II. POLICY OF OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT OF RESEARCHERS

III. 1. INTRODUCTION

UNIDU implements a recruitment policy which adheres to Constitutional principles and Croatian Laws and provides Researchers with “Open, transparent and internationally comparable selection and recruitment procedures”, in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Open, transparent and merit-based recruitment (OTM-R) is an important component of the Human Resources Strategy for Researchers (HRS4R). OTM-R ensures that the best person for the job is recruited, guarantees equal opportunities and access for all, facilitates developing an international portfolio (cooperation, competition, mobility) and makes research careers more attractive. It brings benefits to researchers, institutions and a country's research system.

UNIDU is committed to advancing the principles presented in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

III. 2. OTM-R

2.1. General considerations

UNIDU recognizes the high importance of the principles and requirements of OTM-R and is working towards their full implementation.

OTM-R policy seeks to make careers in research more attractive, guarantees equal opportunities in accessing a career in research, to promote international and inter-sector mobility.

UNIDU OTM-R policy aims to encourage, in particular, external applicants by:

a) providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable;

b) posting a clear and concise job advertisement with links to detailed information on, for example, required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality policies, etc.;

c) ensuring that the levels of qualifications and competencies required are in line with the needs of the position and not set as a barrier to entry, e.g., too restrictive and/or requiring unnecessary qualifications;

d) considering the inclusion of explicit pro-active elements for underrepresented groups;

e) keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum;

f) reviewing, where appropriate, the institutional policy on languages.

As a result of those efforts UNIDU is committed to refine its institutional strategy where necessary, to develop good practice and to raise awareness in order to give impetus for change. OTM-R policy is in line with UNIDU strategic goals directed towards increasing the international recognition, attractiveness and strengthening research cooperation with highly renown research centers on an international scale. Overall, UNIDU aims at appointing and retaining the best staff for the university as well as enhancing the career and mobility of its research personnel.
The aim is to recruit the most talented and motivated researchers and teachers to UNIDU and to promote researchers’ career progress. All UNIDU researchers have an employment contract in accordance with national legislation and social security coverage. UNIDU provides its researchers proper working conditions for high-quality and efficient researcher work. University enables its researchers lifelong learning, training and opportunities to strengthen skills and competences. We also encourage our community to engage in entrepreneurial activities and to develop their own work.

2.2. General principles

UNIDU recruitment processes are carried out through the competitive calls system whereby the following principles are guaranteed:

- **Publicity**: When selecting and evaluating the University staff, the procedures and criteria are made publicly available to all potential candidates or employees,

- **Equal opportunities and non-discrimination**: When selecting and evaluating the University staff, equal opportunities are created; employees (or candidates) cannot be discriminated on the basis of race, nationality, gender, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinions and social or economic status, or on other grounds unrelated to the performance of the functions. Evaluation of the work of the University research and teaching staff members cannot be subject to different requirements for researchers working in different areas or fields

- **Transparency**: Transparent and clear procedures and criteria apply when selecting and evaluating the University staff. Also, candidates are notified of receipt of their application and the result of the selection process.

- **Merit and capacity**: Candidates are evaluated applying principles of merit and ability, assessing the CV, the candidate’s suitability for the position offered and, where appropriate, holding interviews according to the criteria set prior to the evaluation of candidates.

- **Professionalism**: All selection processes are overseen by a selection committee consisting of professionals from the area of the profile sought.

- **Impartiality**: The University staff is selected and evaluated impartially, without prejudice.

- **Objectivity**: Objective criteria and procedures must be applied when selecting and evaluating the University staff.

- **Respect for human dignity**: The selection and evaluation of the University staff shall not undermine their human dignity.

- **Compliance with the mission, vision, values and strategic objectives of the University**: When selecting and evaluating the University staff their potential contribution to the mission, vision, and strategic goals of the University should be taken into account. When selecting research and / or teaching staff members, the ability of the candidates to contribute to the research, experimental development, entrepreneurship and the development of academic quality should be taken into account.

- **Promotion of international competitiveness**: When selecting and evaluating the University research and teaching staff members, the international competitiveness of their research should be given special attention.

- **Attracting excellence, initiative and promoting continuous development**: The selection and evaluation of the future University staff should aim at attracting employees of the highest excellence. When evaluating the future University staff, the continuous development of their competence, as well as introduction of new methods and technologies must be encouraged. The application of this principle means that active and
continuously developing employees who apply modern technology in their work shall get the highest evaluation.

- **Quality**: When selecting and evaluating the University staff, the quality of their work must be taken into account. In evaluating research and teaching staff members, the quality of their research activities must be taken into account. When assessing lecturers, feedback from students and graduates, their activity in the preparation of textbooks, other teaching material and the quality of these tools shall be of the most importance.

- **Ethics**: Every employee shall comply with the Code of Ethics of the University.

### 2.3. Phases of recruitment

UNIDU recognises there are three phases in the recruitment process:

#### 2.3.1. Advertising and application phase

In accordance with requirements of Croatian Ministry of Science and Education (MSE), University of Dubrovnik defines and adopts yearly HR Management Plan which must be approved by the MSE prior to the advertising phase.

Advertising a post in line with the principles "Recruitment" and "Transparency" of the Code of Conduct for the Recruitment of Researchers, UNIDU endeavors to keep the job advertisement and description of requirements as concise as possible. After the decision is adopted by the University Senate, all announcements are published on the official UNIDU website, in the official gazette of the Republic of Croatia (newspaper & website) and on the EURAXESS portal (in English language versions).

#### 2.3.2. Evaluation and selection phase

All applications are screened. Once the registration period is closed, the eligibility of candidates is assessed. Depending largely on the number of applicants, the process may involve one or more steps, e.g., pre-screening to check eligibility, shortlisting of candidates for interviews, face-to-face interviews.

The initial selection of candidates is made by the members of the selection committee appointed by the University Senate. The committee selects from among the submitted candidates those who received the highest scores in the course of internal evaluation process of the candidates. The selected candidates are invited for an interview with the members of the selection committee.

The selection committees should provide expertise and competences, and proceed accordingly to the procedures for the different researchers’ categories.

The evaluation and selection phase should look to assessing merit and future potential. The criteria for selecting researchers should focus on both the candidates' past performance and their future potential.

#### 2.3.3. Appointment phase

In-line with the principle of "Transparency" of the Code of Conduct for the Recruitment of Researchers, all applicants should receive a notice at the end of the selection process.
The institution should establish a procedure to deal with complaints made by applicants who believe that they have been treated unfairly or incorrectly.

All appointments at UNIDU are in conformity with Croatian law, and include social security.

III. 3. ACTIONS PLANNED AT UNIDU WITH RESPECT TO OTM-R

UNIDU will ensure the continued implementation of these policy rules and all activities relating to the continuous process of implementation of principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.

UNIDU needs to improve existing procedures, practices and assessment indicators to meet OTM-R requirements. New actions are included to HRS4R 2019-2022 concerning OTM-R to complete above. These include:
1. adjustment of the existing recruitment procedures to the OTM-R rules
2. standardization of recruitment process at the university
3. Internal training on OTM-R principles for the Selecting Board, the HR manager and all persons involved in the recruitment, introduction of guidelines for newly hired staff at UNIDU
4. translation of key recruitment documents and enabling access to information about UNIDU procedures for candidates from other countries – on a public website http://www.unidu.hr
5. Establishing a quality control mechanism of the OTM-R combined with the internal assessment of the HRS4R;
6. participation in national and international workshops, trainings and info-days regarding HR issues