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URBROJ: 2181-202-03-01-19-0033

Split, 31. listopada 2019. godine

Na temelju članka 34. stavka 1. točke 23. Statuta Sveučilišta u Splitu, a sukladno Odluci Vijeća Centra za unaprjeđenje kvalitete Sveučilišta u Splitu, klasa: 024-04/19-03/00001; urbroj: 2181-202-03-03-19-0022 od 28. listopada 2109. godine, na 20. sjednici Senata Sveučilišta u Splitu, održanoj dana 31. listopada 2019. godine pod točkom 21. b) dnevnog reda, donesena je sljedeća

ODLUKA

Usvaja se „Internal review of HR Strategy and Action Plan“, čiji tekst je sastavni dio ove Odluke.



REKTOR

prof. dr. sc. Dragan Ljutić

Dostaviti:

1. Vijeće Centra za unaprjeđenje kvalitete Sveučilišta u Splitu,
2. Pismohrana, ovdje.

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: University of Split

Organisation's contact details: Poljička cesta 35, 21000 Split, CROATIA

Web-link to published version of organisation's HR Strategy and Action Plan:

<http://www.unist.hr/en/science-and-innovation/hrs4r>

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

<http://www.unist.hr/en/science-and-innovation/hrs4r>

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 31.10.2019.

1. ORGANISATIONAL INFORMATION

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1015,40
Of whom are international (i.e. foreign nationality)	7
Of whom are externally funded (i.e. for whom the organisation is host organisation)	64,2
Of whom are women	≈ 462
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	728,45
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	64,20
Of whom are stage R1 = in most organisations corresponding with doctoral level	222,75
Total number of students (if relevant)	≈20.000
Total number of staff (including management, administrative, teaching and research staff)	1.772,66
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	78.643.996
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	
Annual funding from private, non-government sources, designated for research	
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The University of Split is a middle-sized university in the European Union with a strong Mediterranean orientation, officially established on 15 June 1974 and has expanded during the courses of the past 30 years to include eleven Faculties, one Academy of Arts and four University Departments. The University of Split has about 20 000 students enrolled in the undergraduate, graduate and post-graduate programmes and counts approximately 2000 persons, including academic and administrative staff. The key task of the University of Split is to conduct teaching, scientific research, artistic creation and professional activity, based upon principles of quality control and assurance and EU standards. The focus of the research work carried out by the University is on scientific areas with reference to disciplines characterized by natural, cultural, historical, social, economic and other features of the region as part of the Croatian Adriatic and the Mediterranean region as a whole and on the comprehensive development of its students throughout their studies, alumni monitoring and lifelong learning. The University of Split entered into several types of agreements signed with	

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

other foreign universities. As part of the European programs, more than 550 ERASMUS + agreements from over 30 countries have been concluded up to 2019. The University is also engaged in other types of partnerships with 70 bilateral exchange agreements with other universities and institutions across the globe. Since October 2018, the University became a member of the European University of the Seas, initiative launched to create a new model of university education with the implementation of interuniversity campuses across the European Union.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

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

In the previous period University of Split took actions towards most of the Charter and Code principles in Ethics and professional aspects.

Research freedom is guaranteed by the Constitution of the Republic of Croatia and insured by the University of Split Statute and Act on Scientific Activity and Higher Education. University's Code of Ethics, adopted in 2009, is based on previous mentioned documents and it establishes basic and general ethical principles and values, ethical principles in science and higher education, ethical rights and obligations. University constituents have their own Ethic committees. In recent years, the University of Split has been participating actively in several European projects within the framework of H2020 and has organised international meetings, surveys or workshops in which students, academics and non-academics have been informed about basic rules of the academic integrity. The Doctoral School at the University of Split School of Medicine (providing three doctoral study programmes) appointed Research Integrity Advisor in 2019 to help PhD students and their supervisors apply ethical and professional standards in their research. Pilot train the trainers in research integrity took place in summer of 2019, with 10 University of Split staff participating. Next training session is planned for the first quarter of 2020.

All students have to sign Statement on academic integrity before submitting their thesis. The procurement of the software for detecting plagiarism on the national level has just been completed so University of Split students and staff will be able to check originality of their manuscripts, theses and other written works. In the next period dissemination of the new software will be executed in order to assure its wide adoption.

University is aware that there is need to continuously monitor and improve ethical aspects and the environment for responsible research. In this respect, in the next period the revision of the Code of Ethics is planned, in particular with provisions regarding conflict of interest. The adoption of the European Code of Conduct for Research Integrity is planned, as well.

Relevant legislation and institutional rules are available on-line. Researchers are encouraged to learn about regulation through the workshops and information sessions and given support in correct, transparent and efficient financial management. Experience with projects has shown that this is still not enough, so in future more effort will be placed in communication of the relevant topics and facilitation of the management of competitive projects. The rulebook for project application is in preparation.

Most of the University faculties and departments have secure servers and tools for data storage which are GDPR compliant. In 2018 University adopted the Rulebook for Data Processing and Protection. Persons in charge of GDPR and Data Protection are being trained.

The conditions for scientific advancement strongly encourage the dissemination of research results. University supports depositing all BSc, MSc and PhD Thesis in national Digital Academic Archives and Repositories (DABAR). Other publications, including original scientific reports from conferences, and research data can also be deposited. More effort needs to be made to increase the percentage of the publications and data available in open access. In order to encourage it, adoption of open science policy is planned.

The University of Split recognized the value of an overlay journal and readily supported the creation of online open access overlay journal ST-OPEN by providing full financial support for the editorial office. In order to increase the overall quality of research at the University of Split and strengthen its role as a research university, this journal will focus on graduate student research from masters and doctoral programmes, selecting the best student-supervisor research work for publication.

University has IP policy and its Technology Transfer Office (currently part of the Office for projects and technology transfer) offers advice to researchers on intellectual property rights. However, commercialisation of research results is not developed enough, partly due to lack of appropriate financial instruments and partly due to lack of knowledge and skills. In the next period, funding for IPR protection will be established and several events in IPR and commercialization organised.

Public engagement is one of the strengths with huge number of activities, such as, Festival of Science, Researcher Night, as well as many voluntary engagements of researchers and students in humanitarian activities and civil society.

University developed and adopted Quality Assurance Manual. The Manual is used to implement Standards and Guidelines for Quality Assurance in the European Higher Education Area. Process is overseen by the Centre for Quality Improvement which was established in 2008. The Manual determines procedure for evaluation of scientific research work. In addition, since 2017 University Library performs Researchers' productivity Analysis and it is, among other things, basis for University Science Awards which aims to stimulate researchers for publishing scientific papers in journals which are indexed in internationally recognised databases. University Library is working to align, systematise, revise and update the scientific profiles (e.g. Researcher ID, CROSB) of the University's researchers. Also, Library ensures that the papers published by the researchers are properly indexed and visible.

Recruitment and selection

The University applies very transparent legal framework for recruitment of researchers.

Procedure: Under the Act on Scientist Activity and Higher Education (article 40) an appointment to a research position within public scientific research organisation must be based on a public competition, published in the Official Gazette of the Republic of Croatia, on the official internet website of the scientific research organisation as well as on the official internet website for job vacancies of the European Research Area (i.e. the EURAXESS Jobs portal). The deadline for submission of applications is at least 30 days. All candidates receive written feedback on Call results.

Recently, the OTM-R policy has been adopted. In the coming period, the closest attention will be paid to the recruitment and selection policy with the aim of enhancement of the OTM-R principles. The guidelines for the recruitment of researchers will be established. The announcement in EURAXESS does not provide links to all the working conditions, so in future the guidelines will be developed to include them. Gender balance in selection committees is currently not taken into consideration. In future, as part of the guidelines, it will be recommended, whenever feasible, to have not more than 2/3 of one gender in the committee. So far there was no monitoring

of the statistics of applications from outside of the institution or from abroad. There is also no knowledge on the share of applicants among women or other disadvantaged groups. In the following period, the University will establish regular monitoring of the share of applicants from different groups. This will enable (over longer periods of time) to determine if some unconscious biases are present and to take appropriate actions to ensure OTM-R principles.

There is a very low number of foreign researchers at the University, language is a big obstacle for academic positions because it requires teaching in Croatian language. Each year, more and more study programs are offered in English language which can lead to employment of more foreign researchers.

Criteria on the conditions and requirements for procedure and promotion to academic/research titles include various scientific, educational, pedagogical, innovation, and professional categories and are defined by the Rector's Conference and National Council of Science, Higher Education and Technological Development. Mobility experience is awarded. In addition to these conditions, individual faculties and departments can introduce additional conditions. Adoption of OTM-R policy and the rulebook for recruitment incorporating OTM-R will assure that additional conditions do not create obstacle for foreign researchers.

National ENIC/NARIC centre is responsible for recognition of foreign higher education degrees for professional purpose. University will continue to work on recognition of informal and non-formal learning.

Career breaks are not considered as an obstacle, for example Croatian Science Foundation doesn't count time for maternity leaves in project applications. Also, it is possible to get passive position while conducting other types of activities, functions, mandates. The right for the sabbatical is guaranteed in the Law and the Statute. In the coming period, due to University being part of the alliance of European University of the Seas, additional opportunities and encouragement for sabbaticals will appear.

Working conditions

The working conditions are defined by the Act on Scientific Activity and Higher Education and Collective Agreement. The salaries are calculated according to the Collective agreement based on the job complexity coefficients regarding the job position. Salaries accounting is transparent. Social security (together with the contributions for health insurance and pension fund) is paid by the Ministry every month. For staff that are employed on University funds, University pays social security, health insurance and pension fund. All researchers are treated as professionals.

In accordance with the employment contract, the institution provides working conditions for all employees. The researchers get email account that enables access to databases for which university has the license. In addition, all researchers have a right to library assistance, as well as to the assistance of the administrative staff at the level of individual faculties and the central university offices, such as the research office, technology transfer office, office of international relations. In addition, staff can use services of the Centre for career counselling and the psychological support.

All researchers from assistant professor to full professor get merit-based funding from university financing which they, jointly with their students and postdocs can use for attending conferences, workshops, round-tables, project meetings or for paying paper publishing fees, open access, buying books or small equipment etc.

University is permanently trying to improve the condition for both teaching and research. In this respect, University of Split secured over 11 mil. € for joint functional and spatial reorganization of the three faculties building and purchase of scientific-research equipment with a goal to raise the level of research papers, projects, innovations and patent applications. Also, University secured over 2,5 mil. € for putting in use newly built

dwellings for experimental animals. Main goal of the project is equipping the animal facility located inside University of Split School of Medicine's building thus establishing functional organizational protocols to raise the level of science and research infrastructure of the University implementing "good animal welfare equals good science" practice. Projects (KK.01.1.1.02.0018 and KK.01.1.1.02.0026) are co-financed from European Structural and Investment Funds. Faculty of Civil Engineering, Architecture and Geodesy secured over 11 mil. € co-financed from ESIF for implementing a modern scientific research infrastructure at Faculty to smart specialize in green and energy efficient construction (KK.01.1.1.02.0027).

The composition of working hours for academic positions can be accomplished 2 ways according to the Collective Agreement which entered into force in the fall of 2019. Standard division of working hours is 45% for teaching, 45% for research and 10% for administrative work and institutional contribution, while the flexible division corresponds to 63-27% in favour of teaching or research, depending on the professors' interest and the institution possibilities and 10% for administrative work and institutional contribution. Working hours of researchers are flexible and allow combining family and work, children and career.

There is no career development strategy for all stages of researchers. In order to address this weakness, in the future period actions will be developed to address career development of particularly young researchers. Different transferable skills trainings will be developed, including training for teaching skills. The existing possibilities for career advice will be extended and better communicated.

University adopted the IPR policy in 2013. Based on the experience, the policy will be updated in the coming period.

The procedures for dealing with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers are not clear throughout the University. In order to deal with this weakness, in the next period it is planned to appoint an impartial (ombudsman-type) person who will assist research staff in resolving work-related conflicts, disputes and grievances.

The academic staff and students actively participate in different types of boards, University bodies, councils, committees, etc.

Training and development

The staff training activities are mainly performed through workshops or lectures, such as didactic and pedagogic workshops, professional English language courses, IPR workshops, scientific publishing and open science workshops. Most of these activities are held occasionally as part of projects. University is putting effort to make some of them permanent and attract more students and researchers to participate. University professors are regularly attending scientific conferences and applying for various projects. Also, they are all encouraged to use Erasmus or other funding for teaching or training abroad. Over the last years, approximately 15% of staff took advantage of Erasmus+ mobility. For the period 2019/2020 we secured funds for mobility of approximately 30% of researchers. On UNIST web pages calls for various fundings and scholarship for professional development are regularly published. University support services, Office for International Relations, Office for Academic Affairs, Office for Research and Office for Projects and Technology Transfer are always on disposal for all employees for various questions and requests regarding above mentioned activities.

However, there is no continuous and institutionalized process for staff trainings. As one of the actions in the following period, University will organise the training in teaching competences, which will be available free of charge to all university researchers once per year.

The Student Counselling Centre is an internal organizational unit of the University of Split, which aims to coordinate and ensure systematic support for students of the University of Split through academic, career and personal counselling. This enables them to develop their academic potential, increase the efficiency and completion of their studies, employability and competitiveness in the labour market. All services provided by the University Student Counselling Centre are free of charge for all its users. The Centre includes Career Counselling, Student Counselling for students with Disabilities, Psychological Counselling, Kinesiology Counselling, Counselling for interfaith dialogue and Student Pastoral Care and Legal Counselling.

Main task of Career Counselling is to provide development of career skills through activities such as counselling, educational workshops and lectures. It helps students gain the skills to collect, analyse, synthesize and organize information about themselves, their education, the job market, and their professions, which will help them make informed career development decisions. All services are available for staff as well. Effort will be made to make researchers more aware of the available services.

Mentors are in charge of their PhD students training and they are also writing reports on their student's progress. Mentoring process is monitored by the respective Study Committee. In addition, for each young researcher, each year the mentor gives a report on hers/his progress to the Faculty council and each two years PhD students submits a report on the mentor's work. In order to further improve the PhD student – supervisor relationships, guide of good practices for supervisors and PhD students, as well as specific trainings are planned.

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

More effort has been made towards ethical and professional aspect, as well as development of continuous professional development of researchers.

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

Yes, in October 2018 there was change in governance. New administration has started renewal of the HRS4R. OTM-R policy adoption has been initiated, as well as regular monitoring of a series of indicators that appear in the OTM-R checklist.

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

University of Split became part of European universities alliance (SEA-EU), together with University of Cadiz, University of Malta, University of Western Brittany, University of Kiel and University of Gdansk. The project funded by Erasmus started on 1 October 2019. We committed ourselves to build a European University in which all the partners have the award of the HRS4R identifying our research institutions as supporting a favourable and boosted work environment. Throughout the project, we will monitor the conformity to ethical, gender and inclusion requirements of the project, including the implementation of HRS4R.

SEA-EU commits to the principle of open access and open data in education and research. All scholarship emerging from SEA-EU project will be freely available on open repositories at each of the participating universities, with the option to ensure SEA-EU wide access and interoperability. Intellectual property rights will

be safeguarded and potential for commercialisation will be actively explored in coordination with the Quality and Ethics subcommittee we have established.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Examples:

<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>	<i>Remarks</i>
<ul style="list-style-type: none"> -Organizing a larger number of public lectures and thematic round tables in order to inform public about the scientific achievements of the institution. -Presentation of scientific results in public, covered by media. -Expanding cooperation at the level of local community and civil society. -Developing a clear strategy of presenting the achievements of the University and timely informing the public. -Encouraging voluntary engagement of researchers and other University's employers in humanitarian and similar activities of civil society. -Organizing university workshops that will cover the themes of project registration, management and reporting. 	Public engagement	2013.-2015.	<ul style="list-style-type: none"> -University Senate -University Council -University constituents -PR office of University and its constituents -Technology Transfer Office -Project managers -University journal Universitas 		Completed	<p>Actions were accomplished in last Action Plan but we continued to work in Public engagement through organising conferences, open days, workshops and trainings, lectures for general public, publishing books and booklets, continuously publishing news and articles in Universitas (over 40 issues since 2016), organising Science Fair every year (more than 100 activities each year) and European Researchers' Night in 2018 and 2019.</p> <p>Last years, University and its constitutes have participated in many humanitarian actions, like preparing dinner for homeless people in Centre for homeless people in Split. Also, many employees joined and donated blood in blood donating actions that were organized in collaboration with Red Cross in Split.</p> <p>This actions align with UNIST Strategy and</p>

						Scientific Strategy tasks (Disseminate results of the projects within the scientific community, stakeholders from real sector and society, Increase science popularization activities, Organize workshops with visiting scientists from domestic and foreign scientific research institutions and industry, Promote the benefits of the University of Split and Promote science and arts) for achieving Strategy goals.
-Exploring and accepting the criteria of evaluation performed at successful scientific institutions -Criteria and procedure of assessment should be transparent; introducing peer review system in titles election of responsible persons in scientific-research projects -Assessment and rank of scientific efficiency of the constituents within the science areas and branches	Evaluation/ appraisal systems	2013.- 2015.	-Centre for Quality of University of Split -Science manager -Science Office -University constituents		Completed	Evaluation criteria are defined at national level - Act on Scientist Activity and Higher Education (NN 123/03, 198/03, 105/04, 174/04, 02/07, 46/07, 45/09, 63/11, 94/13, 139/13, 101/14, 60/15, 131/17). They are transparent and include peer review by expert committee, which is approved by university constituents' councils. Quality Assurance Manual was adopted in 2018. University Library conducts Researchers' productivity Analysis since 2018. The funding obtained for research from Ministry is distributed to the faculties and departments taking into account the number of researchers and their scientific productivity.
-Enacting rule of advertisement for recruitment on EURAXESS network. -Advertising improvement, especially in defining conditions of titles election, description of work conditions and advancement possibilities (information package linked with advertisement).	Recruitment (Code)	2013.- 2015. Q1 2021.	-University Senate -University constituents	Revised information package	Extended	Since 2016 all advertisements appear on EURAXESS network. The information package linked with advertisement will be improved in the forthcoming period.

<p>-Define election procedure, employment, and selection criteria. -Candidates should be informed in detail about the selection procedure, as well as about the outcome in written form.</p>	<p>Transparency (Code)</p>	<p>2013.-2015.</p>	<p>-University constituents</p>		<p>Completed</p>	<p>Vacancies for all research positions are advertised. All candidates are informed about the outcome in written.</p>
<p>-Inciting formation of legislature on the national level in the field of acknowledging competences acquired through non-formal education -Development of procedures for recognition of formal qualifications and non-formal qualifications (development of review system)</p>	<p>Recognition of qualifications (Code)</p>	<p>2013.-2015. Q4 2021.</p>	<p>-Office for Recognition of Foreign Diplomas and Professional Qualifications -University constituents</p>	<p>Report with proposal of legislative changes and developed procedures</p>	<p>Extended</p>	<p>The topic is still relevant at the national and international level and will be tackled through European University of the Seas. Based on the experiences in the project, appropriate legislative changes will be suggested.</p>
<p>-Ensuring conditions and inciting mobility at all University levels -Covering progress in mobility improvement and its stimulation through reward system -Ensuring financial means from the EU funds and industry partnership projects -Fostering exchange schemes such as Erasmus</p>	<p>Value of mobility</p>	<p>2013.-2015.</p>	<p>-University International Cooperation Office</p>		<p>Completed</p>	<p>Actions were accomplished in the last Action Plan but we continued working towards ensuring more funds for staff mobilities. Approximately 15% of staff (more than 300 persons) is taking advantage of Erasmus+ mobility every year. For the period 2019/2020 we secured funds for mobility of approximately 30% of staff. There are over 550 Erasmus+ cooperation agreements and 80 bilateral agreements with universities worldwide. Also, University is preparing for the next Erasmus programme 7-years period, so our active participation is a key strategic priority.</p>
<p>-Continuing the regulation development for protection and Intellectual Property income allocation. -Developing mechanisms of informing and education on regulation application.</p>	<p>Intellectual Property Rights</p>	<p>2013.-2015.</p>	<p>-Technology Transfer Office</p>		<p>Completed</p>	<p>University has IP policy and its Technology Transfer Office offers advice to researchers on intellectual property rights. Also, Office organised lectures and workshops in last period and held over 120 individual consultations for University employees.</p>

<p>-Encouraging and accelerating the making of the personal data collection, which will enable monitoring of teaching, science and mentoring share in overall workload.</p> <p>-Introduction of possibility of increased share of teaching or science in overall load, according to research needs, employee attitudes, and requirements of the institution.</p> <p>-Developing specialization and education mechanisms for all researchers in order to obtain teaching skills.</p>	Teaching	2013.-2015. 2/2 2020., 2/2 2021., 2/2 2022.	-University constituents -Vice rectors	Number of trainings organised, number of researchers participating/ 1 training per year/ 20 researchers per year trained	Extended	<p>Based on Collective Agreement for Science and Higher Education (2018), each researcher and teacher at the beginning of the academic year gets his own composition of overall workload with defined shares of teaching, science, mentoring and institutional activities. And also, researchers can have increased scientific or teaching share in his overall workload.</p> <p>A lot of trainings were conducted in teaching skills over last years as a part of various projects. However, there was no mechanism for all researchers.</p> <p>Periodic training in teaching skills will be held once a year (2020., 2021. and 2022.) for University staff.</p>
<p>-Encouragement of researchers' education at other institutions.</p> <p>-Permanent trainings and seminars organized/carried out by the University and/or its constituents for their researchers</p> <p>-Enable financial instruments to encourage the development of skills and competencies.</p>	Continuing Professional Development	2013.-2015.	-University International Cooperation Office -University constituents		Completed	<p>In last 4 years, number of staff trained at other institutions in and outside of EU has increased over 3 times.</p> <p>This actions align with UNIST Strategy tasks (Organize English language courses systematically for University employees, Establish a model for professional development of non-teaching staff and Increasing researchers outgoing mobility) for achieving Strategy goals.</p>
<p>-More attendance and securing of financial resources will foster researchers' development and better exploitation of their potentials.</p>	Access to research training and continuous development	2013.-2015.	-University constituents		Completed	<p>UNIST is participating in European projects management since FP6 and is currently engaged in 9 H2020 research projects, 14 Interreg projects, 18 Erasmus+ projects, 12 ESF projects, 1 EuropeAid, 1 COSME and 6 ERDF projects. In addition to that, UNIST staff is leading around 30 Research projects and 38</p>

						<p>Career development for Young Researchers projects funded by Croatian Science Foundation.</p> <p>This action aligns with UNIST Strategy and Scientific Strategy tasks (Increase funding for science through EU funds, Encourage cooperation with the real sector and Implement projects for the public and private sectors) for achieving goals with indicators of increased annual growth.</p>
-Inciting complying with ethical rules, and regular adjustments and promotion of the Code of Ethics (public discussions, workshops, etc.).	<p>Ethical principles</p> <p>Good practice in research</p>	2013.-2015.	<p>-Ethical Committees of University of Split and its constituents</p> <p>-Centre for Quality of University of Split</p> <p>-Boards for Quality of University constituents</p>		Completed	<p>Extra action.</p> <p>Ethics and research integrity issues were directly informed by the activities from the following H2020 projects, where research groups from the University of Split participated:</p> <p>HEIRRI – Higher Education Institution and Responsible Research and Innovation (completed in 2018): http://heirri.eu/</p> <p>EnTIRE – Mapping Normative Frameworks for ETHics and Integrity of REsearch (EnTIRE): http://entireconsortium.eu/stakeholder/ and https://www.embassy.science</p> <p>VIRT2UE – Virtue based ethics and Integrity in Research: Train the Trainer program for Upholding the principles and practice of the European Code of Conduct for Research Integrity: https://www.embassy.science/training</p> <p>SOPs4RI – Standard Operating Procedures for Research Integrity; https://www.sops4ri.eu/</p>
-Enable access to the relevant legislation and institutional rules	Professional attitude	2013.-2015.	<p>University Legal, Administrative and General Affairs Service, University constituents</p>		Completed	<p>Extra action.</p> <p>On UNIST and University constituents websites, legal acts, rulebooks and all documents have been posted, publicly available to all.</p>

-Enable access to the leading scientific journals and on-line bases	Professional responsibility	2013.-2015.	University Library		Completed	Extra action. In last years, UNIST has access to over 70 online databases.
-Emphasize continuously the importance of professional ethics and unacceptability of any form of plagiarism and forgery repositories of scientific research results and databases.	Professional responsibility	Q2 2020.	University Management, University Library		In progress	Extra action. University Computing Centre SRCE (University of Zagreb) is currently procuring 2 software solutions for plagiarism detection (Turnitin and PlagScan) that will be available to all staff and students from the University of Split.
Stimulating practice of postdoc specialization abroad and at the institution in the Republic of Croatia with adequate evaluation of specialization -Encouraging PhD and postdoc mobility	Recognition of mobility experience (code)	2013.-2017.	University Management, University Constituents, International relations office		Completed	Extra action. Decision of Rectors' Conference (2017), Decision on the necessary conditions for the assessment of teaching and scientific-professional activities in the process of election to scientific-teaching titles. Among 31 conditions (requirements), one is related to training abroad. Also, University International Relations Office is promoting Erasmus+ mobility for training to postdocs, all staff and students on more than 10 Info days every year.
Informing about the importance of the lifelong professional development (round tables, workshops, etc.)	Seniority (code)	2013.-2019.	-University Offices		Completed	Extra action. University staff are regularly informed and encouraged to attend round tables, workshops, courses, lectures, etc.
Supporting researchers' professional attitude through introduction of project application process and procedures	Professional attitude	2015.-2019.	University management -Vice rector for research and innovation -University constituents -Office for projects and technology transfer	Introduced project application form.	Completed	Extra action. All professors need to inform University's Office for projects and technology transfer before applying for projects and they can come to Office to get needed support in preparing projects proposals and documentation. Communication is highly encouraged. Online application form is available.
Renewal of research facilities and equipment	Research environment	2017.-2019.	University management University constituents	Number and value of research infrastructure projects	Completed	Extra action. University has obtained three large grants (total values ~ 25m euro) for research infrastructure

			Office for projects and technology transfer			
-Encouraging flexibility in every aspect with efficient control of the use of working hours introducing the periodic and independent evaluation of scientific and professional work	Working conditions	2013.-2019.	-Rectorate -University constituents		Completed	Extra action. According to the national Act on Scientist Activity and Higher Education and Collective Agreement researchers have been given freedom for flexible working hours. Under the same Act, researchers must undergo an evaluation process every five years.
1. Review of Code of Ethics	Research freedom, Ethical principles	Q4 2020.	University management Office for legal and general affairs Ethical committee	New, revised Code of Ethics	New	External experts will be included as advisors, in particular Prof. Ana Marusic who is Research Integrity Advisor at Doctoral school of University of Split, School of Medicine
2. Open Access Policy	Research freedom, Dissemination, exploitation of results	Q1 2021.	University Management, University Library, Office for legal and general affairs, Research Office	Written and adopted Open Access Policy	New	External experts from Institute of Ruđer Bošković who participate in OpenAIRE project will be consulted.
3. Translation to Croatian and adoption of ALLEA Code of Conduct for Research Integrity	Ethical principles, Good practice in research	Q1 2021.	Research Office expert Prof. dr. Ana Marušić	ALLEA Code of Conduct for Research Integrity translated and adopted	New	The adopted Code of Conduct will be available on the University web page, all current researchers will be notified and it will form a part of the information package sent to all newly employed researchers.
4. Continuing research into ethical climate to provide evidence for policy change and adaptation and contribution to national practice	Ethical principles	Q4 2021. Q2 2020.	School of Medicine and Faculty of Humanities and Social Sciences University representative	Report on findings Participation	New	UNIST representative will participate in the 25th National Ethics Councils Forum in Zagreb, Croatia, May 2020
5. Train the trainers in responsible research	Good practice in research	Q2 2020.	Virt2uE project team	Certified trainers	New	VIRT2UE – Virtue based ethics and Integrity in Research: Train the Trainer program for Upholding the principles and practice of the European Code of Conduct for Research Integrity: https://www.embassy.science/training

						Training will be organised in February 2020.
6. Rulebook for application and implementation of projects at University of Split	Professional attitude, Accountability	Q2 2020.	University Management, Office for projects and technology transfer	Adopted Rulebook	New	The rulebook will formalize the procedures already established through the on-line form and further support researchers in obtaining all necessary approvals before starting their research or accessing the university resources and in adhering to the principle of accountability.
7. Writing of Rulebook on the announcement and implementation of public recruitment	Recruitment, Recruitment (code), Selection (code), Transparency (code)	Q2 2020.	University management Office for legal and general affairs University constituents	Rulebook on the announcement and implementation of public recruitment	New	The Rulebook will put into practice OTM-R principles.
8. Establishment of a system for collecting information on applicants to open positions	Recruitment (code)	Q1 2021. Q1 2022.	Office for legal and general affairs Research Office	Reports on collected information	New	Starting in 2020 each university constituent will be asked to supply data on applicant to open positions. This will form bases for reports and potential further activities.
9. Allocating a yearly budget for intellectual property protection and publishing an open call for disclosure of intellectual property	Dissemination and exploitation of results Intellectual Property Rights	Q4 2020., Q4 2021., Q4 2022.	Office for Projects and Technology Transfer	Published Call	New	In order to stimulate exploitation of research results a fund for IPR protection will be established.
10. Revision of IPR Policy	Intellectual Property Rights	Q4 2020.	Office for Projects and Technology Transfer	Revised IPR Policy	New	IPR policy will be revised in 2020 based on the experiences from the previous period.
11. Organisation of lectures and workshops regarding different aspects of Intellectual Property Rights	Professional responsibility, Dissemination and exploitation of results, Intellectual Property Rights	Q1-Q42020. Q1-Q42021. Q1-Q42022.	Office for Projects and Technology Transfer	5 lectures or workshops held every year	New	Planned lectures and workshops are: 1. The scope of patent protection: intellectual property rights basics 2. Research and innovation: responsible conduct in research 3. From idea to the market or why intellectual property should be an integral part of business plan 4. Intellectual property rights other than patent 5. Patents database search

						6. Appropriate forms of intellectual property protection in different scientific areas
12. Staff training for storing research results in Repositories (open access)	Dissemination, exploitation of results, Continuing Professional Development	1/2 2020. 1/2 2021. 1/2 2022.	University Library	1 Staff training	New	In order to promote open science staff will be trained in preparing and storing research results in repositories.
13. Course for training students and researchers to self-archive and for raising awareness for open access publishing	Continuing Professional Development	1/2 2020. 1/2 2021. 1/2 2022.	University Library	1 Course	New	In order to promote open science staff and students will be trained in preparing and storing publications in repositories.
14. Workshops for students and staff to strengthen communication, presentation and organizational skills, etc.	Working conditions	Q1-Q4 2020., Q1-Q4 2021., Q1-Q4 2022.	University Student Counselling Centre	5 workshops every year	New	Planned workshops: -How to present yourself -Self-assessment of job-related personality traits -Time Management -Communication skills -Assertiveness -Preparing for a public appearance on radio and TV -How to work in team
15. Mental health workshops and seminars for improving quality and corporate wellbeing	Working conditions	2/2 2020. 2/2 2021. 2/2 2022.	University Student Counselling Centre – Psychology Counselling	Number of workshops/ Number of participants 1 workshop per year/ 15 participants	New	There is already possibility of individual mental health counselling, that employees are mostly not aware of. With workshops and seminars we will raise awareness and improve staff wellbeing.
16. Improving PhD supervision	Relation with supervisors, Supervision and managerial duties, Supervision	2/2 2021. 2/2 2022.	Research office	Number of trainings/ Number of participants 1 training per year/ 15 participants Developed guide	New	-1 training per year for PhD students and supervisors -Guide of good practices for supervisors and PhD students
17. Developing procedure for complaints/appeals of researchers	Complaints/appeals	Q1 2020.	University management Office for legal and general affairs	Developed procedure including an ombudsman	New	An impartial (ombudsman-type) person will be appointed who will assist research staff in resolving work-related conflicts, disputes and grievances.
18. Raising awareness on gender balance	Gender balance	1/2 2020.	Office for legal and general affairs	Workshop/ 15 participants	New	Workshop will be organised for representatives of University

						constituents involved in recruitment. Representative of the national Office of ombudswomen for gender equality will be involved.
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The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *: <http://www.unist.hr/en/science-and-innovation/hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

University of Split is obliged to OTM-R principles within the national legislative framework and the Statute. All open positions for researchers are published in EURAXESS. Nevertheless, the full meaning of Open, Transparent and Merit-Based Recruitment principles are relatively new to the staff and researchers at University of Split.

The recently adopted OTM-R policy will be available on the University web site and all new advertisements will provide a link to it. With the activities defined in the Action plan we are aiming to improve the recruitment strategy and procedure even more. New guidelines, including OTM-R principles will be developed. The monitoring of the share of applicants of different origins will be established (from abroad, genders,..).

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

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N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

We consider that the implementation of the HRS4R so far has brought positive developments for the institution. Although we did not approve an action plan for 2016-2019, many activities were done to introduce and support the Charter and Code (C&C) principles. After the new HRS4R committee was introduced, the situation was analysed and new actions proposed. Having previously encountered some difficulties in the process, three vice-rectors were nominated in the committee to assure the involvement of the management and the alignment of other strategic and management decisions with HRS4R.

HRS4R web page section will be redesigned to include all the necessary documents on the process as well as links to additional material which can facilitate the researchers' access to relevant websites and documents connected to C&C principles.

Awareness raising activities on HRS4R will be done, with the goal of making more researchers aware of the C&C principles and the planned activities. This will be done through different channels, including the network of vice-rectors in charge of research.

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

The Steering committee (SC) that prepared the Internal review is responsible for writing reviews and new Action plans, overseeing activities and implementing the HRS4R and the Charter and Code principles. Numerous researchers and staff were asked to give input in writing internal review. Data was collected by sending them prepared tables.

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

All new proposed actions are tailored in favour of UNIST research community. Staff will participate in workshops and lectures. The recommendations will be developed for all new staff to receive a set of links to HRS4R web subpage, with Charter and Code, Ethics Code, Action Plan. Annual survey on HRS4R principles will be administered within the research community.

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

Yes. SC will be the essential link with the other groups of interests (Quality Committee, Ethics and committee of vice-rectors) with which they will communicate on joined issues and priorities. SC is composed of Vice rector for Science and Innovation, Vice rector for Administration and Development of Human Resources, Vice rector for International Cooperation, Secretary General, Expert Associate for Science, Representative of Professors

and Representative of postdoctoral level researchers and Representative of PhD students. SC will work with all University's constituents and Offices to monitor progress of proposed activities. SC will meet 2 times a year and will be responsible for the internal evaluation of the HRS4R Strategy, document maintenance, its implementation and indicator monitoring.

- 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?

Many tasks in existing strategies are aligned with HRS4R principles. There is no overarching HR policy, but OTM-R policy has been recently adopted.

New University's Strategy and Science Strategy will specifically recognize HRS4R.

- How is your organisation ensuring that the proposed actions are also being implemented?

All proposed activities have an Office or person appointed to make sure that activities will be implemented and to give feedback to SC.

- How are you monitoring progress?

Members of SC will within the scope of their competence and authority be in charge to oversee the progress of implementation and monitor the actions. They will share the information on regular meetings and discuss and approve possible modifications to the plan by creating alternative or new actions. Also, persons or Offices appointed to implement and monitor activities will give feedback to Steering committee regularly. The survey will be analysed and corrective actions taken if needed.

- How do you expect to prepare for the external review?

If necessary, the internal review will be updated.

All requested documents will be prepared in order to facilitate the necessary information for external experts before they arrive to the site visit.

The HRS4R committee will be available to meet with the external experts, as well as other representatives of researchers or support staff. University will provide an agenda with meeting times, locations and names of people. If necessary, the working space will be allocated to the experts.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

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Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.