



University of Montenegro Internal Review and the extended HR Strategy with the Action plan

May 2022

ORGANISATIONAL PROFILE

The University of Montenegro was founded in 1974, and is the oldest, the largest and the only public higher education institution. University comprises of 19 faculties and 3 scientific institutes, with more than 15,000 active students. The University of Montenegro is an integrated public university, organized according to the principles of the Bologna Declaration. This, as well as numerous agreements and programs in which the University takes part, enables mobility without barriers in the European Higher Education Area for students and staff. Studies at the University of Montenegro are organized at the level of Undergraduate, Masters and Doctoral studies. University of Montenegro is the leading higher education and research institution in Montenegro.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

The ethical and professional aspects at the University of Montenegro are regulated by several acts adopted at the University level. The research freedom is guaranteed by the Constitution of Montenegro and safeguarded by the Statute of the University, Law on Scientific and Research Activities and Law on Higher Education. The ethical and professional attitude of the researchers and employees at the University of Montenegro is imposed by the Code of Ethics as well as by the contractual obligations specified by the specific project funders. The awareness of research freedom and the obligations on professional attitudes are relatively high. Moreover, the University actively participates in the project "Strengthening Integrity and the Fight against Corruption in Higher Education", funded by the Council of Europe, and has realized numerous international meetings, study visits or workshops where students, academics and non-academic staff are introduced to the basic postulates of academic

integrity. Consequently, the University of Montenegro is in the process of certification for the field of the Academic integrity (IRFPA - International Institute for Research and Action on Academic and Plagiarism). The University adopted Decision on the use of software for detecting plagiarism which defines the procedure for examining master and PhD thesis at the University. However, the level of awareness among academic staff, especially the students, of the existing ethical and professional rules at the University needs to be increased.

Also the University adopted Rules for doctoral studies and the Guidelines for doctoral studies (in 2015) defining the obligations of candidates and the supervisors during the research process. The Rulebook on the procedure of evaluation criteria and method of employee rewards, that stimulates the researchers for scientific papers published in the Web of Science was adopted by the Managing Board of the University in 2016. Although in certain research areas the research results are on the level of modern European universities, in some other areas the research skills and approaches in research activities still need to be significantly improved. Particularly, the lack of young researchers (particularly PhD student and young postdoctoral students), as the main driving force in research activities, significantly influences the dynamics, efficiency and capacity for research at the University.

The University of Montenegro cherishes an open access to science, and accordingly in 2018 the University signed the Berlin Declaration on Open Access to Knowledge in the Field of Science and Humanities. The University has also established a system for permanent archiving, indexing and use of digital objects, named PHAIDRA (Permanent Hosting, Archiving and Indexing of Digital Resources and Assets), that contains deposited PhD and master thesis, final exams and other published papers, and keeps them protected, in accordance with copyright legislation.

However, there is still a lack of strategy in research activities aligned with national and international policies and strategies, which will among other things be aligned with the new strategy of smart specialization defining the research priorities on the national level (which is finalized and should be adopted soon by the Ministry of Science of Montenegro). Moreover, the University of Montenegro lacks also the general Strategy (the previous one was created for the period 2008-2012), which needs to include most of these crucial issues for the future development of the University. Furthermore, there is no an IPR protection policy or strategy (although it is currently in the process of definition), and the researchers are not fully aware of the issues arising in data protection or privacy policy.

Strengths and Weaknesses (Interim Assessment)

The Law on Academic Integrity was adopted by the Government of Montenegro, The Ethics Charter was adopted, and the national Ethical Committee was appointed, and our institutional regulations are completely in line with the national legislative.

Despite the COVID-19 challenges and barriers in the previous 2 years, the University of Montenegro has invested significant efforts in developing strategic framework for institution operation and development in accordance with the European education

policies and standards. The University of Montenegro adopted its Development Strategy 2019-2024

(https://www.ucg.ac.me/skladiste/blog_4/objava_40/fajlovi/Strategy%20of%20the%20University%20of%20Montenegro%202019_2024.pdf), with main goals and tasks that will strengthen the University position as the comprehensive and internationally open higher education institution in the region. The University of Montenegro adopted several others strategic documents that contributes to higher quality education and mobility of students and staff and the strengthening research capacities and prospects:

- as the signatory of the Berlin Declaration on Open Access to Knowledge in the Field of Science and Humanities and the institution that aligns its education and research system with the EU and international standards, the University of Montenegro continued to strengthen the system of open access to science by adopting the "Policy for Open Access to Research Infrastructure at the University of Montenegro on October 1st, 2020 as part of the support program of Regional Cooperation Council.
(https://www.ucg.ac.me/skladiste/blog_21920/objava_105846/fajlovi/Politika%20za%20otvoreni%20pristup%20istrazivackoj%20infrastrukturi%20na%20UCG_eng.pdf)
- University of Montenegro adopted the Internationalization Strategy 2021-2026 in December 2021
(https://www.ucg.ac.me/skladiste/blog_19379/objava_128673/fajlovi/Internativalisation%20Strategy%20of%20UoM%202021-2026_1_.pdf).
- As an active member of EOSC, The University of Montenegro established in 2021 the National Open Science Cloud in Montenegro through the Memorandum of Cooperation signed by 9 higher education and research institutions/units in Montenegro.
- The University of Montenegro staff is the Montenegro National Focal Point for Joint Research Center.
- In 2021 the Memorandum of Cooperation has been signed with several strategic national ministries – Ministry of Ministry of Public Administration, Digital Society and Media, Ministry of Ecology, Spatial Planning and Urbanism and Ministry of Capital Investments.
- The new Rulebook on the procedure of evaluation criteria and method of employee rewards, that stimulates the researchers for scientific papers published in the Web of Science, and scientific results in general, was adopted in February 2020 by the Governing Board of the University
(https://www.ucg.ac.me/skladiste/blog_6/objava_3728/fajlovi/The%20Rulebook,%20Procedure,%20Evaluation%20Conditions%20and%20Award%20of%20the%20Employees.pdf) .
- The University of Montenegro was awarded with the acknowledgement by the International Institute for Research and Action on Academic Fraud and Plagiarism (IRFPA) for its efforts and results in academic integrity issues. The software for plagiarism detection operates for about two years, and we have not recorded a

single case of plagiarism. Document “Academic Integrity at the University of Montenegro-Policy and Practice” was adopted.

- The Integrity Plan for the University of Montenegro was revised and adopted

The University established the Institute of Advanced Studies that will significantly contribute to interdisciplinarity of its research potential. Also, the University has established the UNISPECTRUM as an independent organizational unit/spin-off, dedicated to commercialization of research results, development of strategic studies, faster linking with the industry sector and realization of joint projects.

Remarks

The National Smart Specialization Strategy was adopted, providing clear directions for development of research and innovation priority areas, which we considered for our further institutional planning (<https://www.gov.me/dokumenta/ea1d661e-922a-4d42-af8d-ae55bc53988e>).

The Ministry of Science has adopted the Programme of Implementation of Open Science Principles in Montenegro with the Action Plan 2020–2022 (<https://www.gov.me/dokumenta/e4a5e2c0-aa2a-474e-b014-fe91c79dcb0c>)

The amendments on the Law on Higher Education were made, through several working groups, one established at the University of Montenegro (comprising researchers of all levels of professional development, and various research areas), other by the Ministry (also with our representatives within the group). This version of the Law is still under the public consideration, and these changes will have the effect to several important aspects at the University (explained in other sections of this report).

The national Research Strategy of Montenegro, created by the Ministry of Science and adopted by the Government of Montenegro, has expired, and it is an ongoing process in creation of a new strategy. The adopted Strategy will provide directions for further institutional development of a certain research aspects.

Due to COVID-19 limitations in these two years, the national legislation for the IPR policy is still not developed, causing the University to delay its plans for developing the institutional strategy that will lean on the national legislative. However, the activities regarding this issues have been continued, the national Innovation Fund in cooperation with the University of Montenegro realizes a set of events, such is the Workshop about the intellectual property recently held at the University.

Recruitment and selection

The University applies very transparent legal framework for recruitment of researchers (criteria are defined by Rules for the Academic promotion, adopted by the University in 2004 and national rules adopted by the Council for Higher Education in 2016). The criteria include various scientific, educational, pedagogical, innovation, and professional categories. The recruitment process, starting with the Call announcement, is defined by the Statute of the University and Rules for conducting recruitment procedure for academic and scientific titles. Therefore, the procedure and criteria are perceived as transparent and clear. Career breaks are typically not considered as an obstacle, even in certain cases it is possible to keep the status at the University (passive position), while performing other types of activities/functions/mandates outside the University.

Doctoral study system, which includes the rules and procedures of doctoral studies are considered to be transparent, with equal criteria across different research fields and aligned with the national and institutional legislation. The selection of PhD candidates has never been an issue since the number of applied candidates is always below the institutional license for the number of PhD students. However, the criteria for enrolling PhD studies are defined by the Law on Higher Education. A great majority of PhD candidates are employed at the University as teaching/research assistants, again with no issue arising so far in the selection process. However, there is a need for a higher number of positions for teaching/research assistants and higher number of PhD candidates. Also, the call for positions (job advertisements) are not published on the international level, with exception of the specific project experts' engagements. The call for positions are however open for all surrounding foreign countries having the same (similar) official language. However, there is a very low number of foreign researchers. The language is identified as a barrier for international calls since each academic position also requires a teaching engagement for which the official language is Montenegrin (also Serbian, Bosnian, Croatian). Furthermore, there are no accredited English-language doctoral and master programmes. Also, the current regulations do not prescribe the written feedback on the selection procedure when more than one candidate applies for the position. Evaluation and appraisal systems could be further improved during the implementation of the HRS action plan.

Strengths and Weaknesses (Interim Assessment)

Through a long process of negotiations and numerous meetings with representatives of relevant ministries, especially the Ministry of Finance, management of the University of Montenegro has set an agreement with the Government for the allocation of budget for this year which is for 20% higher than it was in the previous year. Also, the amendments of the Collective agreement followed (https://www.ucg.ac.me/skladiste/blog_6/objava_3710/fajlovi/Collective%20Agreement,%20amandements.pdf).

The national Rules for the Academic promotion adopted by the Council for Higher Education were revised and the amendments were adopted

(https://www.ucg.ac.me/skladiste/blog_6/objava_3719/fajlovi/Criteria%20on%20the%20conditions%20and%20requirements%20for%20promotion%20to%20academic%20titles.pdf), with the participation of research community of our University, through participation of its representatives in working groups. The changes are focused on the qualitative aspect of scientific publications, introducing the categorization Q1-Q4, emphasizing publications with higher impact factor.

Within the newly established Institute for Advanced Studies, we have created an environment for research activities in areas of national priority, defined with the National Smart Specialization Strategy (<https://www.gov.me/dokumenta/ea1d661e-922a-4d42-af8d-ae55bc53988e>). Four researchers were already elected into research titles, and a significant number of positions are planned, for engagement of researchers of different research stages (R1-R4).

The first PhD programme in English language was introduced at the University of Montenegro, interdisciplinary programme *Sustainable Development*. The interest for the enrollment exceeded all expectations, resulting in the enrollment of 25 candidates, the maximum number according to the license for this programme.

Apart from the obligation to publish job posts in national language and within the national means of communication (fully transparent and open), the University of Montenegro dedicated a page at the web site of the University where all job posts are announced, both in national and English language (<https://www.ucg.ac.me/objava/blog/4/objava/141105-calls-2022>). We are also publishing posts at the EURAXESS Jobs portal, but still have to refine the system within our administrative units to make the process more effective.

For all research/teaching posts, applications are gathered (in the specifically designed form), systematized and published within the University Bulletin at the web site of the University. Each candidate can see all applications in detail: teaching experience, research results, scientific papers, books published, mobility experience, evaluation by independent reviewers... all classified and ranked, along with the final decision on the selection of a candidate. So, in this manner, all candidates have a full insight into the whole process of selection and qualifications of all candidates, including themselves.

Remarks

Although our recruitment policy is open and transparent regarding the criteria, evaluation and public publication of applications and results within the University Bulletin published at the web site of the University, our plans to additionally improve internal administrative and procedural issues regarding recruitment and selection (such is the immediate publication of job posts at the EURAXESS Jobs portal, development of a procedure for addressing all candidates personally about the outcomes of a selection) were,

unfortunately, delayed, due to a long period of working under unexpected circumstances caused by several periods of quarantine and limited human resources capacities in such environment.

Working conditions

The working conditions are defined by the Collective Agreement and the Statute of the University. The salaries are calculated according to the Collective agreement based on the working load of the individuals, as well as on the job position, but the salaries accounting is transparent. Social security (together with the contributions for health and pension fund) are paid by the University on regular basis. The working hours for the academic positions are mainly flexible and include the obligatory hours in teaching process, as well as various activities that requires flexibility (external collaboration, meeting with partners, study visits, participation to the scientific meetings and conferences, etc.). The academic staff and students actively participate in different types of boards, University bodies, councils, committees, etc. The possibility for sabbatical leave is defined by the Statute of the University every 7 years. However, the academic staff are usually overloaded with teaching besides research activities, while it is difficult to find replacement for the period of leave. Also, only full professors have permanent positions at the University (others have contracts defined as short-term mandate as specified by the Law on Higher Education; teaching/research assistants are commonly the MSc and PhD students who also have short-term engagements). However, the lowest guarantees for permanent employment (or at a very low level) are for PhD candidates after completing their PhD (teaching/research assistants), since it depends on the available positions at the University. Namely, the candidates with doctoral degree are mainly oriented toward the academic careers since the Montenegrin industry currently does not articulate sufficient need for this level of education. This is the reason for having low number of PhD candidates. The research equipment is mainly provided from the external funding such as international projects and is unevenly distributed over organisation units, research laboratories and centres. Therefore, the availability of research equipment may vary significantly between the laboratories and units.

The Career development centre was established in the past. However, there are no continuous and systematic activities devoted to career development, monitoring, and continuous trainings.

Strengths and Weaknesses (Interim Assessment)

In the previous period, the University of Montenegro achieved several important goals:

- In communication and through an intense process of negotiation with the Government of Montenegro and our Union, we have adopted the changes of the Collective Agreement for the University of Montenegro, which resulted in higher

salaries for all employees of the University (https://www.ucg.ac.me/skladiste/blog_6/objava_3710/fajlovi/Collective%20Agreement,%20amandements.pdf).

- Additionally, the Law on Incomes for Academic Community was adopted, providing better salaries for professors, researchers and scientists employed at the University of Montenegro. The Law is yet to be effective.
- With the Decision by the Governing Board of the University of Montenegro, we have waived our teaching/research assistants that are also our PhD students, from paying the scholarship fee for their PhD studies.
- With the Decision by the Governing Board of the University of Montenegro we have significantly lowered the amount of the PhD scholarship fee, providing all interested candidates better conditions and access to the third cycle of studies.
- The "Policy for Open Access to Research Infrastructure at the University of Montenegro which was adopted on October 1st, 2020 provides the framework for greater access to research and scientific activities, nationally and internationally, which can impact the employability and mobility conditions at the University.
- Regarding the infrastructure, we have realized significant investments into the reconstruction of the Central University Library, building of the technical faculties, Faculty of Maritime Affairs, Faculty of Medicine and the Center for Doctoral Studies. In communication and negotiation process with the Government of Montenegro, we have reached the agreement that the Government will invest, within the capital budget for the next year, into construction of the academies in Cetinje, Faculty of Architecture, Faculty of Philosophy and the library at the Faculty of Law.
- Having in mind that living conditions have an indirect impact to overall content of our staff, and previous practice of our University to provide residences for its employees, we have continued the practice through securing a certain number of apartments which will be allocated especially for young researchers at the beginning of their career. Those who have their own residences, had the opportunity to apply for allocation of funds for reconstruction or improvement of their residences (in 2021, nearly 700.000,00 euro was allocated to employees for this purpose).

Despite the fact that we have created a favorable environment in terms of legislation, rights and duties, we are still facing difficulties with the lack of funds for research equipment and investments into new laboratories which would provide optimum environment for research performance. Budget allocated for the University, although increased in this year, by the Government is only sufficient for earnings and some infrastructure maintenance issues, leaving the University to search for external funds. In some research areas we have successful project activities and support from EU programmes, but it is still below the desired level.

Remarks

As stated before, The amendments on the Law on Higher Education were made, and are still under the public consideration, and these changes will have the effect to several important aspects at the University. The most important changes regarding the working conditions are:

- Up to now, only full time professors and researchers had the possibility to have the working contract for an indefinite period of time. All other levels of engagement in research and teaching have contracts for a definite period of time, leaving them in the position to be uncertain about their further engagement and achieving some social rights which are guaranteed for those with indefinite period of working contracts. The amendments of the Law envisage that all positions above teaching assistants should get the working contract with an indefinite period of engagement, with a clear conditions regarding teaching and research goals to be fulfilled in order to keep the contract.
- Considering the workload and obligations that teaching assistants have to perform, the change for their working contracts is also considered. Currently, after they gain their PhD degree, they sign an agreement for a five-year period of time as a postdoctoral engagement. We plan to prolong the duration of agreement for additional five-year period of time.

Training and development

The staff training activities are mainly performed within the especially dedicated projects that were implemented at the University, especially the TRAIN project (King Baudouin foundation) and ERASMUS projects such as Re@WBC, within significant percent of staff trained in various skills. However, there is no continuous and institutionalized process of staff trainings. University of Montenegro has a special fund called Development fund as a source of support for training activities, participation to the workshops, conferences, etc. Ministry of Science provides funds for bilateral projects, fostering the participation of MSc and PhD candidates. However, there is a need for more stable funding and organisation of these activities, there is a need to make them planned and well-structured. Also the trainings for teaching, research and communication skills at the University needs to be organized on regular basis and not just ad hoc.

The University Rulebook on PhD studies, adopted in 2015, and Guides for PhD studies defined the role of supervisor and the supervision process during several phases of the studies. The mentoring process is also monitored by the Committee for PhD studies that exists at each faculty unit, but also the Board for PhD studies that is a centralized body at the University.

Although training, workshops and similar tools are generally available, there is a need to make them planned and well-structured.

Strengths and Weaknesses (Interim Assessment)

This segment was the most severely affected by the limitations caused by the COVID-19 since, as we all are fully aware, no in person trainings were possible to be organized during this period, and caused significant delay in the planned events. We have managed, as other universities, to perform a number of online events, webinars and similar events in various topics.

However, certain activities were performed:

- We have established the Doctoral School, and the first PhD programme in English language, interdisciplinary programme *Sustainable Development*, within the Doctoral School was introduced. Within this PhD programme there are already trainings taking place.
- The Rules for PhD Studies are revised and adopted in 2020, with improved mechanisms of students' monitoring due to achieve higher efficiency of studies.

Remarks

We consider additional amendments to the Rules of PhD studies in order to enable timely and effective development of our PhD candidates. We have made a proposition regarding one of the criteria within the Rules for PhD studies that are to be revised. It is about the necessary precondition to continue with their work on PhD thesis, and that is an obligation to have one paper published in the journal at the SCI/SCIE, i.e. SSCI or A&HCI list. Since we are all aware that the waiting for the publication could prologue for over a year (especially in this post-covid period), and neither the candidate nor the University could make an influence, this means that this candidate has to put a stop to all activities until the publication. The new regulation will ensure the acceptance of the letter by the journal, stating that the paper is accepted to be published. In this way, we will ensure development of the candidate in much effective way.

Have any of the priorities for the short- and medium term changed?

No, but we stay aware of the fact that we are expecting the new National Research Strategy and the Law on Higher Education, which might have some influence on some of the priorities.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

Apart from the fact previously mentioned, that the huge impact was due to COVID-19 crisis where we had to dedicate all our capacities to enable fully operative online system at the University for all its activities, there were also other major changes regarding the circumstances in which the University of Montenegro operates.

The most significant changes that have significant impact to our activities are changes at the national politics level. We had the national elections where the Government has changed in 2021, resulting in the reformed structure of Ministries (former Ministry of Science and Ministry of Education became part of the larger Ministry) which caused administrative and working obstacles in terms of reposition of human resources who had to be introduced about our activities from the beginning. After only one year, our Government has changed again, resulting in another change in the structure of ministries, which we are yet to work with. Thus, activities that we were planning within the HR Strategy, and which involved national bodies and ministries, were not of their priority and caused significant delays for realization of activities.

Further, the management structure at the University has changed in the beginning of 2021, both members of the Governing Board of the University of Montenegro and newly elected rector of the University.

Are any strategic decisions under way that may influence the action plan?

As mentioned previously, we are expecting the new National Research Strategy, the Law on Higher Education, national legislation on the IPR policies, which will make influence to a significant number of activities.

3. Actions

<i>Proposed ACTIONS</i>	<i>GAP Principles</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>
<p>1) <i>Revising the Code of Ethics to be aligned with the new Law on Academic Integrity.</i></p> <p>2) <i>Increasing awareness of ethical issues and academic integrity among senior and especially young researchers and students.</i></p> <p>3) <i>Obtaining certificate for academic integrity.</i></p>	Ethical principles	2s/1y	<p><i>Rector, Vice-rectors, Court of Honour, Centre for quality assurance, Centre for career development , Workgroup for academic integrity</i></p>	<p><i>Code of Ethics revised.</i></p> <p><i>Certificate for academic integrity obtained.</i></p> <p><i>Organized workshops on ethical issues and academic integrity.</i></p>
<p>Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED</p>				
<p>Remarks: The Code of Ethics was revised and adopted by the Senate of the University of Montenegro. The University of Montenegro is certified by the IRFPA - International Institute for Research and Action on Academic and Plagiarism in recognition for the quality of the process implemented by the University of Montenegro in order to fully meet the skills and competences required to get the Certification of Academic Integrity for an Institution and for the high level of the University's stakeholders involvement. The University of Montenegro was also awarded by the Council of Europe for the Holistic Approach to Academic Integrity. Numerous workshops, presentations and events were held on this topic.</p>				

<p>1) <i>Introducing precise mechanisms for training staff in financial, administrative and reporting obligations and policies.</i></p> <p>2) <i>Introducing clear guidelines for professional attitude of researchers coordinating and managing projects.</i></p>	<p><i>Professional attitude</i></p>	<p><i>2s/2y</i></p>	<p><i>Rector, Vice Rectors, Senate, Centre for quality assurance, Centre for international affairs</i></p>	<p><i>Professional staff trained for financial, administrative and reporting obligations (centralized service for the University project management and consultancy).</i></p> <p><i>Rulebook for managing and coordinating projects.</i></p>
<p>Current status: NEW IN PROGRESS COMPLETED <u>EXTENDED</u></p>				
<p>Remarks:</p> <p>The University of Montenegro adopted the new Act on systematization of services and working posts within the Rectorate. The new department is the centralized Office for Projects, within the Center for International Relations and Career Guidance, which is to provide assistance to researchers regarding management and realization of national and international projects in all aspects: finding calls, financial management, administrative procedures, reporting etc. Since we were limited to organize professional training for staff employed at this Office (limitation for travelling and personal workshops), we have opted to employ staff that already have an excellent experience in this area, and are already performing their duties in full capacities (two positions are: officer for project financing and project administration support and officer for project management).</p> <p>The Rulebook for managing and coordinating projects development is developed and published at the web site of the University, within the document Academic Research Staff Employment - OTMR policy overview.</p>				
<p><i>Develop IPR policy/strategy at the University and accompanying legal contractual and legal framework</i></p>	<p><i>Contractual and legal obligations</i></p>	<p><i>1s/2y</i></p>	<p><i>Rector, Vice Rector for science and research,</i></p>	<p><i>IPR policy developed including the contractual and legal framework.</i></p>

			<i>Centre for Quality Assurance, Scientific Board</i>	
Current status: NEW <u>IN PROGRESS</u> COMPLETED EXTENDED				
Remarks: The envision funds and consultancy for development of IPR policy for University of Montenegro has been severely impacted by COVID-19 period. This process of acquiring adequate expertise and developing effective IPR policy for University of Montenegro is in progress. In addition, this process were supposed to follow development of the new Montenegro Strategy for IPR, which has not been finalized and adopted.				
<i>Establishing framework for innovation and commercialization of research, with special emphasize on confidentiality policy and different protection policies.</i>	<i>Good practice in research</i>	<i>1s/2y</i>	<i>Rector, Vice-rector for science and research, Institute – Centre of excellence for research and innovation, Scientific board</i>	<i>University has adopted a template for confidentiality and data protection agreements or policy.</i> <i>Adopting University guidelines for good and safe practice in research.</i>
Current status: NEW <u>IN PROGRESS</u> COMPLETED EXTENDED				
Remarks: The national legislation for the IPR policy is still not developed, causing the University to delay its plans for developing the institutional strategy that will lean on the national legislative. However, the activities regarding this issues have been continued, the national Innovation Fund in cooperation with the University of Montenegro realizes a set of events, such is the Workshop about the intellectual property recently held at the University (https://fondzainovacije.me/radionica-na-temu-intelektualne-svojine/).				

With the establishment of the Center for Technology Transfer, the University of Montenegro has strengthened the framework for innovation and commercialization of research.

In addition, close cooperation with Montenegro Science-Technology Park which University of Montenegro is one of the founder, further contributes the framework for innovation and commercialization of research.

<p>1) <i>Develop Technology transfer office at the University and train the TTO staff.</i></p> <p>2) <i>Introduce reporting mechanism on the University level for the results of the scientific and innovation projects (for the purpose of their promotion).</i></p>	<p><i>Dissemination, exploitation of results</i></p>	<p><i>2s/2y</i></p>	<p><i>Rector, Vice-rectors, Scientific board, Institute-Centre of excellence for research and innovations, Senate, Managing Board, Ministry of Science</i></p>	<p><i>TTO established and staff trained.</i></p> <p><i>Adopted template for reporting scientific and innovation results achieved within the project, dissemination and promotion through the UoM web site.</i></p>
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Current status: NEW
 IN PROGRESS
COMPLETED
 EXTENDED

Remarks:

The former Institute of Excellence for Research and Innovation and its Center for technology Transfer (TTO) had been established at the University of Montenegro. However, we have transformed it into the Institute for Advanced Studies and the Center for Technology Transfer, as two separate units recognizing the importance of a separate unit dedicated only to the technology transfer.

The University of Montenegro is the co-founder of the National Scientific-Technology Park, with the Government of Montenegro, and has representatives in the Governing Board of the park. In previous period, we had an intensive cooperation and planning with director and other representatives of the Park about further projects, dominantly regarding technology transfer.

Through the template for reporting (<https://www.ucg.ac.me/objava/blog/6/objava/3722-engleska-verzija-dokumenata>), all information on scientific and innovation results are gathered, selected and published at the web site of the University, translated to English language and disseminated to media and all interested communities.

<i>Providing better visibility of advertisements for job positions at international level.</i>	<i>Recruitment (Code)</i>	<i>2s/2y</i>	<i>Rector, Vice-rectors, Centre for quality assurance, Centre for Information system EURAXESS office, Legal department</i>	<i>Established University web page dedicated to the call for applicants in cooperation with EURAXESS office. Systematize the rules and procedures for recruitment in the form of clear guidelines for applicants.</i>
<p>Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED</p>				
<p>Remarks: Specific web page of the University is set for publishing calls, both in English and Montenegrin language (https://www.ucg.ac.me/objava/blog/4/objava/141105-calls-2022). Rules and procedures in the form of guidelines are created and are available at the web site of the University, within the document Academic Research Staff Employment - OTMR policy overview.</p>				
<i>Introducing the informative report after finalization of the selection process.</i>	<i>Transparency (Code)</i>	<i>2s/3y</i>	<i>Rector, Vice-rectors, Senate, Scientific Board, Legal department</i>	<i>The informative feedback on the selection and recruitment process is included in the official procedure.</i>
<p>Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED</p>				
<p>Remarks: For all research/teaching posts, applications are gathered (in the specifically designed form), systematized and published within the University Bulletin at the web site of the University. Each candidate can see all applications in detail: teaching experience, research results, scientific papers, books published, mobility experience, evaluation by independent reviewers... all classified and ranked, along with the final decision on the selection of a candidate. So, in this manner, all candidates have a full insight into the whole process of selection and qualifications of all candidates, including themselves. Complete procedure is</p>				

described within the Guidelines for Applicants, within the document Academic Research Staff Employment - OTMR policy overview.				
<i>Including mobility experience as a criterion for academic promotion/recruitment</i>	<i>Recognition of mobility experience (Code)</i>	<i>2s/3y</i>	<i>Rector, Vice-rector for science and research, Council for Higher education, Senate</i>	<i>Organized meetings with representatives of the Council for Higher Education (in charge of defining criteria for academic promotion) and presented the interest to include mobility as a valuable criterion.</i>
Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED				
Remarks: Within the Rules for Academic promotion, adopted by the national Council for Higher Education (where the University of Montenegro has its two representatives as members), mobility is recognized through allocation of a certain number of points, along with their other achievements. It is not an eliminatory criterion, but it gives an advantage in relation to those who have no mobility experience.				
<i>Encouraging the relevant ministry for defining legislation at national level for recognition of non-formal qualifications.</i>	<i>Recognition of the qualifications (Code)</i>	<i>2s/3y</i>	<i>Legal department Rector Vice-Rectors Centre for Career Planning</i>	<i>Organized meetings with the representatives of the Ministry of Education, regarding the recognition of non-formal qualifications (lifelong learning, distance learning, recognition of different courses, summer schools)</i>
Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED				
Remarks: After the adaption of national legislative on this issue, the Rules on accreditation of lifelong learning programmes adopted by the Agency for Control and Quality Assurance of Higher Education (https://akokvo.me/en/accreditation-process/#ALLP) , the institutional legislative followed. We have adopted the Rules for Accreditation of Lifelong Learning				

Programmes (<https://www.ucg.ac.me/objava/blog/6/objava/3722-engleska-verzija-dokumenata>), we have already accredited programmes for two summer schools, and one programme in area of ICT is in the process of accreditation. Additionally, recognizing the importance of these activities, we have employed professional assistant for lifelong learning within the Center for international Relations and Career Development.

<i>Enhancing the mechanisms for appointing postdoctoral researchers.</i>	<i>Postdoctoral appointments (Code)</i>	<i>2s/3y</i>	<i>Rector, Vice-rectors, Senate, Managing Board Ministry of science Ministry of education, Legal Department</i>	<i>Developed explicit guidelines for postdoctoral positions.</i>
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Current status: NEW
IN PROGRESS
 COMPLETED
 EXTENDED

Remarks:
 The guidelines are in the process of preparation.

<ol style="list-style-type: none"> 1) <i>Develop the database on research infrastructure at the University of Montenegro.</i> 2) <i>Centralization of resources and interdepartmental sharing.</i> 3) <i>Cooperate with Government and industry for larger investments in research.</i> 	<i>Research environment</i>	<i>2s/3y</i>	<i>Rector, Vice-rectors, Senate, Managing Board, Centre for information system, Ministry of Science, Industry representatives</i>	<i>Database is implemented online.</i> <i>The resources are available for sharing between units, departments, and partners from the industry.</i>
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Current status: NEW
IN PROGRESS
 COMPLETED
 EXTENDED

<p>Remarks:</p> <p>With the established of the National Open Science Cloud in Montenegro through the Memorandum of Cooperation signed by 9 higher education and research institutions/units in Montenegro, the majority of the research infrastructure at the University of Montenegro shall be integrated in the database of the Cloud.</p> <p>Adopted Policy on Open Access to Research Infrastructure enables University organizational units to develop database for further use and commercialization of its research infrastructure.</p> <p>The final step is to develop organizational guidelines for the use of the equipment.</p>				
<p><i>Fostering the mechanism for attracting external (project-based) funds for funding research positions.</i></p>	<p><i>Stability and permanence of employment</i></p>	<p><i>2s/3y</i></p>	<p><i>Rector, Vice-rectors Senate</i></p>	<p><i>Trainings performed (especially for young researchers. PhD students and postdoctoral researchers) on the topics related to obtaining funds from external sources, preparing applications and funding research positions.</i></p>
<p>Current status: NEW <u>IN PROGRESS</u> COMPLETED EXTENDED</p>				
<p>Remarks:</p> <p>Mechanisms for attracting external (project-based) funds for funding research positions is the ongoing process, which the University of Montenegro is dedicated in several ways: promoting and disseminating various EU and other funding/donor opportunities for project based research activities.</p> <p>The new EURAXESS HUBs project is developing digital toolkit which shall provide different information and sources linked with scientific entrepreneurship and linked science (research) with commercialization. In addition, University of Montenegro researchers shall participate in 3 EURAXESS HUBs study visits to 3 startup nations: Estonia, Israel and Luxemburg, which will strengthen their networking and capacities for scientific research with commercial potential.</p> <p>The University of Montenegro adopted the new Act on systematization of services and working posts within the Rectorate. The new department is the centralized Office for projects, within the Center for International Relations and Career Guidance, which is to provide assistance to researchers regarding management and realization of national and international projects in all aspects: finding calls, financial management, administrative procedures, reporting etc.</p>				

<p><i>Develop strategic approach to researchers' career development.</i></p>	<p><i>Career development</i></p>	<p><i>2s/1y</i></p>	<p><i>Rector, Vice-rectors, Senate, Centre for PhD studies, Board for PhD studies Centre for quality assurance</i></p>	<p><i>University overall strategy developed including the career development strategic guidelines.</i></p> <p><i>Establish a mentorship program for support and guidance of personal and professional development of researchers.</i></p>
<p>Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED</p>				
<p>Remarks:</p> <p>The University overarching Development Strategy has a whole section devoted to science and research, and a set of activities related to career development (https://www.ucg.ac.me/skladiste/blog/4/objava/40/fajlovi/Strategy%20of%20the%20University%20of%20Montenegro%202019-2024.pdf).</p> <p>The mentorship programme as a mechanism for young researchers includes mentors for PhD students, and after receiving their degree, we have vice deans for science who take the role of supervisors and contact persons for young researchers in their career development through instructions for scientific, research work and professional development. Further, they become part of a research group with a leading researcher, for further directions and publication of research work.</p> <p>Assistants in teaching, PhD graduates holding no academic title, are permitted to perform teaching under the mentorship by a professor, in order to strengthen research component in teaching.</p>				
<p><i>1) Recognising mobility as one of the important criteria for academic promotions (career progression) and engagements.</i></p> <p><i>2) Encouraging mobility of PhD students and post-doctoral researchers to other research institutions.</i></p>	<p><i>Value of Mobility</i></p>	<p><i>2s/1y</i></p>	<p><i>Rector, Vice-rectors, Senate, Faculties' deans, Centre for international affairs</i></p>	<p><i>Mobility is proposed and introduced in the Rules for Academic promotions.</i></p> <p><i>Increased number of mobilities of PhD student and post-doctoral researchers.</i></p>

<p>3) <i>Encouraging intersectoral mobility, and mobility between public and private sector.</i></p> <p>4) <i>Collaborate with relevant ministries to foster mobility culture according to the EU policies.</i></p>				<p><i>Initiative/framework for intersectoral and public-private mobility defined.</i></p>
<p>Current status: NEW <u>IN PROGRESS</u> COMPLETED EXTENDED</p>				
<p>Remarks:</p> <p>Within the Rules for Academic promotion, adopted by the Council for Higher Education, mobility is recognized through allocation of a certain number of points, along with their other achievements, which gives an advantage in relation to those who have no mobility experience.</p> <p>Due to COVID-19 crises, mobility numbers were extremely low in the previous year. However, in this year we have an expansion of the number of mobilities, both staff and student.</p> <p>The University of Montenegro EURAXESS center is regularly promoting and disseminating opportunities for mobility and PhD career development opportunities, using its web platform and University/Euraxess social media accounts.</p> <p>However, after a period of communication and meetings with industry representatives, we came into conclusion that industry in Montenegro is not such favorable environment for engagement of PhD graduates where they can develop their research skills, i.e. not so many companies have research departments as large part of companies are SME. Thus, the opportunities for academy-industry mobility are very scarce. Nevertheless, the University encourages the mobility experience in industry, and develops other forms of academy-industry cooperation.</p>				
<p><i>Intensifying involvement and activities of the Center for Career Planning in terms of career guidance of PhD students, post-doctoral</i></p>	<p><i>Access to career advice</i></p>	<p><i>2s/1y</i></p>	<p><i>Centre for Career Planning</i></p>	<p><i>Plan of activities (of the Centre for Career Planning) defined and focused to career guidance and support during different career stages.</i></p>

<i>researchers and graduate students.</i>				
Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED				
Remarks: The plan of activities is created and posted at the web site of the University of Montenegro (https://www.ucg.ac.me/objava/podorg/0/40/poz/info)				
1) <i>Establishing IPR framework at the University.</i> 2) <i>Defining University's IP policy and commercialization acts.</i>	<i>Intellectual property rights</i>	<i>2s/1y</i>	<i>Rector Vice-Rectors Senate</i>	<i>IP policy (strategy) adopted.</i> <i>Additional forms of commercialization and scientific collaboration agreements defined.</i>
Current status: NEW <u>IN PROGRESS</u> COMPLETED EXTENDED				
Remarks: As previously explained, due to COVID-19 limitations in these two years, the national legislation for the IPR policy is still not developed, causing the University to delay its plans for developing the institutional strategy that will lean on the national legislative. However, the activities regarding this issues have been continued, the national Innovation Fund in cooperation with the University of Montenegro realizes a set of events, such is the Workshop about the intellectual property recently held at the University.				
<i>Introducing mechanisms for maintaining complaints/appeals of researchers:</i> a) <i>Defining additional responsibilities of the Ethical Board devoted to the advisory and mediation function.</i>	<i>Complains/appeals</i>	<i>2s/2y</i>	<i>Rector Vice-Rectors Ethical Board Senate</i>	<i>Mechanism for maintaining the complains/appeals of researchers established either through the Ethical Board or through the ombudsman for research issue.</i>

<p><i>b) Analysing the possibility of introducing the Ombudsman for researchers at the University.</i></p>				
<p>Current status: NEW IN PROGRESS <u>COMPLETED</u> EXTENDED</p>				
<p>Remarks: In order to improve and develop new mechanisms for maintaining complaints/appeals of researchers, we have introduced the nomination of a committee within the Ethical Board, which is formed on each individual case of appeal or complaint in order to fully address the issue and report to the Ethical Board, which will resolve the issues at the institutional level. If there would be a case beyond the authority of the Ethical Board of the University, there is the national Ethical Committee to be addressed.</p>				
<p><i>Encouraging activities for continual professional development:</i></p> <ul style="list-style-type: none"> - <i>Dissemination of the significance of professional trainings</i> - <i>Organising workshops for various skills development</i> 	<p><i>Continuing professional development</i></p>	<p><i>2s/2y</i></p>	<p><i>Rector, Vice-Rectors Centre for International Affairs Centre for Career Planning Centre for quality assurance and studies</i></p>	<p><i>Increased interest in professional development trainings. Increased number of trainees.</i></p>
<p>Current status: NEW <u>IN PROGRESS</u> COMPLETED EXTENDED</p>				
<p>Remarks: Numerous staff training activities are performed within a number of international projects that are being implemented at the University, notably ERASMUS+ projects such as Dignest, Bluewbc, e-VIVA, Reflame with significant percent of staff trained in various skills. Additionally, as part of the internationalization efforts, the Department for Linguistic Support to Internationalization, in cooperation with the Embassy of USA to Montenegro, organized trainings for teaching in English, for interactive and creative teaching in English and training on how to develop content based curriculum in English or use on-line tools in</p>				

teaching. In addition, the Career Development Office organizes trainings for teaching and scientific staff on topics such as use of digital toolkit, trainings for teaching, research and communication skills. University of Montenegro has a special fund called development fund as a source of support for training activities, participation to the workshops, conferences, etc. Ministry of Science provides funds for bilateral projects, fostering the participation of MSc and PhD candidates.

<p><i>Establishing trainings/workshops for professional and soft skills development on the regular basis through the Career for Career Planning.</i></p>	<p><i>Access to research training and continuous development</i></p>	<p><i>1s/2y</i></p>	<p><i>Vice-Rector for International Affairs Centre for Career Development Centre for International Affairs Centre for quality assurance and studies</i></p>	<p><i>Trainings organized on regular basis, typically twice a year (once in each semester) on the topics related to the research, teaching and soft skills development.</i></p>
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Current status: NEW
IN PROGRESS
COMPLETED
EXTENDED

Remarks:

Regular trainings are planned and introduced within the Annual activities plan of the Center for Career Planning (<https://www.ucg.ac.me/objava/podorg/0/40/poz/info>)

New actions

<p><i>1) Providing opportunities for professional and soft skills development.</i></p>	<p><i>Access to research training and continuous development</i></p>	<p><i>1s/2y</i></p>	<p><i>Rector, Vice-rector for science and research, Scientific board, Center for Career Development</i></p>	<p><i>University has established a digital hub to enable development of digital skills.</i></p> <p><i>Trainings/workshops organized.</i></p>
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Current status: NEW IN PROGRESS COMPLETED EXTENDED				
<i>2) Establishing framework and conditions for institutional qualifications in area of IT sector.</i>	<i>Continuous professional development</i>	<i>1s/2y</i>	<i>Rector, Vice-rector for science and research, Center for Quality Assessment</i>	<i>University has accredited a lifelong programme in IT development. Enrollment of candidates.</i>
Current status: NEW IN PROGRESS COMPLETED EXTENDED				

Comments on the implementation of the OTM-R principles (Initial Phase)

The main action that will be implemented to address the OTM-R principles will be creating a single document that compiles several bylaws addressing the principles of OTM-R policy. Namely, it is necessary to develop a single and concise policy that will join together all the OTM-R principles contained within several institutional acts such as the Statute of the University of Montenegro, Criteria on the conditions and requirements for promotion to academic/research titles, Rules on selection procedure in academic and research positions and Code of Professional Ethics. Therefore, the aim is to have a unique updated recruiting policy describing different elements of the recruiting procedure based on the C&C principles. Also, this will include the Guidelines on the procedure of election into titles and employment at the University of Montenegro providing clear and transparent information on the candidate selection process, levels of qualifications and competencies aligned with the position, and with explicit stimulating elements for underrepresented groups. Further, it will include posting a clear and concise job advertisements and extended template with more informative descriptions of the job position and reference to the institutional rules and opportunities. The international calls that will target foreign researchers will be stimulated and regularized by the adaptation of the institutional policies. The call for positions will be published also in English on the EURAXESS and University's web site which will be regulated by internal policy as well. Also, the implementation of OTM-R policy will be supported by the organization of several OTM-R workshops (which are foreseen in the strategy) for researchers, but also for the administrative staff involved in the recruitment process. As an additional strengthening mechanism, the University of Montenegro will offer and organize the language courses for foreign researchers to help their integration into society. We will also identify the career profiles for researchers (R1, R2, R3 and R4). The Committee for implementation of OTM-R policy will be established with the aim to provide assessment of the implementation process and quality of the established procedure.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The procedures, requirements, working conditions, and specific OTM-R principles implemented and cherished at the University of Montenegro have been joined into the single Academic/Research staff employment policy which is published at the University web site.

The policy comprises of several bylaws addressing the principles of OTM-R policy joining together the relevant from several national laws such as the Law on Higher Education, Labor Law of Montenegro and institutional acts such as the Statute of the University of Montenegro, Criteria on the conditions and requirements for promotion to academic/research titles, Rules on selection procedure in academic and research positions and Code of Professional Ethics. A special part of this policy is devoted to the Guidelines on the procedure of election into titles and employment at the University of Montenegro, which clearly defines all the steps in the academic/research staff employment process which lasts utmost six months (according to the

Law and Statute) starting from the public advertisement of the job position to the signing the contact with the selected candidate.

Moreover, the job advertisements have been placed regularly at the University's web site in Montenegrin and English language, all daily newspapers, on the website of the Employment Service of Montenegro, as well as at the Euraxess portal.

The staff involved in the recruitment process includes the members of the Scientific Board (The Committee for implementation of OTM-R policy) which is an expert body of the Senate dedicated to the coordination of the procedures and steps in the process of promotion into academic and research titles. Also, the administrative staff from the Legal Service and the Career Development office are included in the employment process. All members of the Scientific Board and administrative staff have been fully trained to respond to the OTM-R principles during the research employment activities.

The Scientific Board (The Committee for implementation of OTM-R policy) has been elected for the mandate period of three years. The current convocation (from 19.05.2022) of the Scientific board has 7 members of which 4 are women, while in the previous convocation there were 3 women in the board. Hence, the gender-balance principle has been carefully implemented and it is a practice in most of the committees at the University level.

4. Implementation

General overview of the implementation process:

The action plan will be implemented during the period of three years: from 01.05.2019 to 30.04.2022.

The implementation process will be conducted according to the action plan, involving all relevant departments and offices at the University of Montenegro, and will be continuously monitored by the Steering group for the implementation of HRS4R process at the University of Montenegro. The group is comprised of top-level management representatives including Rector and Vice-Rectors, legal expert (member of legal department at the University of Montenegro) and Director of the Centre for Quality Assurance and Studies. The group will meet on a regular basis during collegiums, at least one a month, discussing and analyzing the progress of the action plan implementation, identifying the obstacles in the implementation process and identifying the mechanisms for overcoming the obstacles. The Steering group will also monitor the timing of the actions implementations in order to be in accordance to the planned schedule.

The process of the action plan implementation will be supported by the Centre of Information System (for the development of web-based services and other activities related

to the ICT support), Scientific Board, Centre for Career Planning, Centre for International Affairs and EURAXESS office Montenegro.

Furthermore, the implementations will be supported by the organizational units at the University of Montenegro (faculties and research institutes) through the dean's collegiums and the faculties' councils which will be in charge for the implementation of individual activities, data collection, and dissemination of activities and adoption of specific acts within the academic community. Apart from the individual communications (in the form of instructions and guidelines for implementation) with the faculties' management, the Steering group will organize twice per year large meetings during the Rector's collegiums with deans and vice-deans, to inform about the progress and to discuss the operational issues.

The Rector will organize the working groups particularly for the preparation of demanding tasks from the action plan, such as the preparation, revision and modification of rulebooks, development of the University's overall strategy, IPR policy, and the like. Also, for the purpose of professional training organization, the Rector and its team will appoint the group of internal experts who will lead the training process for researchers at the regular basis, and will use all the opportunities to involve external experts at least twice a year for the specific trainings and workshops in OTM-R practice, ethical issues, strengthening capacities and mechanism for attracting external (project-based) funds, and increasing all segments of mobility at the University of Montenegro.

How have you prepared the internal review?

Having in mind the whole process of the implementation of planned actions, we have to state that we have encountered many difficulties from the very start. The planned timeline was not applicable, the COVID crises prevented us to realize activities in a planned manner and deadlines, political changes in the state caused a different environment for external communication, the change of the University management, all contributed in making many compromises in the organization, additional efforts and additional time. However, we are proud that, even in all these circumstances, we managed to perform and have satisfying results.

An immense assistance was provided to us though the extension of deadline for submission of this review. Additional six months gave us the opportunity to finish some activities and to dedicate due time to this Review.

The Working group was appointed just for the preparation of this review.

In this six months, the Working group, with the assistance of the Implementation Committee, managed to communicate and meet representatives of all University bodies, deans and directors of University units, legal and international offices at the rectorate and University units, and many others in order to review the activities and collect information through reports and direct meetings.

The data was collected, sorted, reviewed and presented within the Internal Review.

How have you involved the research community, your main stakeholders, in the implementation process?

As soon as we have adopted the HRS4R Strategy, with the action plan, we have published it at the web page of the University of Montenegro, and the first step was to disseminate the information within our academic community and relevant institutions through all our communication channels, and the wider public through our external communication channels, in order to be sure that this information and document reaches the whole community, and that we are sure that each member of our academic community could recognize his/her role in our planned actions.

For activities that are related to institutional involvement only, we have used already existing channels which include commissions and committees at the level of the University units, where all levels of research careers have their representatives (R1-R4) and further to the University bodies such are Scientific Board, Ethical Committee, Board for Doctoral Studies, Board for Quality Assurance, Senate and its committees, Governing Board, where there are representatives of all University units and research levels, including administrative and professional staff.

For activities that demanded involvement of relevant ministries and Government, we had two approaches. One of them was direct communication with their representatives, through meetings and negotiation sets. The other approach is through our representatives in Government, as well as bodies, committees and working groups of ministries, where we always have a significant percentage of memberships from the University. Thus, we have the opportunity to be involved in decision making, to represent our opinions in creation of laws, national plans and other relevant documents.

In all abovementioned bodies we have the policy to include as many academia representatives as it is possible, taking care of diversity and representation of each groups and research levels.

Do you have an implementation committee and/or steering group regularly overseeing progress?

We have established the Implementation Committee at the very beginning of the process. It is comprised of the University management, rector and vice rectors, including three deans belonging to different areas of research (natural and technical sciences, social sciences and humanities, and art) and representatives of legal and other administrative staff.

The plan was made for intensive communication and regular meetings over the two-year period of time. However, the COVID crisis forced us to change the initial plan, leaving us to rely on University and its bodies, as well as to University units and their bodies, and the existing form of communication which had been mainly online.

The Implementation Committee regularly followed the activities and documents to be adopted, and made sure that they are in line with the activities envisaged with the HRS4R strategy. Despite the obstacles and unexpected circumstances, we managed to monitor the

process and realize almost all activities, in a certain degree, in line with the HRS4R strategy.

The work of the Implementation Committee was supported by University bodies (Scientific Board, Ethical Committee, Board for Doctoral Studies, Board for Quality Assurance, Senate and its committees, Governing Board).

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

As mentioned earlier, we have adopted the University overarching Development Strategy for the period 2019-2024, and every University units has adopted their own development strategy, in line with the overarching University Development Strategy (<https://www.ucg.ac.me/objava/blog/4/objava/40-strategic-development-of-the-university>)

The HRS4R strategy, as well as the European Charter & Code for Researchers, was one of the documents providing a crucial input for development of certain segments of the University Development Strategy, especially in the chapter dedicated to science and research, where we have a set of activities in line with the HRS4R strategy.

How has your organisation ensured that the proposed actions would be also implemented?

In ensuring that the proposed actions would be implemented, we used two types of approach:

- In securing that as many members of the academic community gets involved, we have opted for a bottom-up approach, meaning that we have invested a lots of efforts to disseminate the information within our academic community and relevant institutions through all our communication channels, and the wider public through our external communication channels, stressing the importance of planned actions for the improvement of their working and recruitment environment, thus motivating them to get involved.
- In planning and securing that certain documents should be revised and improved, we opted for a top-down approach, meaning that the University management initiated and organized working groups and University bodies for each document revision.

How are you monitoring progress (timeline)?

The main task of the Implementation Committee is to make sure that all activities are considered and worked on. As mentioned previously, the planned timeline of monitoring was not applicable due to COVID crises, where we had to adapt to circumstances and work according to given possibilities. We relied on University bodies, and reports they have submitted to the University management, as well as inputs we received from research and academic community.

In the next two years, hopefully, we will be able to establish timeline again for the revised strategy, and work in a dynamics previously planned.

How will you measure progress (indicators) in view of the next assessment?

In the view of the next assessment, each action will be carefully considered in terms of its fulfillment including relevant data for each activity: financial investments, incomes, working contracts, number of researchers, success in promotion into higher academic titles, number of scientific publications, number of trainings and trainees, mobility data, documents adopted, number of appeals and complaints, number of partnerships and cooperation agreements and other depending on the type of the planned action.

How do you expect to prepare for the external review?

Preparation for the external review should be a collection of reports and activities collected over a dedicated period of time, including a carefully planned set of meetings with relevant University bodies and individuals, about the implementation of actions. Thus, the preparation actually represents every activity that was and will be performed until the external review.

Finally, in due time, we will prepare the questionnaire about the overall satisfaction of our academic community regarding their working and research environment, transparency and recruitment process, career development, and compare results in relation to the first gap analysis, which will provide an insight on the process and the scope of improvements, besides the precise indicators.