

University of Dubrovnik

Human Resources Strategy for Researchers at
University of Dubrovnik

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

Action Plan

towards

**More open, rewarding and attractive working
environment for researchers**



The European Commission adopted a recommendation in March 2005 on a 'European Charter for Researchers' and a 'Code of Conduct for the recruitment of researchers, which provide a set of general principles and requirements that specify the roles, responsibilities and entitlements of researchers, employers and funders with regard to research careers. This is basis for enhancement of career and will provide: an incentive for researchers to remain within research careers and stay in Europe, a motivated workforce that incurs economic benefits to employing organizations and to Europe and a positive public attitude towards the researchers' profession encouraging more young people to embark on careers in research.

Today more than 1000 institutions from 31 European and non-European countries have undersigned the Charter and Code (C&C) principles. The European Commission gives its support to the implementation of the C&C through a light mechanism called the "Human Resources Strategy for Researchers Incorporating the Charter & Code".

The "HR Strategy for Researchers" is a mechanism to support the implementation of the C&C by research institutions. This would help increasing their attractiveness to researchers that would identify them as a stimulating and favorable working environment.

This mechanism is articulated in five main steps, which are:

- 1) An internal analysis is performed by the research institution to compare institutional practices with the C&C principles, which should involve all key players;
- 2) The main results of this analysis (planned actions, when, by whom) are made public through a "Human Resources Strategy for Researchers incorporating the Charter & Code"
- 3) This strategy is acknowledged by the European Commission;
- 4) The strategy is implemented by the institution that through its internal quality assurance mechanism carries out every two years a self-assessment;
- 5) An external evaluation is carried out every 4 years.

University of Dubrovnik commitment

The University of Dubrovnik, recognizing itself in the inspiring principles of these important developments adopted Charter & Code on 3rd May 2010. Together with other Croatian universities and research institutions, signed a declaration commitment for the implementation of a Human Resources Strategy for The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. After presentations of HR Strategy principles done by Prof. Branko Glamuzina, Vice Rector for Science and Technology to all major stakeholders at University of Dubrovnik (including heads of departments and institutes, older and early career scientists and novices and assistants), the Internal analysis were firstly made at the levels of departments and chosen researchers groups. These specific internal analyses were presented at Workshop on 15th of December, when all prepared analyses were discussed and unified in one document. This document was analyzed at Rectorate meeting on 21st of December, 2010 and accepted with several remarks. At the meeting, Rector appointed Group for preparation of Action

Plan, composed of department heads and members of Rectorate. The Action Plan was prepared and presented at each Council of university components early in January, revised after discussions and delivered to Senate meeting in late January, 2011. It was accepted unanimously by members of Senate and subsequently signed by Rector and posted at www.unidu.hr.

Introduction

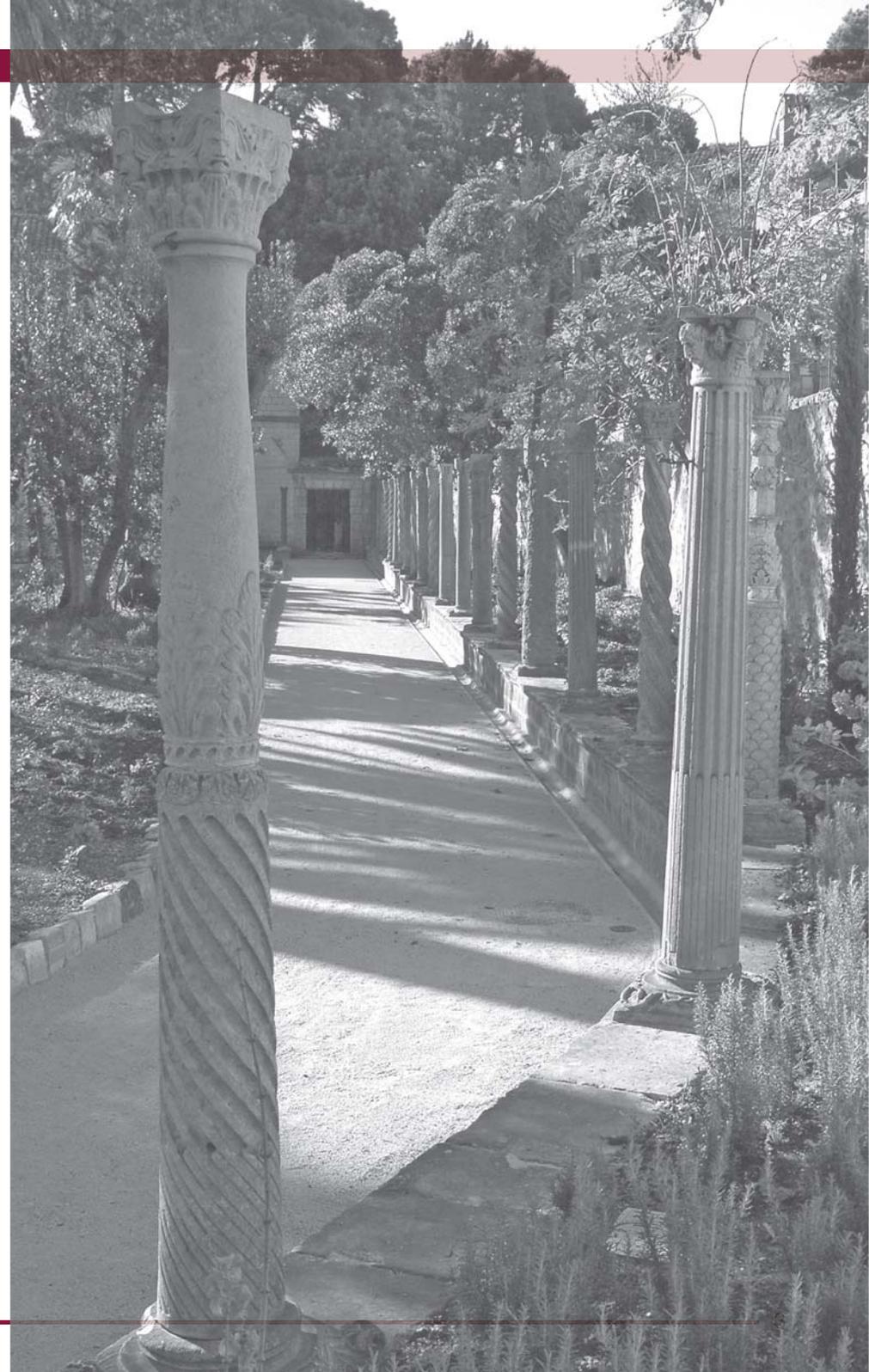
The University of Dubrovnik was established in 2003, by merging of higher education (Polytechnic of Dubrovnik and Faculty for Foreign Trade and Tourism) and research (laboratories in Dubrovnik of Institute of oceanography and fisheries, Split-Dubrovnik) institutions. The University is well-known due to its 60 years of marine research, 50-years tradition in higher maritime education and 40 years of higher education in economy and tourism. Recently, new departments were formed in aquaculture, art and restoration, computing and communication, mass media and public relations. The University of Dubrovnik is composed of **seven** departments, **two** research institutes and **one** center for innovation and technology in mariculture. The University of Dubrovnik have a vision to develop itself as a **regional entrepreneurial university**, in order to merge education, research and innovation directly into regional development, fostering entrepreneurial spirit in souls and minds of teachers, researchers, students and university itself.

As a young establishment the University of Dubrovnik is from beginning dedicated to employment from other parts of Croatia and in smaller number from abroad (EU and USA). The University is open for teachers from other universities from Croatia, EU and other countries (i.e. Bosnia-Herzegovina, Turkey, Ireland, Italy, Greece, Hungary, etc.). The future is oriented towards more international collaboration, establishment of international studies, in order to attract students and researchers from EU and other countries, in order to exploit world know brand of Dubrovnik town and attractiveness of living conditions in the middle of the Mediterranean area.

The University of Dubrovnik, with the implementation of a Human Resources Strategy for Researchers incorporating the C&C, aims to receive the acknowledgement of HR excellence in research in order to:

- improve its acceptance in the European Research Area (ERA) and at international level
- obtain more credibility internally and externally, towards researchers, other universities, national and EU authorities and funding sources
- become part of a network of EU institutions promoting similar concept of research mobility.

This strategy is an integral part of the general university strategy which will promote cooperation in research activity at international and national level, adapting to the new European and national directives in research sector.



Priorities and Tasks	Actions	Results and deliverables	Responsible	Timing	Expected results
Promotion of ethics and professionalism in the research	<p>Periodic analysis of legislation and Code of Ethics for issues in research freedom domain.</p> <p>Stimulating young researchers independence by periodic monitoring evaluations</p> <p>Raising awareness of employees of ethical rules, and regular adjustments in advancing of the Code of Ethics</p> <p>Ethical Committee analyse execution of scientific projects and articles publishing</p>	<p>Regular Update of the Code of Ethics in research domain</p> <p>Independence of young researchers in project application and articles publishing</p> <p>Ongoing information and workshops</p> <p>Prevention of potential conflicts in projects execution and article publishing.</p>	<p>Vice Rector for Science and Technology, Academic secretary</p> <p>Rectorate, Departments Councils</p> <p>Ethic Committee</p>	<p>Yearly from 2011</p> <p>Ongoing activity</p> <p>Yearly from 2011</p>	<p>Updated Code of Ethics</p> <p>Fostering young researchers carriers and outcomes</p> <p>Knowledge of Code of Ethics and fair project activities and articles publishing.</p>
University of Dubrovnik vision is to develop as regional entrepreneurial university	<p>To foster cooperation with local communities through workshops, seminars and media coverage</p> <p>To involve researchers in daily problems of local communities</p> <p>Strengthening of policy for exploitation of the projects results and cooperation with business sector and local communities.</p>	<p>Preparation of Innovation Policy Strategy document</p>	<p>Vice Rector for Science and Technology, Innovation Centers</p> <p>Rectorate, departments heads</p> <p>Vice Rector for Science and Technology</p>	<p>Ongoing activity</p> <p>By August 2012</p>	<p>Involvement in local development and its improvement with results from research projects executed at university.</p>

<p>The University of Dubrovnik makes sure that the overall potential of candidates as researchers, in particular their creativity and their degree of independence, are properly considered by the selection committees.</p>	<p>To invite the selection committees, appointed for the recruitment procedures, to give appropriate weight to the candidates' creativity and scientific independence.</p>	<p>Evaluation guidelines are prepared.</p>	<p>Vice rector for Science and Technology and Senate</p>	<p>By September 2011</p>	<p>Recruitment committee members aware of and compliant with the C&C principles.</p>
		<p>Rules and guidelines are included in the letter of appointment for the selection committees.</p>	<p>Committees and Staff Management Office</p>	<p>From October 2011</p>	
		<p>The benchmark for evaluating doctoral candidate's research activities is defined and the evaluation is performed.</p>	<p>Council for Doctoral studies and Quality system office.</p>	<p>By May2012</p>	
<p>Appropriate and attractive conditions and incentives, in terms of salary, are guaranteed to researchers at all stages of their career and regardless of the type of contract (permanent or fixed-term)</p>	<p>To reward the doctoral candidates who achieve and maintain a high standard of research quality</p>	<p>The doctoral candidate's grants are increased with an economic incentive according to the evaluation results.</p>	<p>Rectorate</p>	<p>From July 2012</p>	<p>To attract high quality doctoral candidates.</p>
		<p>The procedure is defined and the pilot evaluation is performed. Funds are assigned.</p>	<p>Vice Rector for Science and Technology Rectorate</p>	<p>By October 2012</p>	
	<p>To reserve a share (20%) of the University Research projects overheads to researchers by a procedure to be defined</p>	<p>Rulebook on funding and co-financing of research activity from own resources</p>	<p>Vice Rector for Science and Technology Rectorate</p>	<p>By July, 2012</p>	<p>To foster and enhance scientific productivity.</p>
<p>The University of Dubrovnik top priority is building of dormitory for students and visiting teachers and researchers</p>	<p>Procedure for land procurement is initiated and first facility design preparation is initiated</p>	<p>Ownership document for land is issued by responsible authority. Facility design is produced.</p>	<p>Rector, Government of Republic of Croatia Rector</p>	<p>By December, 2011</p>	<p>Accommodation for students and visiting researchers is available at reasonable prices.</p>
	<p>To ensure living conditions for researchers coming from another locations.</p>	<p>Building license is acquired Funds are assigned by Government Dormitory is finished</p>	<p>Rector's Office</p>	<p>By May, 2011</p>	
				<p>By May, 2012</p>	
				<p>By September, 2013</p>	

<p>To advertise the research position calls at any level of career internationally</p>	<p>To insert at university website link to EURAXESS portal. This is an open window to improve the opportunity to work in foreign European countries. To publish all the calls for the permanent researchers and postgraduate students/ researchers recruitment at EURAXESS portal</p>	<p>Links on www.unidu.hr operational All calls published at EURAXESS portal.</p>	<p>Vice Rector for International Cooperation</p>	<p>By May, 2011</p>	<p>UNIDU calls for researchers and teachers published internationally.</p>
<p>The University of Dubrovnik is fair and desirable employer of researchers</p>	<p>To make procedure for recruitment transparent at all stages The selection procedure should be enhanced by more external influence. The candidates should be informed in detail of procedure, results and their characteristics regarding decisions. To promote mobility as a part of researchers career To promote short-term post-doc positions in research project</p>	<p>Update of Code of Ethics Selection of employees is enhanced by external opinions Transparent and documented procedure for each call Mobility is included in requisites for employment and advancement at university</p>	<p>Ethic Committee Vice Rector for Science and Technology Rectorate, Academic secretary</p>	<p>By July, 2011 By April, 2012 By June, 2012 After adoption of new Law of Science</p>	<p>The procedure for employment is transparent.</p>
<p>Researchers enjoy adequate social security provisions including sickness, parental benefits and pension rights in accordance with existing national legislation.</p>	<p>To promote the convergence of social security of fixed-term researchers with that of permanent ones. To promote EU pension fund for researchers</p>	<p>Action of Ministry for Science, Higher Education and Sport Action of EU legislative bodies</p>	<p>Governments, EU Commission</p>	<p>By 2012 and later</p>	<p>The social security especially for early stage researchers is improved.</p>

Priorities and Tasks	Actions	Results and deliverables	Responsible	Timing	Expected results
Autonomy and creativity of all researchers, including the early stage and early career researchers, is actively promoted.	To actively mentor scientific novices and early career researchers to boost their autonomy and creativity. To support early researchers in active application for national and EU projects. The mentoring should be included in working norm of teachers.	The mentor's profile and the training guidelines according to C&C principles are defined.	Vice Rector for Research and Technology, Heads of Departments	By July 2011	To improve the research environment quality.
		Mentors are Identified and trained. The mentoring activity based on new principles starts.	Rectorate	By Sept 2011	Mentorship is important part of research careers
	To shift dominantly "teaching spirit" of academics to research and cooperation with local community.	New rulebook on sharing of teaching and research activity is accepted	Council of Departments Heads, Rectorate, Senate	By October 2011 (depends on new state legislation)	The developmental and societal role of University of Dubrovnik is increasing.
	To secure more funds for younger researchers including master and doctoral students	Creation of Research Fund to foster new developments and involvement of public and private sector in fund financing and operating	Vice Rector for Science and Technology	By July, 2012	More funds for research are secured.
Proper plans for increasing research activity, researchers' skills and competence, needed for their career progression	To enhance and diversify researchers' skills, thus contributing to enrich the researchers' curriculum, making it more competitive in terms of expected career progressions within the European Research Area.	The researcher's skills are enhanced by individual and realistic researcher career development plans when a new researcher is recruited. The same measure applies to already recruited early stage and early career researchers.	Council of departments Heads, Rectorate	By Sep 2011	University of Dubrovnik researchers are competitive at national and international level and appealing for both private and public sector.
To handle fairly and efficiently complaints/ appeals of researchers and the conflicts between supervisors and early career researchers	To extend the anti-mobbing service to the postgraduate students and early researchers in order to handle the possible conflicts between supervisors and early career researchers	Anti-mobbing strategy in research	Rectorate	By Dec 2011	To prevent mobbing in research including early stage researchers, project participants and gender induced.

<p>Possibility for researchers to experience geographical, inter-and trans-disciplinary mobility, and also mobility between public and private sectors is guaranteed and actively promoted.</p>	<p>To encourage all kinds of researchers' mobility. To promote already existed mechanisms of mobility, i.e. sabbatical year. To provide a "visiting professor/researchers" regulation on the mobility of foreign researchers in our institution.</p>	<p>Criteria to assess the degree of mobility within each doctoral study in RH and EU are defined. Initiative to make visiting researchers stay easier in administrative way.</p>	<p>University evaluators committee and University Senate, Rectorate University Office for mobility</p>	<p>By July 2011</p>	<p>To increase all kinds of researchers and teachers mobility among doctoral studies, projects and other schemes of mobility</p>
		<p>Data are collected and economic incentives are attributed.</p>	<p>Quality system, evaluation and planning office University executive board (administration board)</p>	<p>From October 2011</p>	
<p>Measures and internal regulations guarantees researcher adequate training for teaching activities are drawn by which the University guarantees researcher adequate training for teaching activities.</p>	<p>To train researchers on modern teaching methods. To provide the UNIDU master and doctoral studies with the tools for designing attractive and effective courses of study.</p>	<p>Training plans are designed to make modern teaching methods available to researchers.</p>	<p>Vice Rector for teaching activities, Department Heads</p>	<p>By October 2011</p>	<p>Ongoing training activities for teaching skills improvement</p>
		<p>Training activities are launched.</p>	<p>Office for quality</p>	<p>By September 2011</p>	
		<p>Training seminars are organized covering major issues critical for teaching such as communication skills and design of courses.</p>	<p>Vice rector for teaching activities Department for communication</p>	<p>By October 2011</p>	<p>Improved quality of teaching activity</p>
		<p>The course of study obtaining the best results as proper design based on experts evaluation and student's satisfaction (questionnaire assessment) will be awarded a prize during the inauguration of the Academic Year.</p>	<p>Vice rector for teaching activities Committee established by Rector decision</p>	<p>Yearly from 2012</p>	<p>To push teachers/ researchers towards modern methods To attract highly motivated students for collaboration</p>

Action Plan Group Leader: Prof. Branko Glamuzina, PhD, Vice Rector for Science and Technology

Rector: Prof. Mateo Milković, PhD

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