conditioned by the Rules for the Academic Promotion. We are in the process of creating an overall Strategy for the University of Montenegro, which will cosider this HR Strategy for continuous career development and trainings, which will further be developed through the Career Center at the University.
29. Value of mobility *Employers and/or funders must recognise the value of geographical, intersectoral, 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*	+/-	Mobility is not valued in the process of election into research and scientific titles as a quantitative data that would be used for any kind of progress but it is considered as added value. PhD students, engages as teaching assistants have many obligations at faculties and they face problems such is their replacement when they leave for long term mobility… Social security and portability of grants, pension funds, depend on the national legislative and international agreements	Mobility is recognised by the institutional rules (The Rulebook on Procedure, Evaluation Conditions and Award of the Employees for a Special Contribution to the Development and International Positioning of Montenegro) as one of the criteria for stimulating and rewarding employees at the University of Montenegro. The right to sabbatical leave is guaranteed by the Statute (Article 95) for academic staff at the University, every seven years a one-year absence, as decided by the Steering Committee, with prior opinion by the Senate. Propose to relevant ministries to consider EU policies regarding portability

accordance with national legislation.			of grants and other solutions and plans such is RESAVER, etc. Propose mechanisms that would further foster mobility culture.
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.*	-/+	Apart from the role of supervisors for MA and PhD students, we still do not have a good career advice service	Recently, we have established the Center for Career Planning, but the Centre is still underdeveloped to provide professional services. Further development of the Center and training of staff is needed.
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.*	-/+	Although there are some regulations on IPR at the national level, there is no precise definition or specification of researchers' rights at the level of institution regarding IPR.	IPR Strategy is being drafted, which will define these rules in cooperation with the World Bank Complete Framework, all relevant policies and practices regarding IPR , copyrights, scientific agreements, commercialization etc will be adopted.
32. Co-authorship *Co-authorship should be viewed positively by institutions when*	+		Coauthorship is completely affirmatively valued in evaluation of a researcher career.

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).			There are no institutional rules that regulate the question of co-authorship, but there is a good practice at the University. Generally, it is defined as an ethical and professional academic principle, within the Code of Ethics.
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*	+		There is a defined rule about the teaching load per teacher (4 for teachers and 6 for young assistants, per semester/per week-out of 40 working hours). Teaching is obligatory according to the Law on Higher Education. Teaching activities are evaluated through the student's surveys, and teaching commitment is evaluated through different quality criteria. Results are valued during the process of academic promotion. Preparation and publication of teaching materials (books, lecture notes, exercise books etc) is also valued. Teaching mobility is also valued (at foreign universities). The University of Montenegro participated in the TRAIN project funded by the King Baudouin Foundation, where

professional development of researchers.			teachers and researchers had the opportunity to go through the teaching methodology and research methodology trainings. Also, there was training on the topic within the same project TRAIN '' Curriculum Development in Higher Education ''. there have been additional initiatives on the topic of academic literacy, writing and presenting scientific results. Through ERASMUS Re@WBC project, we have significant number of train staff in Teaching Methodology (close to 100 trained). Through the ERASMUS DEVCORE project we have been involved in teaching planning and curriculum development based on learning outcomes. The project was focused on modernizing almost all aspects of teaching and learning.
34. Complains/ 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*	+/-	There is no impartial person (ombudsman) to deal with professional complaints for researchers and academic staff. However, students do have their ombudsman which is regularly elected by the Students Parliament.	The research and other work related conflicts and problems are in the domain of departmental scientific council, Senate and in the worst-case-design of Court of Honour, or student ombudsman (for MA/MSc or PhD students).

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.			
35. Participation in decision-making bodies *Employers and/or funders of researchers should recognise 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*	+		All researchers with the academic titles participate in the work of their Departmental Academic and Scientific Councils; they have the right to be elected as Senate members and as the members of professional councils for engineering and science, social sciences and arts. The researchers have also the right to be elected in the Governing board. Early-stage- researchers have the right to elect their representatives (in a certain percentage) in the faculty councils, Senate and Governing Board.
Training and Development			
36. Relation with supervisors *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,*	+		Recently established Center for PhD studies, and a set of adopted regulations define the relation with supervisors, rights and duties, particularly the monitoring of the candidate's progress, written reports, assessment of the candidate by the supervisor during the cycles of PhD studies, seminar for presenting of initial research results in front of departmental committee that include the supervisor.

milestones, deliverables and/or research outputs.			Rules of PhD studies Guide to Doctoral Studies
37. Supervision and managerial duties *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.*	+		Senior researchers are devoted to their role as managers for scientific activity, project communication, supervision activities, usually acting as Heads of departments, laboratories and research groups. Regarding the activities as supervisors of young researchers, their expectations and obligations as senior researchers are regulated with the Rules on PhD studies and Guide to doctoral studies. By analogy, the same procedure is applied for MA and MSc studies. All of these supervision and managerial activities are valued during the recruitment or promotion (promotion/recruitment for academic/research positions) process for academic/research staff, accordign to the Rules for Academic Promotion:
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-*	+/-		There is no involvement in professional trainings as the mandatory category, but it is overall present through the forms of many EU funded projects aiming to foster conditions and human capital at the University. The acknowledgement of these centralized activities is still low from the	University allocates certain financial funds for participation in international and national conferences. Organization of various workshops and conferences, from professional scientific to soft skills development. Dissemination of the significance of all kind of professional trainings and upgrading

learning.		perspective of researchers. The reasons might be of financial or organizational nature. Low number of young researchers is applying for the mobility schemes. The reason might lie in language barrier. <u>The Center for Career Development at the University is still underdeveloped to enable and organize regular activities such are workshops, trainings to be offered to researchers</u>	Fostering overall internal dissemination about the trainings offers, fostering the presence of University centre for Career development. Organizing info days for the different mobility schemes, giving the full professional support to the potential applicants.
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, takeup and effectiveness in improving competencies, skills and employability*	+/-	There is over increasing demand of academic community for the different forms of education and professional trainings, especially for younger researchers. Only occasional, and project funded trainings are available.	Establish regular training and workshops for professional and soft skills development, through the Career Center of the University.
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*	+		This principle is regulated for PhD candidates. In the methodology of applying for the doctoral thesis and defending of thesis there are clear professional conditions to be fulfilled by mentor as well as candidate. These criteria are assessed by Senate in defined procedure. Stimulate supervisors for their work with younger

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.				researchers with awards based on outputs. In order to provide qualitative work, supervisor/mentorship workload to be valued through decrease of other obligations, such as teaching hours. *The early-stage researchers can refer for the performance of their professional duties, apart from the supervisor, to the President of the Committee for PhD or MSc studies which is organized as a permanent body at each faculty. Also, in the case of PhD studies, the young researchers can refer to the Board and the Centre for PhD studies.* Continuously develop culture of knowledge and experience sharing.
Any additional issues				

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely*	Suggested indicators (or form of measurement)

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[3] http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies

				+/-Yes, substantially -/+ Yes, partially -- No	
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++	http://www.ucg.ac.me/skladiste/blog_6/objava_41/fajlovi/The%20HE%20Law.pdf http://www.ucg.ac.me/objava/blog/6/objava/10-legislation
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/-	http://www.ucg.ac.me/skladiste/blog_10/fajlovi/Criteria%20on%20the%20conditions%20and%20requirements%20for%20promotion%20to%20academic%20titles.pdf Guidelines on the procedure of election into titles and employment at the University of Montenegro systematized with emphasis to OTM-R principles. Guidelines translated into English. University website OTM-R page is updated.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-	- Existence of training programmes for OTM-R - Number of staff following training in OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	x	x	x	++	
5. Do we have a quality control system for OTM-R in place?	x	x	x	++	The quality control procedure is implemented through the activities of the Scientific board of the University of Montenegro which is in charge for conducting and assuring the regularity of all segments of recruitment procedure according to the Statute of UoM.
6. Does our current OTM-R policy encourage external candidates to apply?	x		x	-/+	Due to language issue, we mainly receive applications from local and candidates from the region. It is necessary to create recommendations for submitting job advertisements in Montenegrin and English language for researchers from abroad.
7. Is our current OTM-R policy in line with policies to	x	x		+/-	Trend in the share of applicants from abroad.

Question					Notes
attract researchers from abroad?					Planning to introduce and offer language courses for foreign researchers.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x		x	+/-	University rules do not allow discrimination on any grounds but it would be good to highlight transparently the non-discrimination policy, related to career advance and employment within the rulebooks.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	Trend in the share of applicants from outside the organisation
10. Do we have means to monitor whether the most suitable researchers apply?	x	x	x	++	All applications with a complete documentation and merits are published in the University Bulletin and are published at the web site of the University, with 30 days for eventual appeals.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x	x	++	The Statute provisions the obligation to publish the call publicly – at the web site of the University and media, and also through the independent public institution Directorate for Employment in the standardized form.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [*see Chapter 4.4.1 a) of the OTM-R expert report*[4]]	x		x		It is necessary to extend the template with more informative descriptions of the job position and reference to the institutional rules and opportunities.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?			x	-/+	- The share of job adverts posted on EURAXESS needs to be fostered and increased; - Trend in the share of applicants recruited from outside the organisation/abroad
14. Do we make use of other job advertising tools?	x	x	x	++	Media and the independent public institution Directorate for Employment
15. Do we keep the administrative burden to a minimum for the candidate? [*see Chapter 4.4.1 b)*[45]]	x	x	x	++	

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[4] *http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies*

Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [*see Chapter 4.4.2 a)* [45]]	x	x	x	++	Rules for the selection of the appointment are set by the Statute http://www.ucg.ac.me/skladiste/blog_6/objava_3708/fajlovi/UCG%20Statute.pdf (English)
17. Do we have clear rules concerning the composition of selection committees?	x	x	x	++	Rules for the composition are set by the Statute http://www.ucg.ac.me/skladiste/blog_6/objava_3708/fajlovi/UCG%20Statute.pdf (English)
18. Are the committees sufficiently gender-balanced?	x	x	x	+/-	Although the gender issue is not the problem at the University, and we do not allow discrimination on this ground, the priority in the committee selection is on their professional and academic merits.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	x	x	x	++	Clear guidelines are set by the Statute http://www.ucg.ac.me/skladiste/blog_6/objava_3708/fajlovi/UCG%20Statute.pdf (English)
Appointment phase					
20. Do we inform all applicants at the end of the selection process?	x	x		++	All applicants receive notifications. but we lack a certain form of feedback report which will be included as a procedural step.
21. Do we provide adequate feedback to interviewees?		x		-/+	All applicants receive information but we lack a certain form of feedback report which will be included as a procedural step.
22. Do we have an appropriate complaints mechanism in place?	x	x	x	++	Complaints mechanisms are set by the Statute http://www.ucg.ac.me/skladiste/blog_6/objava_3708/fajlovi/UCG%20Statute.pdf (English)
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				--	UoM lacks the committee that will be responsible for accessing the implementation of OTM-R objectives