

HR Excellence in Research

Action Plan

Action Plan

Case number

2024BA231763

Name Organisation under review

International University Travnik

Organisation's contact details

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1. Organisational Information

*Please provide a limited number of 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 *	89
Of whom are international (i.e. foreign nationality) *	0
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	42
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	20
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	0
Of whom are stage R1 = in most organisations corresponding with doctoral level *	61
Total number of students (if relevant) *	8
Total number of staff (including management, administrative, teaching and research staff) *	130
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	
Annual organisational direct government funding (designated for research)	
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)

International University of Travnik (IUT) is an independent higher education institution offering 22 career-focused education through 23 bachelors, 22 master and 15 doctoral degree programs. The predecessor of the International University Travnik, the Faculty of economic and technical engineering, was founded in 2005 and in 2010 the four faculties were integrated into University (Faculty of economic and technical engineering, Faculty of Economics, Faculty of traffic engineering and Faculty of Ecology). Later, Faculty of Law, Faculty of Media and Communication and Faculty of Information Technologies were founded. The International University of Travnik is an accredited institution with the big research contribution in BiH.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

**Strengths and Weaknesses (max. 800 words)**

Research freedom at IUT is guaranteed through different laws, bylaws and institutional acts. Researchers enjoy freedom of thought and expression, but also the freedom to identify methods by which problems in their specific fields of expertise are solved. In their work researchers are expected to abide to recognised ethical principles and practices. However, there are limitations to this freedom arising from the existing legal regulations and budgetary restrictions. Standards and Regulations in HE, limit working time of the IUT staff employed at faculties and academies to spend 30% of their working hours on research and 70% on teaching and other obligations. On the other hand academic career advancement puts focus on research and requires significant research output to be produced. This formal imbalance between teaching and research puts more stress on researchers who are expected to deliver research results for which they might not have enough time.

The research activities are also governed by ethical principles defined in the IUT Code of Ethics which guarantees respecting of basic moral values of the IUT (enjoying all rights, respecting integrity and dignity of all people and goods, autonomy of research, artistic, and teaching activities, equality and fairness, academic freedoms, respecting laws and public procedures). The executive bodies responsible for ethical issue are the Ethical Council at the university level and Ethical Boards at the level of member institutions. The researchers and the wider public might not be sufficiently familiar with the work of these bodies indicating that they need to work on their visibility.

Additionally there is space for improvement and redefinition of the roles and tasks of the IUT Ethical Council.

The working conditions of researchers are regulated by laws and must be respected by all involved parties (employer and employees). Accordingly, research deliverables are regulated either by bylaws or institutional acts and bound by certain timeframes. The IUT is very experienced in project implementation at international and national level which represents an advantage when it comes to financial reporting. Additionally, the University is in the process of establishment of the Centre for Research and Development which will provide additional support to researchers in issues related to project applications, implementation, reporting, etc. This Centre will also serve as a TT and counselling unit for the issues of IPR.

When applying for research projects researchers are organized in teams with senior researchers with expertise taking the lead. Research results are disseminated in national and international events but also on web sites of the University and its member institutions. The trend seems to be in the direction of presenting the research results to scientific community rather than to the wider public.

The evaluation and appraisal system is recognized as a very significant mechanism for increasing research creativity. The IUT is in the process of adoption of the Rulebook on Staff Awarding based on research outputs which is expected to additionally stimulate research production. IUT staff is also evaluated based on their curricula efficiency once a year by faculty.

However, the evaluation procedure is determined at faculty level where the results are discussed. The evaluation and appraisal system is recognized as a very significant mechanism for increasing research creativity.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

Regarding the recruitment and selection process at the IUT, international, national and institutional acts protect researchers from any kind of discrimination. As already outlined before, the legal regulations define a clear division of research and teaching activities for researchers. Only researchers at institutes are employed as full time researchers. Due to legal regulations on the employment of foreign nationals, international researchers might face complicated procedures regarding their work in BiH. As for the PhD candidates, foreign nationals can enrol a PhD program and pay the fees determined for foreign students.

According to legal regulations open positions are advertised on the IUT web site (<https://iu-travnik.com/konkursi-za-nastavnike/>), web sites of member institutions, as well as in daily newspapers only in local language with the duration of an advertisement of up to 15 days (timeframe set by legal framework). Once the selection process is closed candidates are informed about the results. It is not a common practice among employers in BiH to inform candidates about the strengths and weaknesses of their applications. Although the mobility experience is widely promoted and the IUT staff participates in exchange programmes there are no criteria which would include mobility experience as a valuable contribution to the professional development of a researcher. In general, short term absences for the purpose of professional development are welcome and take place often. However, in reality faculties/institutes struggle finding a substitute for the researcher who leaves his/her working place for any reason including professional development, fellowship, research at another institution, etc. BiH national legislation does not recognise postdoctoral appointments as such, but there are equivalent engagements of post docs in projects with the focus solely on research. Such cases should be examined and due attention given to regulating postdocs at the IUT, but also in the country.



Strengths and Weaknesses (max. 800 words)

Limited investment in research is reflected in insufficiently developed infrastructure which consequently affects the research results and outputs. Due to budgetary constraints, the most university members lack equipment and adequate premises for their research. When asked about infrastructure, university members report different situations. Some of them have managed to improve their infrastructure through different national and international projects while some of them have agreements with industries. IUT recently established a Fund for the IUT Development (to which all member institutions contribute) which should provide part of resources for research infrastructure development. Solid contract research at the IUT might be considered as basis for improvement of the equipment or of its maintenance (for example through investing percentage of contract research income to a fund for equipment maintenance). The issue is still to be looked in thoroughly and improved.

Legal regulations provide a sufficient number of prominent principles in favour of researchers. The University allows in many cases flexible working hours, depending on the specific needs of researchers. Researchers are allowed to pursue the external, temporary research opportunity by using paid or unpaid leave. Major issues related to working conditions at the IUT are: lack of fair balance between teaching and research, lack of research (and teaching) infrastructure and other tools all this directly or indirectly affected by the lack of funds for research.

With reference to the stability of employment only full professor/scientific advisor positions are with permanent contract. Even though salaries together with social security and pension rights are guaranteed to all employed researchers at all stages of their careers (teaching and research work is covered by one salary) according to the conducted survey the majority of researchers are not satisfied with their salaries.

Within its activities to provide career development services to researchers, IUT is currently collaborating with the universities in the region to prepare and publish Young Researchers Guidebook, targeted at young researchers at the starting point of their careers and providing them with information to easily find their way around. Ongoing activities at the IUT also include establishment of a mentoring system to support early stage researchers (after the completion of their PhD studies – this is the crucial moment for a successful continuation of their careers).

Training and development*



Strengths and Weaknesses (max. 800 words)

Within doctoral programmes, the supervisors for PhD programs in most cases become mentors at a later stage. Their relations with PhD candidates are explained in detail in the Rules on 3rd cycle of studies organization of PhD studies. At the moment the revision of these Rules is ongoing and it is expected to additionally improve these relations. Due to overload in teaching activities senior researchers might lack time to engage more intensively with early-stage researchers. Researchers are not formally obliged to continuously expand their skills and competencies.

Current activities at the IUT include piloting of counselling (mentoring) system at three member institutions and its later implementation at the university level. The pilot project is intended as a possible response to the need of the junior staff to continue receiving help and guidance from their supervisors after the completion of their PhD studies, given that this is precisely the moment that is crucial to a successful continuation of their careers.

Some university members also implement their own policies on transversal skills learning. Based on needs assessment different trainings are organized for young researchers (PhD students) in research methodology, project management, critical thinking etc. However, the IUT needs to address the issue of formal recognition of non-formal and informal forms of education (certification) and strengthen its offer of LLL programs for its staff (academic and professional) as well as for the community at large.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://iu-travnik.com/hrs4r-proces/> <https://iu-travnik.com/principi-povelje-i-kodeksa/> (<https://iu-travnik.com/hrs4r-proces/> <https://iu-travnik.com/principi-povelje-i-kodeksa/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

Proposed ACTIONS

Action 1

1.1 Conducting regular training courses for employees on the policy of open access to scientific publications and research data
 1.2 Start the initiative to the Cantonal Ministry for amending the teaching- research ratio

GAP Principle(s)

(+/-) 1. Research freedom

Timing (at least by year's quarter/semester)

4Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate
 Rectorate

-Circulating a newsletter and e-mail to all university employees and doctoral students. - Send an initiative to the Ministry of Education, Science and Youth to redefine the ratio of teaching and scientific activities -Researchers and doctoral students know and adhere to recognized ethical practices, enjoy freedom of expression. - Follow-up on the initiative

Proposed ACTIONS

Action 2

2.1. Adopting the IUT Code of Ethics and introducing the provision on the obligation to read this Code to the Work Regulations 2.2. Organize trainings on ethical principles in research for young researchers and PhD students 2.3. Enhance the activities of the Ethical Council (through redefinition of its roles) 2.4. Increase transparency of work of Ethical Council and Ethical Boards

GAP Principle(s)

(+/-) 2. Ethical principles

Timing (at least by year's quarter/semester)

1Q 2025 3Q 2025
1Q 2026 4Q 2024
Continuous

Responsible

Unit

Indicator(s) / Target(s)

Ethical Council/Ethical Boards Senate Rector / Plenipotentiary for equality in cooperation with the Rector's Commission for the gender equality plan, Academic Spokesperson, Organizational and Legal Section

-no of trainings organized (incl. promotion of European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, Code of Ethics, etc.) -no of participants -reports on trainings -Role and tasks of Ethical Council redefined in the new Statute -published reports on work of Ethical Council and Ethical Boards -no. of organized discussions, round tables, etc. -IUT scientists know and follow recognized ethical practices, enjoy freedom of expression and apply good practices in their professional work and in supervisor-subordinate relations.

Proposed ACTIONS

Action 3

3.1. Organize trainings on Plagiarism Elimination Strategies for researchers
 3.2. Ensure continuous use of Software-based verifications of PhD theses for plagiarism

GAP Principle(s)

(+/-) 3. Professional responsibility

Timing (at least by year's quarter/semester)

Twice a year
 Continuous

Responsible Unit

Indicator(s) / Target(s)

Committee for Detection of Plagiarism
 Quality Assurance Office/Research Support Office
 Executive Board
 Committee for Detection of Plagiarism

- no of trainings organized - No of participants - Reports on trainings - Finances for software licence ensured (decision by the Executive Board)
 - No of checked items (i.e. PhDs) - monthly reports submitted to the Senate of the University

Proposed ACTIONS

Action 4

5.1. Develop guidelines for new employees on IUT web site
 5.2. Disseminate information on researchers' rights and obligations

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

Timing (at least by year's quarter/semester)

4Q 2024
 Continuous

Responsible

Unit Indicator(s) / Target(s)

Human Resources Office Research Support Office/Legal Affairs Office R&D Centre	-Training at least once a year, compulsory for all new employees and doctoral students. -Developed guidelines -Number of website visitors -Information available via IUT web site, newsletters -All employees of IUT (R1-R4) have the opportunity to update their knowledge in the field of managing copyright, related rights and industrial property rights as well as the principles of commercialization
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Proposed ACTIONS

Action 5

6.1. Introduce practice of publication of Annual Report on IUT Research output

GAP Principle(s)

(+/-) 6. Accountability

Timing (at least by year's quarter/semester)

Annually

Responsible

Unit

Indicator(s) / Target(s)

Council

Research

Support

Office/Publishing

Office

-Initiative in place by the Council -Annual Report
Published (2024 and 2025) -Analysis of research
output

Proposed ACTIONS

Action 6

7.1. Annual review of documents functioning at the IUT and supplementing any identified procedural shortcomings, in particular in the field of IT data protection and recovery 7.2.Introducing the principles of assessing occupational risk at workplaces and signing for getting acquainted with information on occupational risk by all employees 7.3. Introducing the rules for conducting periodic inspections and tests of installations, utility and safety devices that are part of building facilities

GAP Principle(s)		Timing (at least by year's quarter/semester)
(+/-) 7. Good practice in research		4Q 2025
Responsible Unit	Indicator(s) / Target(s)	
Rector / Office for Occupational Health and Safety and Fire Protection IUT's IT Center Chancellor	- Sending an e-mail about updating procedures related to data protection and recovery; - Increased awareness of the academic community in the field of data security policy. -Issuance of the regulation of the Rector of the IUT; -Scientists and doctoral students have knowledge of the principles of conducting occupational risk assessment at workplaces. -Issuance of regulations by the IUT's Chancellor regarding periodic inspections and tests of IUT infrastructure. -All employees work in safe conditions at the IUT	

Proposed ACTIONS

Action 7

8.1. Enhance content of the IUT member institutions web presentation in terms of research outputs, results of research projects, and contract research possibilities

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

Timing (at least by year's quarter/semester)

Continuous

Responsible

Unit

Indicator(s) / Target(s)

Research Support Office Member institutions	-Initiative taken (guidelines to member institutions provided in terms of unified template for web presentation of research outputs and contract research) -50% of web presentations enriched with public info on research outputs and possibilities for contract research.
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Proposed ACTIONS

Action 8

- 9.1. Disseminate more widely research project results
 9.2. Analyse presence of IUT and its successful stories presence in public

GAP Principle(s)

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

Continuous
 Continuous

Responsible

Unit

Indicator(s) / Target(s)

Public

Relations

Office/Research

Support

Office/R&D

Centre Public

Relations Office

-Featured stories published on IUT website -
 Analysis of IUT collaboration with media, local governments, industries, with recommendations -
 Increase in cooperation activities with general public (no of interviews or featured stories).

Proposed ACTIONS

Action 9

10.1. Providing information via IUT's websites on the issues of identifying mobbing situations and counteracting mobbing, discrimination and corruption as well as on their consequences for the IUT 10.2. Introducing awareness training about the special needs of employees, students and doctoral students, including disabilities 10.3. Amendment of the internal policy on counteracting mobbing, discrimination and corruption

GAP Principle(s)		Timing (at least by year's quarter/semester)
(+/-) 10. Non discrimination		2Q 2025 1Q 2025 1Q 2026 Continuous
Responsible Unit	Indicator(s) / Target(s)	
Plenipotentiary for equality/ Promotion and Recruitment Office Plenipotentiary for equality/ Plenipotentiary for people with disabilities Rector / Vice-Rector for General Affairs	-Circulating a newsletter and e-mails among all employees and doctoral students of the IUT; - Researchers and doctoral students are able to identify and prevent incidents (situations) related to mobbing and discrimination. -Circulating a newsletter and e-mails among all employees and doctoral students of the University; - Researchers and doctoral students are knowledgeable about the special needs of workers with disabilities. - Issuance of an appropriate regulation of the Rector of the IUT -Researchers and doctoral students have knowledge of the internal policy of counteracting mobbing, discrimination and corruption.	

Proposed ACTIONS

Action 10

11.1. Develop criteria for stimulating research activities (through a Rulebook on Researchers Award and its adoption) 11.2. In the new periodic assessment of IUT staff, inclusion of the provisions on teaching activities and providing research care, dissemination activities, as well as mobility and national and international cooperation

GAP Principle(s)

(+/-) 11. Evaluation/ appraisal systems

Timing (at least by year's quarter/semester)

4Q 2024

Responsible

Unit

Indicator(s) / Target(s)

Senate
Council of
IUT
Research
Support
Office Vice-
Rector for
General
Affairs /
Senate's
Staff
Evaluation
Commission

-Transparent criteria for stimulating research activities of units and individuals developed and the Rulebook adopted -No. of awards (supported units and individuals according to established criteria) - Implementation of updated rules for periodic appraisal of the IUT employees. - Academic teachers are assessed according to transparent rules, they know the rules of periodic appraisal.

Proposed ACTIONS

Action 11

12.1. Carry out the analysis of the current system of recruitment compared to the OTM-R check list and step-by-step guide elements

GAP Principle(s)

(+/-) 12. Recruitment

Timing (at least by year's quarter/semester)

2Q 2025

Responsible

Unit Indicator(s) / Target(s)

Legal Affairs

Office

Research

Support

Office

-Analysis conducted -Recommendations for improvement measures developed -Initiatives to attract international researchers developed

Proposed ACTIONS

Action 12

13.1. Publish all research vacancies in English on EURAXESS web site
 13.2. Recruitment advertisements improved based on the OTM-R toolkit

GAP Principle(s)

(-/+) 13. Recruitment (Code)

Timing (at least by year's quarter/semester)

4Q-2024
 Continuous 4Q-2024

Responsible

Unit

Indicator(s) / Target(s)

Public Relations Office Member institutions

-No of vacancies published in English on EURAXESS
 -Increase in no of applications from abroad
 -Advertisements for open positions aligned with guidelines from the OTM-R toolkit

Proposed ACTIONS

Action 13

14.1. Introduce common reporting template for selection committees

GAP Principle(s)

(+/-) 14. Selection (Code)

Timing (at least by year's quarter/semester)

2Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Human Resources Office Quality Assurance Office

-Analysis of existing reporting styles at the university level conducted -Common reporting template developed and introduced

Proposed ACTIONS

Action 14

15.1. Initiate development of unified procedure for informing candidates about the strengths and weaknesses of their applications. 15.2. Analyse possibility of introducing e-recruitment system

GAP Principle(s)

(+/-) 15. Transparency (Code)

Timing (at least by year's quarter/semester)

3Q 2024 1Q 2025

Responsible

Unit Indicator(s) / Target(s)

Human Resources Office Quality Assurance Office Senate UTIC Human Resources Office	-Recommendations for unified procedure for informing candidates about the quality of their applications developed -Analysis conducted - Recommendations for actions developed
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Proposed ACTIONS

Action 15

16.1. Initiate enhancement of selection criteria with introduction of additional qualitative elements

GAP Principle(s)

(+/-) 16. Judging merit (Code)

Timing (at least by year's quarter/semester)

4Q 2024
Continuous

Responsible

Unit

Indicator(s) / Target(s)

Senate
Human
Resources
Office

Developed recommendations for enhancement of the selection criteria with additional criteria introduced under "desirable" competencies

Proposed ACTIONS

Action 16

17.1. Develop guidelines for adequately treating career breaks or variations in CVs

GAP Principle(s)

(+/-) 17. Variations in the chronological order of CVs (Code)

Timing (at least by year's quarter/semester)

3Q 2026

Responsible

Unit

Indicator(s) / Target(s)

Senate
Human
Resources
Office

-Guidelines for selection committees developed with clear instructions on treating career breaks or variations in chronological order of CVs (connected to activity 16.1.) -Senate Recommendation

Proposed ACTIONS

Action 17

18.1. Develop guidelines for valuing mobility experience

GAP Principle(s)

(-/+) 18. Recognition of mobility experience
(Code)

**Timing (at least
by year's
quarter/semester)**

1Q 2026

Responsible

Unit

Indicator(s) / Target(s)

Senate
International
Relations
Office
Human
Resources
Office
Quality
Assurance
Office

-Guidelines for selection committees developed with
clear instructions on valuing mobility experience
(connected to the activities 16.1. and 17.1.) -Senate
Recommendation -Mobility programs promoted

Proposed ACTIONS

Action 18

19.1. Develop guidelines for assessment and evaluation of non-formal qualifications

GAP Principle(s)

(+/-) 19. Recognition of qualifications (Code)

Timing (at least by year's quarter/semester)

4Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate
Human Resources
Office Office for Teaching Quality Assurance Office
Research Support Office

-Guidelines for selection committees developed with clear instructions on assessment and evaluation of non-formal qualifications (connected to activities 16.1., 17.1. and 18.1.) -Senate Recommendation

Proposed ACTIONS

Action 19

20.1. Promote lifelong professional development through LLL programs
 20.2. Develop criteria for assessment and evaluation of LLL programs

GAP Principle(s)

(+/-) 20. Seniority (Code)

Timing (at least by year's quarter/semester)

2Q 2025
 Continuous 3Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate
 Office for Teaching
 Senate
 Office for Teaching

-Number of promoting activities -Number of LLL programs at IUT -Senate Recommendation towards formal recognition of LLL programmes. -Institutional act on assessment and recognition of LLL programs developed and adopted

Proposed ACTIONS

Action 20

21.1. Analyse current practice and develop recommendations for promoting and valuing post-doctoral appointments

GAP Principle(s)

(--) 21. Postdoctoral appointments (Code)

Timing (at least by year's quarter/semester)

4Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate

Research

Support

Office/Legal

Affairs Office

-Analysis of the state of affairs conducted; -
Recommendations for valuing and promoting post-doctoral appointments developed.

Proposed ACTIONS

Action 21

22.1. Revision of the Rules on III cycle of studying

GAP Principle(s)

(-/+) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

3Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate

Research

Support

Office/Legal

Affairs Office

PhD

Programme

Councils

-Rules on III cycle of studying developed -Rules on 3rd cycle of studying adopted and implemented

Proposed ACTIONS

Action 22

23.1. Identify needs and requirements in terms of research infrastructure 23.2. Consider fund raising possibilities

GAP Principle(s)

(-/+) 23. Research environment

Timing (at least by year's quarter/semester)

1Q 2025 3Q 2024-Continuous

Responsible

Unit

Indicator(s) / Target(s)

Senate
Rectorate
Member institutions
Executive Board
Senate
Council

-Situation analysis on research infrastructure developed with recommendations for improvements
-Established contacts with alumni researchers and alumnus who own industry entities or SMEs; -
Established quota for support to research infrastructure and its maintenance from the projects or research contracts with industry/public sector.

Proposed ACTIONS

Action 23

24.1. Conduct periodical survey of employees on working conditions
 24.2. Review of documents specifying the rules for granting leaves and remote work in relation to planned changes to the Labor Code

GAP Principle(s)

(+/-) 24. Working conditions

Timing (at least by year's quarter/semester)

Continuous

Responsible

Unit

Indicator(s) / Target(s)

Human Resources Office Teaching Office Research Support Office Vice-Rector for General Affairs in cooperation with the Personal Affairs Office

-Surveys on working conditions conducted -Results of survey addressed through strategic documents - Issuance of updated Rector's announcements regarding working time, breaks at work and paid holidays; - All researchers, including those with disabilities, are provided with decent and flexible working conditions.

Proposed ACTIONS

Action 24

25.1. Perform comparative analysis on existing rules on employment at the IUT and the EU directive on Fixed-Term work (in connection to activity 12.1) 25.2. Review and update of the promotion procedure

GAP Principle(s)

(+/-) 25. Stability and permanence of employment

Timing (at least by year's quarter/semester)

1Q 2026

Responsible

Unit

Indicator(s) / Target(s)

Senate Legal Affairs Office Research Support Office Vice-Rector for General Affairs	-Analysis of the existing IUT rules and the EU Directive on Fixed-Term Work conducted -Number of discussions organized and recommendations for improvement given - Issuance of an updated Rector's regulation on the rules for the promotion of academic teachers; - All employees and doctoral students are familiar with the rules of the promotion procedure.
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Proposed ACTIONS

Action 25

26.1. Start the Initiative to increase salaries

GAP Principle(s)

(+/-) 26. Funding and salaries

Timing (at least by year's quarter/semester)

1Q 2025

Responsible

Unit

Indicator(s) / Target(s)

IUT
Employees'
Union
Financial
department

-Proposal to increase public funding/allocations for salaries of IUT -Relevant regulations, information meetings and newsletters -All researchers (R1-R4) have access to information on the remuneration policy and the level of remuneration for individual positions.

Proposed ACTIONS

Action 26

27.1. Start initiative to introduce best woman researcher award
 27.2. Implementation of activities specified in the Gender Equality Plan of the IUT in the field of disseminating the principles of equality

GAP Principle(s)

(+/-) 27. Gender balance

Timing (at least by year's quarter/semester)

3Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Council
 Senate

-Initiative introduced through the Council -Initiative adopted by the Senate -Circulating a newsletter and e-mail among all university employees and doctoral students. -The IUT's researchers and doctoral students feel protected against discrimination based on sex, age, ethnic, national or social origin, religion or belief, etc.

Proposed ACTIONS

Action 27

28.1. Analyse possibilities of development of career development strategy
 28.2. Launch initiative towards establishment of Career Development Centre (CDC)

GAP Principle(s)

(-/+) 28. Career development

Timing (at least by year's quarter/semester)

4Q 2025 1Q 2026

Responsible

Unit

Indicator(s) / Target(s)

Senate
 Human Resources
 Office Vice rector for research
 Human Resources
 Office Research Support Office

-Analysis completed with no of recommendations - Working group to analyse and elaborate the establishment of CDC formed -Analysis and Recommendations for CDC establishment produced

Proposed ACTIONS

Action 28

29.1. Promote mobility for academic staff and researchers
 29.2. Promotion of activities related to national and international mobility in order to strengthen interdisciplinary cooperation and the implementation of joint research and application projects

GAP Principle(s)

(-/+) 29. Value of mobility

Timing (at least by year's quarter/semester)

Twice a year

Responsible

Unit

Indicator(s) / Target(s)

International Relations Office Research Support Office Vice-rector for International Cooperation / Office for International Cooperation and Exchang

-No of promotional events for researchers -No of realized mobility programs per year - Circulating a newsletter and e-mails among all employees and doctoral students of the University. - Mobility procedures are transparent and allow for quick circulation of the necessary travel documents

Proposed ACTIONS

Action 29

30.1. Organization of training in the field of career counseling for scientists (career building, getting promoted and scientific promotion).

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 30. Access to career advice	Once a year

Responsible Unit	Indicator(s) / Target(s)
University and Scientific Staff Development Office, Administrative Project Support Center	-Organized promotional event for PhD students and early stage researchers -Guidebook for Young Researchers regularly updated and distributed - Launching training in the field of career counseling for researchers. - Researchers at every stage of their scientific career have the possibility of professional development -The future Centre for Research and Development will provide support to researchers regarding the project application, implementation, reporting, etc. Importantly, the Centre is to serve as the TT unit, and a counselling unit for the issues of IPR.

Proposed ACTIONS

Action 30

31.1. Initiate development of IUT repository 31.2. Initiate preparation of the Contract Research and Advisory Services Road Map for the IUT

GAP Principle(s)

(+/-) 31. Intellectual Property Rights

Timing (at least by year's quarter/semester)

Plan drafted to develop repository of master's theses, doctoral dissertations, abstracts of scientific papers and patents of all researchers at the IUT developed

Responsible Unit

Indicator(s) / Target(s)

Publishing
Office/Research
Support Office
UTIC Member
institutions'
libraries
Rectorate
Research
Support
Office/R&D
Centre/Legal
Affairs Office

-Plan drafted to develop repository of master's theses, doctoral dissertations, abstracts of scientific papers and patents of all researchers at the IUT developed -Initiative in place - Road map drafted -Road map endorsed by the IUT management

Proposed ACTIONS

Action 31

32.1. Analyse and revise regulation to value co-authorship

GAP Principle(s)

(+/-) 32. Co-authorship

Timing (at least by year's quarter/semester)

2Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate
Rectorate

-Analysis of available regulation conducted; -Plan for actions to develop criteria for academic progression, assigned coefficients for number of authors, order of authors, etc, drafted. -Upgraded Rules on academic progression adopted with accompanying system of valuing research papers (and other prerequisites for career advancement)

Proposed ACTIONS

Action 32

33.1. Update of internal regulations enabling the internationalization of the commission appointed to recruit researchers
 33.2. Updating the system of periodic appraisal of academic teachers, taking into account the management of scientific research and exercising scientific supervision over young scientists;

GAP Principle(s)		Timing (at least by year's quarter/semester)
(-/+) 33. Teaching		4Q 2025
Responsible Unit	Indicator(s) / Target(s)	
Executive Board Senate Finance Office	-Initiative to introduce financial support for additional teaching load made through IUT Senate and Executive Board - Issuance of an appropriate updated regulation of the Rector of the IUT. - All researchers (R1-R4) have access to information about the employee appraisal system.	

Proposed ACTIONS

Action 33

34.1. Analyse possibility of introducing ombudsman for researchers
 34.2. Appointment of a Rector's team to resolve conflicts at the IUT

GAP Principle(s)

(+/-) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

1Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate Ethical Council Legal Affairs Office	-Analysis conducted with recommendations - Issuance of a regulation of the Rector of the IUT. - IUT has appropriate procedures for resolving employee conflicts. The Conflict Resolution Council operates at the IUT.
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Proposed ACTIONS

Action 34

36.1. Start the initiative to introduce possibility of contractual relations between supervisors and candidates

GAP Principle(s)

(+/-) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

Academic year 2024/2025

Responsible

Unit

Indicator(s) / Target(s)

Senate
Rectorate
Member institutions'
councils

-Initiative introduced through Senate recommendations -Model contract offered regulating obligations by supervisors and candidates (issues related to work progress and research findings, feedback, schedules, milestones, deliverables and research output).

Proposed ACTIONS

Action 35

37.1. Continuous improvement of supervision (of senior researchers) through capacity building 37.2. Assess and analyse researchers' load related to their different roles and obligations

GAP Principle(s)

(+/-) 37. Supervision and managerial duties

Timing (at least by year's quarter/semester)

Continuous 3Q 2025 – 2Q 2026

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector
for Research
Research
Support
Office
Research
Support
Office
Member
institutions
departments
/ councils

-Training by senior researchers for efficient transfer of knowledge and promoting best practice / 2 trainings -key areas needing support and (or) change identified

Proposed ACTIONS

Action 36

38.1. Continuously implement the existing LLL programme TRAIN for development of staff competencies
 38.2. Develop plan for further support to young researchers (PhD students) for their continuing professional development

GAP Principle(s)

(+/-) 38. Continuing Professional Development

Timing (at least by year's quarter/semester)

Continuous 4Q 2024

Responsible Unit Indicator(s) / Target(s)

Vice-deans for Teaching/Research TRAIN team Rectorate Vice-deans for Teaching Research Support Office/HR Office	-No of young researchers attending TRAIN program / min 50 young researchers/year - Reports -Evaluation results -Analysis of needs for professional development conducted - Professional development plan developed
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Proposed ACTIONS

Action 37

39.1. Promote EURAXESS SC centre and its services

GAP Principle(s)

(-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

4Q 2024 - continuous

Responsible

Unit

Indicator(s) / Target(s)

Research

Support

Office/R&D

Centre/

International

Relations

Office

-Web presentation of IUT EURAXESS SC centre -
No of researchers' vacancies advertised on
IUT/Euraxess sites

Proposed ACTIONS

Action 38

40.1. Pilot Counselling (mentoring) system at IUT member institutions

GAP Principle(s)

(+/-) 40. Supervision

Timing (at least by year's quarter/semester)

4Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Senate Vice-
 rector for
 research
 Research
 Support
 Office Vice-
 deans for
 research

-Decision on introduction of pilot mentoring system adopted -No of mentors and young researchers engaged/minimum 3 member institutions pilot the system -Reports on mentoring activities -Survey among early stage researchers

Proposed ACTIONS

Action 39

4.1. Review of existing financing rules and mechanisms of the research at the IUT and conducting training / information campaigns at the IUT

GAP Principle(s)

(+/-) 4. Professional attitude

Timing (at least by year's quarter/semester)

until December 2026

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector for Science in cooperation with the Technology Transfer Center, Administrative Project Support Center, Science Office and Bursar's Office

-Publication of the Rector's updated regulation containing the principles and mechanisms of research funding on the IUT website; -Conducting at least 2 training sessions a year for the employees of IUT on the principles and mechanisms of research funding. -Improvement of the relevant legal provisions regarding the principles and mechanisms of research funding at the IUT; - Scientists and doctoral students have full knowledge of the principles and mechanisms.

Proposed ACTIONS

Action 40

35.1 Activation of researchers to act in the decision-making bodies of the University (organization of informational meetings).

GAP Principle(s)

(+/-) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

2Q 2025

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector for General Affairs

- Circulating a newsletter and e-mails among all employees and doctoral students. - Meetings with employees and doctoral students before being elected to the decision-making bodies of the IUT. - Researchers and doctoral students are more interested in participating in the decisionmaking bodies of the University

Unselected principles:

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

International University of Travnik is committed to the Principles of Open, Transparent and Merit- based Recruitment. The IUT recruitment policy is defined by national legislation, and includes majority of the OTM-R principles. Recruitment policy at the IUT has internal and external quality controls in accordance with legal regulations. Selection committees' reports are prepared with detailed elaboration on selection of candidates. Open positions are made public and published via external recruitment channels: newspapers, social networks, job advertising portals. IUT have a web-based tool for recruitment (<https://iu-travnik.com/konkursi-za-nastavnike/>). IUT is open to researchers from abroad but there are national regulations related to employment of foreign citizens which are restrictive, although we encourage mobility programs and direct cooperation agreements. As an equal opportunity employer we are open to all and there are national laws forbidding any kind of employment discrimination (based on gender, race, etc.) which also applies to underrepresented groups. Out of all employees at the IUT 39% are women.

As for provision of attractive working conditions, it is to be stressed that researchers sign contract with the employer (IUT member institutions), and the contract regulates working conditions (e.g. paid leave, flexibility in working hours, transport costs, trainings, individual accident assurance, etc.). In terms of advertising and application phase, the IUT uses standard templates in line with national legislation. However we do not make use of EURAXESS services, and this requires actions for improvement.

The documentation might be a burden to applicants, since the laws on HE and research define the procedure for applying for an open position. Job vacancy always clearly defines what is necessary to submit in order to apply for a position, and requires certified copies of documentation. Current practice at IUT is that short-listed candidates are invited for an interview, reports of the sessions of the Senate which makes final decision on selection process are public, and thus are the decision on the appointment of the best candidate.

Through HRS4R process, the Internacioanl University of Travnik identified major gaps related to the recruitment policy, as well as the activities for its improvement, and is committed to implementation of the activities defined in this field.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

<https://iu-travnik.com/wp-content/uploads/2023/02/Pravilnik-o-postupku-izbora-nastavnika-i-saradnika-i-zasnivanju-radnog-odnosa-DECEMBAR-2016-.pdf> (<https://iu-travnik.com/wp-content/uploads/2023/02/Pravilnik-o-postupku-izbora-nastavnika-i-saradnika-i-zasnivanju-radnog-odnosa-DECEMBAR-2016-.pdf>)

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The International University of Travnik has been always committed to providing a fair and inspiring research environment for its researchers. In 2021, the IUT officially endorsed the initiative of the European commission and the recommendations given in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Since then we have been additionally making progress towards improvement of our “research mission” and have been making significant efforts to maintain and foster high quality research and education.

The opportunity to apply for the HR Excellence in Research Award has been seen as put the efforts towards enhancement of human potentials in research in line with the IUT strategic goals. The timing of application of HRS4R documents is perfect in the sense that the International University of Travnik is currently in the process of drafting the comprehensive Strategy of the IUT Development for the period 2025- 2028. By Senate’s endorsement of the HRS4R Strategy and the Action Plan, activities planned by these documents are becoming integral part of the crucial strategic documents. The IUT management has therefore appointed the Vice-Rector for Research as the chair of the Committee for overseeing the HRS4R Process and at the same time as the chair of the working group to revise research strategic goals for the new Development Strategy of the IUT (each strategic field – finances, international cooperation, teaching, research, arts and culture – will be developed by different working group). In this way HRS4R Strategy and Action plan are going to be embedded into the new comprehensive strategic document of the IUT.

Implementation of the HRS4R Action Plan will mobilise all IUT bodies: Rectorate as well as the Senate and the Executive Board, relevant committees – Senate advisory bodies as well as the member institutions and their scientific councils. It is envisaged for the process to be run and coordinated by the Vice-Rectorate for Research (comprising of the vice-rector, Research Support Office, and the R&D Centre) with experienced and skilful staff and already established cooperation with all IUT member institutions and its managers/researchers/other staff. The HRS4R Working Group and the Committee will be closely monitoring the implementation process, suggesting improvements, appointment of working bodies/groups if required, reporting to the management bodies and ensuring their support within the entire process. Particular attention should be paid to cooperation with PhD programme councils and directors.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

For the purpose of the application and the implementation of the Human Resources Strategy for Researchers (HRS4R) at the International University of Travnik the Rector nominated the Committee overseeing the entire process and the Working Group responsible for the development of the Gap Analysis and the Action Plan and its implementation. The process is additionally managed by the Vice Rector for Research and the Research Support Office. Coordination of the work of the two bodies is done at the level of Vice Rectorate for Research.

Committee will hold its regular meetings and discuss the implementation based on reports. The Working Group will meet on regular basis in order to check on implementation of activities and will inform the Committee of the progress and in case corrective actions are needed in order to meet the deadlines.

The Working Group has already prepared the gant chart for the adopted Action Plan, clearly indicating the timeframe by year quarters and the stakeholders to take part in the activities. The activities have also been grouped into the four groups (analytical activities, capacity building actions, public promotion/information activities, and activities to be undertaken by the decision makers, which is further elaborated below) in order to have more clear view of the processes to be initiated, decisions to be made, and activities to follow on in order to implement the Action Plan.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

The research community is informed about the University's commitment to the principles of the Charter and Code through the Senate of the Internatioanl University of Travnik who endorses the HRS4R process. Moreover, actions planned within the Action plan are directly or indirectly involving researchers at the university.

Additionally the IUT has already conducted activities to raise awareness on the Charter and Code through of events dedicated to Charter and Code principles presentation. It is important to mention that when IUT serves as the EURAXESS service centre we plan to intensify promotion of the EURAXESS services including promotion of the Charter and Code principles among the IUT academic community.

As for the stakeholders, they will be informed on a regular basis about the progress of the Action Plan implementation, but also about the actions that require their support or decisions to be made.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

*



Detailed description and duly justification (max. 500 words)

The HRS4R represents the milestone for the Development Strategy of the International University of Travnik 2025 - 2028 in the part referring to the research. This strategy in its development phase and will use the finding of the HRS4R Gap Analysis and the Action Plan to address the most important issues related to the enhancement of the research potential at the University. All future development documents of the University will take into account the actions proposed within the HRS4R Action Plan.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

Once the Strategy and the Action Plan are endorsed by the University Senate, the University is committed to and takes on the responsibility of the implementation based on reports. The Working Group will meet on regular basis in order to check on implementation of activities and will inform the Committee of the progress and in case corrective actions are needed in order to meet the deadlines.

Appointment of working bodies/groups will be proposed if required for certain analytical activities, while reporting to the management bodies on the milestones and proposals of actions/decisions to be made will be ensuring their support.

As already mentioned, the timeline has been prepared in the form of a Gant Chart, and the actions grouped for better overview and grasping of the obligations undertaken.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Based on the proposed Action Plan the Working Group will develop a monitoring plan and closely monitor the implementation of planned activities and report on implementation to the Committee. Set of indicators from the Action Plan will be used.

The involvement of other stakeholders, their activities, consulting contributions and opinions will be obtained and co-ordinated by the Vice Rectorate for Research.

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



Detailed description and duly justification (max. 500 words)

For the interim assessment after 24 months we plan to carry out a detailed assessment of the quality of implementation of the activities and the progress compared to the set of indicators adopted. Strengths and weaknesses of our HR strategy will be examined and defined. If necessary Action Plan will be revised as well as the timeline with obvious justifications for modifications and the new actions referring to the identified gaps. The external review will be based on the internal review of the revised action plan and will closely take into account the external experts' recommendations.

For the purpose of internal and external review mandatory templates as well as the guidelines will be used.

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

Detailed list of all actions to be taken in order to improve the situation in different fields as explained above and as identified in the Gap Analysis is given in the table above.

For the better overview of activities to be undertaken, these tasks can be grouped into four groups:

A – analytical activities or in other words analysis of situation and available data in the fields where it is not clear what the practice is, or in the areas where recommendations are to be provided on the basis of analysis of the situation in the field (member institutions);

B – capacity building actions including trainings or seminars to be undertaken where it has been identified the staff needs more detailed, additional, continuous or professional development/training;

C – public promotion/information activities for the purpose of (better) dissemination of information, results of research activities/IUT research outputs, success stories, or research (positions) opportunities at the IUT;

D – activities to be undertaken by the decision makers or in other words measures/decisions to be adopted in order to enhance the position of researchers and their employment at the IUT, and ensure for implementation of the HRS4R Strategy and its Action Plan endorsed by the International University of Travnik Senate.