

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review:

University of Rijeka

Organisation's contact details:

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

https://www.uniri.hr/files/znanost_i_razvoj/C&C/Internal_analysis.pdf

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

University of Rijeka does not yet have its OTM-R policy, since UNIRI has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission.

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 1 AUGUST 2018

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	<p>*2108,35</p> <p>*1034,35 (academic researchers, postdoctoral students, senior assistants, assistants)</p> <p>*1067 PhD students</p>
Of whom are international (i.e. foreign nationality)	
Of whom are externally funded (i.e. for whom the organisation is host organisation)	<p>*31,1</p> <p>(the number refers to staff and fellows only)</p>
Of whom are women	<p>*among UNIRI academic staff: 1237, women 56 % and men 44 % (the number is an indicator of the University as a whole (all faculties and departments); the University of Rijeka as a legal entity (Rectorate and the</p>

	<i>University departments) employs 128 academic staff members, 60 % of which are women and 40 % men</i>
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	*714,625
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	*119,725
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	*1067
<i>Total number of students (if relevant)</i>	17077
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	*1902,7
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	62.913.473,38
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	44.410.931,22
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3.482.977,30
<i>Annual funding from private, non-government sources, designated for research</i>	15.019.564,86
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The University of Rijeka (UNIRI) is the principal educational and research institution in the western part of Croatia. Founded in 1973, UNIRI has 15 scientific-educational and artistic-educational constituents, with over 161 study programmes. UNIRI has 17.077 students. UNIRI was the first Croatian university to set a development strategy (in 2006). It focuses on excellence, quality assurance, life-long learning, active collaboration with the local community & economy and active inclusion into the EHEA & ERA. UNIRI has extensive experience in managing EU projects. UNIRI constituents acting as separate legal entities are as follows: Academy of Applied Arts, Faculty of Economics, Faculty of Tourism and Hospitality Management, Faculty of Health Care Studies, Faculty of Humanities and Social Studies, Faculty of Civil Engineering, Faculty of Medicine, Faculty of Maritime Studies, Faculty of Law, Faculty of Engineering, Faculty of Teacher Education), as well the University Library and the Student Centre. UNIRI as a legal entity comprises of 4 university departments as branches, namely Department of Biotechnology, Department of Physics, Department of Informatics and Department of Mathematics.</p>	

2. NARRATIVE (MAX. 2 PAGES)

The University of Rijeka is the first university in Croatia to have signed "The European Charter for Researchers" and "The Code of Conduct for the Recruitment of Researchers", thereby accepting the initiative of the European Commission, which in 2005 adopted these documents with the aim of increasing employability and promoting careers in research as vital to economic growth, employment, and the setting up of a European research area.

We were, what is more, the first to sign the Charter for participation in the European Commission's Group for Human Resources Strategy Implementation. By signing the above-mentioned charters, we

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

have committed ourselves to implementing these documents at the University of Rijeka, which is a strategic goal set in the University of Rijeka Strategy for 2007 – 2013. The University of Rijeka is taking part in the pilot project of Charter and Code implementation with the aim of surveying the current state of affairs, carrying out internal analyses and designing an activity report. The “Strategy of Human Resources in Research” project was adopted at a Senate meeting in October 2009, while the survey report, internal analysis and activity report (HR Strategy for Researchers) were adopted at the Senate meeting in June 2010. In July 2010, the University of Rijeka received a formal acknowledgement by EC and the ‘HR Excellence in research’ logo.

Precise comments on the current status of all planned actions in four thematic areas of the Charter and Code are included in paragraph three - Actions. This narrative summary aims to reflect on the specific strengths and weaknesses of our main tasks, those defined in the ‘Summary of the Activity Report’ that was included in the documentation needed for the acknowledgement of the *HR Strategy for Researchers* by the European Commission.

1. **Informing** - The web site for international researchers contains relevant information about scientific research areas and university constituencies, as well as information about university strategies, international relations (including EURAXESS.hr), qualification policies and tips for traveling to and settling in UNIRI, including visa policies, health insurance and related information.
2. **Ethics and professionalism** – The Ethical Code is continuously revised in accordance with the results of several surveys carried out by the University (internal or mandated by EU funding frameworks) about academic integrity and research code of conduct, the last revision dating from 2018. The University of Rijeka is unique in its regular analysis and reports on the issue of gender equality. Furthermore, numerous round tables and scientific meetings are with the aim to emphasize and rectify ethical issues.
3. **Ensuring scientific excellence** – Although access to leading scientific journals and on-line data bases has seen a stark improvement, it is not yet ensured to the desired extent due to the insufficient financial resources. The University of Rijeka strongly supports the concept of open science. Besides, a special attention is devoted to encouraging international research project groups and mobility programs. In spite of significant improvements especially in the domain of international partnerships and short mobility programs, the University is still challenged by the lack of relevant financial tools for this aim, the lack of national policies and support as well as by the lack of competences and motivation for applying for the competitive EU research funds. Also, there is room for improvement in the domains of team work, research strategies for smart specialization and the collaboration between university and business. Regarding the area of supervisor-related policies, relations with PhD students have witnessed a significant improvement, particularly pertaining to regulations and practices, such as the evaluative mechanisms of monitoring researcher advancement and mentor success, etc.
4. **Teaching and Research** - The balance of teaching and research obligations is still a challenging issue due to national regulations and the limitation in institutional resources at certain university constituencies.
5. **Mobility** - There are strong policies which encourage professional growth by the means of mobility programs such as ERASMUS+, H2020 and alike. The results of such improved mobility are evaluated by assessing research portfolios and recognized as relevant criteria for basic institutional research financing.
6. **Training skills and competences** – Significant improvements have been attained in the domain of strategic management (UNIRI is the only university which insures international programs in strategic management for the university management), advances learning methods (e-learning, on-line lectures). Basic institutional financing of research projects presupposes the minimum requirement of an established research portfolio.

7. **Upgrading institutional regulations and mechanisms** – The University of Rijeka is one of the most successful regional entities in the domains of strategic management and institutional research. The Career office and Human Resource management policies have been partly enacted due to the lack of national policies and institutional motivation. What is more, UNIRI’s intellectual property management policy and other relevant policy mechanisms have also been enacted. The main hindrance to implementing EU policies is the context of a non-integrated university, wherein it is not obligatory to enact university policies, the lack of individual motivation for institutional results as well as resistance to reforms and to more intensive collaboration between university and business.
8. **Towards the national level initiative** – Intensive campaigns towards the national level have resulted in a relatively lacking outcome, mostly due to the fact that within the last five years five national science ministers have changed, which has substantially hindered the formation of a coherent national strategy. Budgetary financing emerges as the most challenging issue, as well as the lack of national support for research and development, performance based financing and university improvements in international ranking systems (especially in the U-Multirank system recognized by the EC).
9. **Popularizing science** – This is one of UNIRI’s most prominent interests, as is supported by the fact that members of its research community have been awarded numerous national awards for their efforts in popularizing science.

3. ACTIONS

I. Ethical and professional aspects

1. Research Freedom			
<p>Researcher should focus their research for the good of humankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>			
<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Periodic analysis of present state and evaluation of relevant legislation and Code of Ethics when research freedom in question.</p> <p>Continuous susceptibility to the principles of research freedom, responsibility, ethics and professionalism (public presentations, workshops, round tables).</p> <p>Introduction of statement signing when starting the contract with handing of the University of Rijeka Code of Ethics, The Charter and the Code.</p> <p>Stimulating young researchers’ independence by annual monitoring and frequent success evaluations (attenuating seniority-based culture while accentuating junior scientists’ research achievements).</p>	<p>2010 – 2014 (continuous reports and evaluation each year)</p>	<ul style="list-style-type: none"> - Ethical Committees at the faculties - Council of Honour 	<p>All activities are completed, but they imply continuous enhancements.</p>

2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Periodic analysis of the current state and evaluation of adoration regarding the relevant legislation and the Code of Ethics. Cultivate the respect of ethical rules, and regular adjustments in advancing of the Code of Ethics (public presentations, workshops, etc.).	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the faculties - Council of Honour	All activities are completed, but they imply continuous enhancements.

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
All researchers have to be introduced to the relevant legislation and institutional rules – <i>information package for researchers</i> .	2010	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.
Enable access to the leading scientific journals and on-line bases.	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the Faculties - Council of Honour	Activity is partially completed due to lack of funding and common national initiatives.
Adoption of the rulebook on disciplinary procedure in order to define the conduct in cases of violation of rules in Code of Ethics (including plagiarism and other forms of academic dishonesty) priorly identified by Ethical Committees and/or Council of Honour	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the Faculties - Council of Honour	Activity is completed/renewed again this year.

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before commencing their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Defining the clear rules of conduct in cases of industry or economy in general or 'a la carte' projects (research conduct permit should be issued by scientific and professional organizations and associations based on researchers' and their associates' CVs; foundation of reviewer's groups for respective scientific area and field).	2010	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack of national regulation and institutional culture concerning these issues.

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5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
All researchers have to be introduced to the relevant legislation and institutional rules – information package for researchers.	2010	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.
Sensitize and encourage the researchers to learn about the regulations through workshops, round tables, etc.	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the Faculties - Council of Honour	Activity is completed, but it implies continuous enhancements.
Development of the ‘right rule culture’ (applying the regulations and obeying the contractual obligations of all parties involved: researchers, institutions and the state).	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the Faculties - Council of Honour	Activity is completed, but it implies continuous enhancements.

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Encouraging the correct, transparent and and efficient financial management through public presentations, round tables and workshops.	2010	- Ethical Committees at the Faculties - Council of Honour	Activity is completed, but it implies continuous enhancements.
Encourage researchers to be informed about the regulations systematically, and insist on their application.	2010	- Ethical Committees at the Faculties - Council of Honour	Activity is completed, but it implies continuous enhancements.
Precise the rules of the Code of Ethics and draft the specific rules of financial management.	2010	- Ethical Committees at the Faculties - Council of Honour	Activity is completed.

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
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All researchers have to be introduced to the relevant legislation and institutional rules – information package for researchers. Ensure the data protection, as well as research tools and instruments (questionnaires, interviews).	2010	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.
Empowerment of the ICT system and education of the end users.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual agreements, that the results of their research are disseminated and exploited, e.g. conveyed, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is prolific and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Obligation to publish the results of scientific work determined by the conditions of scientific advancement. Mentoring young researchers as a tool of control and encouragement. Commercialization of scientific results is at its beginnings; there is ongoing legal regulation of the institutional establishment of the respective service.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries - Science and Technology Park Technology - Transfer Office	Activities are completed, but imply continuous enhancement.

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology as well as providing them with an overview of the public's concerns.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Insurance of the financial means for scientific journals and other publications. Better professional organization of scientific community – establishment and active duty of professional and scientific organizations. Further development of legal and institutional mechanisms for commercialization of research results in order to return means in research process.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries - Science and Technology Park Technology - Transfer Office	Activities are partially completed due to lack or relevant financial sources, institutional culture and national policies that recognize the relevance of commercialization of research results.

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or

economic condition.			
<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Further strengthening among employees, employers and means providers.	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the Faculties - Council of Honour	Activity is completed, but it implies continuous enhancements.

11. Evaluation/appraisal systems			
Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.			
<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Explore and accept the criteria of evaluation performed at successful scientific institutions. Criteria and procedure of assessment should be transparent; introduce peer-review system in titles election of responsible persons.	2010	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack of institutional support of university constituencies for the action.
Assessment and rank of scientific efficiency of the faculties within the science areas and branches (and its institutional parts: departments, chairs etc.) within the University, and at the national level.	2010	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack of institutional support of university constituencies for the action.

II. Recruitment

12. Recruitment			
Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.			
<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Suggestions and initiatives to MSES for it to issue adequate policies on the national level regarding employing foreign researchers and basing institutional rules on policies in question. Developing an advertising system in order to attract quality research workforce from other institutions, as well as ones returning to their scientific career.	2010 – 2014 (continuous reports and evaluation each year)	- Rector - Council of Science - Committee of Secretaries	Activities are completed, but they implies continues enhancements. In general, national legislation was not recognize

<p>Ensuring living conditions for researchers coming from another town.</p> <p>Assess existing and define standards for employing in the framework of different professions.</p> <p>Define the status of postdocs and their roles at the scientific-teaching institutions at the University of Rijeka.</p>			<p>the relevance of internationalization especially in the domain of the employment of foreign researchers.</p>
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13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures, which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and benefits, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Advertising improvement, especially in defining conditions of titles election, description of work conditions and advancement possibilities.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Introduction of advisory bodies made up of respectable researchers and professionals of different competencies from Croatia and abroad (according to scientific areas and fields).</p> <p>Introduction of a wider span of selection procedures.</p> <p>Adequate advertising of available positions advancement in our country.</p>	2010	- Council of Science - Committee of Secretaries	Activities are completed, but they imply continuous enhancements.

15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Defining the rulebook on election procedure, employment, and selection criteria at the level of the faculties.	2010	- Council of Science - Committee of Secretaries	Activities are completed, but they imply continuous

Candidates should be thoroughly informed on selection procedure, as well as the results in the form of the written exposition.			enhancements.
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16. Judging merit (Code)

The selection process should take into consideration the whole range of experience 15 of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, and knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Establish independent advisory bodies with a peer-review role. Need to ensure the procedures in which the election committees could justly and appropriately explore candidate's whole potential (independence, creativity, ect.)	2010	- Council of Science - Committee of Secretaries	Activities are completed, but they imply continuous enhancements.

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

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Define clear instructions on pause treatment in career, or variations in CVs chronological order. Encourage changes in legislation prone to terminate the obligation of advancement through titles election.	2010	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack on institutional interest and support.

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Facilitate practice of Postdoc specialization abroad.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack of institutional resources.

Encourage PhD. and Postdoc mobility.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.
Encourage professional specialization and other means of mobility through creating possibilities of researchers' absence.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.
Monitoring of the effect of mobility on career advancement and stimulating through the reward system.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.
Portfolio drafting.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed, but it implies continuous enhancements.

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Drafting of rulebook for recognition of different forms of acquiring knowledge. Drafting of <i>information package for researchers</i> containing these data.	2010	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack of national regulation.

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Informing and awareness rising about the importance of the lifelong professional development, introduction of good practice abroad (informational packages, round tables, workshops, etc.)	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries - Life Long Learning Centre	Activity is completed, but it implies continuous enhancements.

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Develop an initiative towards national legislation regarding the definition of status and financing of postdocs' employment.	2010 – 2014 (continuous reports and evaluation each year)	- Rector Council of Science - Committee of Secretaries - Council of Science - Committee of Secretaries - Life Long Learning Centre	Activity is completed, but it implies continuous enhancements.

III. Working conditions and social security

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Further encouragement of University of Rijeka Code of Ethics, The Charter and the Code principles for conduct through document informing, public lectures, workshops, etc.	2010 – 2014 (continuous reports and evaluation each year)	- Ethical Committees at the Faculties - Council of Honour	Activity is completed.

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Encouraging allocation for science at the national level (campaigns, public lectures, etc.) and cooperation with industry in mutual projects. Creation of funds at the level of the faculties/ University intended to finance the initial phase of work of newly established group leaders along with definition of clear allocation criteria. Encouraging the use of EU funds through education and informing.	2010 – 2014 (continuous reports and evaluation each year)	- Rector - Council of Science - Committee of Secretaries	Activities are completed, but they imply continuous enhancements.

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to

flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Encouraging allocation for science at the national level (campaigns, public lectures, etc.)</p> <p>Encouraging flexibility in every aspect with efficient control of the use of working hours by introducing the periodic and independent evaluation of persons' scientific and professional work.</p> <p>Initiatives aiming at defining and advancement of national legislation.</p> <p>Ensuring adequate health and retirement insurance (including coverage for sick-leave, and parental benefits) in accordance with the existing legislation.</p>	2010 – 2014 (continuous reports and evaluation each year)	<ul style="list-style-type: none"> - Rector - Council of Science - Committee of Secretaries 	Activities are completed, but they imply continuous enhancements.

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit them as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Launch an initiative for national legislative change – abolition of advancement obligation in scientific-teaching titles and allow the possibility of remaining at the obtained level, along with more severe criteria for the title election.</p> <p>Launch an initiative for establishing financial and other tools and instruments by which the selection and encouragement of the most successful researchers is done.</p> <p>Launch an initiative for a change in advancement criteria at the national level in a way for it to be more qualitative, less quantitative, and regulate the assistant's' status (temporary contract presents a problem in financial matters-e.g. bank loan).</p>	2010 – 2014 (continuous reports and evaluation each year)	<ul style="list-style-type: none"> - Rector - Council of Science - Committee of Secretaries 	Activities are completed, but they imply continuous enhancements.

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Launch an initiative at the national level in order to ensure those researchers' salaries do not lag compared to the industry's salaries; better differentiate and increase the personal incomes	2010 – 2014 (continuous reports and evaluation each	<ul style="list-style-type: none"> - Rector - Council of Science - Committee of Secretaries 	Activities are completed, but they imply continuous

<p>of scientific-teaching personnel with clear difference between science and teaching obligations.</p> <p>Introduce the possibility to increase the share of science or teaching in the overall norm and according to the research needs, employee attitudes and needs of the institution.</p> <p>Establish a procedure of evaluation that will enable the successful group leaders and researchers to be rewarded and obtain the larger part of the budget for further research.</p> <p>Encourage the increase in the financial means by using the EU funds and partnership with industry projects.</p> <p>Encourage the just and attractive conditions warranty as well as income at all levels of the career regardless of contract type.</p>	year)		enhancements.
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27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Further strengthening of awareness among employees, employers and means providers (public lectures, research, and workshops).</p> <p>Encourage employment in science on part-time (50%) basis.</p>	2010 – 2014 (continuous reports and evaluation each year)	<ul style="list-style-type: none"> - Ethical Committees at the Faculties - Council of Honour 	Activities are completed, but they imply continuous enhancements.

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Develop strategies of advancement for researchers at the faculties.</p> <p>Encourage and accelerate the introduction of personal data collection.</p> <p>Make clear plans for development of individual institutions with strategic points to build their competitiveness upon, which is a pre-condition for clear human resource and positions planning.</p>	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activities are completed.

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and

virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Creation of conditions and encouragement of Postdocs mobility.</p> <p>Encouragement of professional training and other means of mobility of all the researchers through the creation of possibilities of absence, which requires, above all, adequate national and institutional regulation, but also financial monitoring.</p> <p>Initiative for introducing encouraging national framework (quotes, defining the obligations in teaching which enable mobility).</p> <p>Ensuring financial means from the EU funds and industry partnership projects.</p> <p>Simplifying the contractual employment and increase in transparency of calls for foreign residents.</p>	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activities are completed, but they imply continuous enhancements.

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Expansion of the Career Office – by the advisory and scientific career managing service – service for planning and development of human resources:</p> <ul style="list-style-type: none"> - create detailed institutional regulation for mentoring, along with financial instruments - acquire knowledge on international institutions of a kind – EU funded projects. 	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activity is partially completed due to lack of institutional resources and motivation.

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Continue the regulation development for protection and Intellectual Property income allocation.</p> <p>Develop mechanisms of informing and education</p>	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activity is completed.

on regulation application.			
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32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Clearer definition of co-authorship citing criteria according to the role in research within the institutional rules.</p> <p>Accelerate the implementation of personal data collection establishment at the University of Rijeka.</p> <p>Define criteria for advancement that would emphasise the quality of papers, as opposed to the quantity i.e. the number of papers.</p> <p>Encourage the cooperation and co-authorship with foreign research groups.</p> <p>Encourage the co-authorship practice in the field of social sciences and humanities.</p>	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activities are completed, but they imply continuous enhancements.

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Encourage and accelerate the making of the personal data collection, which will enable monitoring of teaching, science and mentoring share in overall work load.	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activity is completed.
Especially regulate the share of teaching in the overall work load of young researchers to avoid the disturbance of scientific research; young researchers are not allowed to teach at other universities.	2010	<ul style="list-style-type: none"> - Council of Science - Committee of Secretaries 	Activity is partially completed due to lack of institutional resources and the support at the national level.

Introduction of possibility of increased share of teaching or science in overall load, according to research needs, employee attitudes, and requirements of the institution.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed.
Encourage changes in Collective agreement on science and higher education.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is partially completed due to lack of national consensus about the issue.
Education of young researchers in obtaining teaching skills.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activity is completed.

34. Complains/appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Expanding Career Office by establishing a advisory and research career leading service, and/or service for planning and development of human resources. Creation of plan or strategy of development for young researchers' careers which defines in detail the roles of mentor and relations to young researchers. Encouragement of Ethical Committees on further improvement of advisory function in possible disputes.	2010	- Council of Science - Committee of Secretaries	Activities are partially completed due to lack of institutional resources and motivation. The activities imply continuous enhancements.

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Encourage and accelerate the making of the personal data collection, which will enable monitoring of participation in relevant bodies (in overall workload).	2010	- Council of Science - Committee of Secretaries	Activity is completed.
Elaborate evaluation system for participation in relevant bodies at the faculties, university, and national level institutions.	2010	- Council of Science - Committee of Secretaries	Activities are completed, but they implies continues

			enhancements.
Launch initiative for introduction of new principle and rulebooks on advancement at the national level.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activities are completed, but they implies continues enhancements.

IV. Training

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Internal analysis of practice at the faculties and quality improvement of results where needed. Establish efficient means of horizontal and vertical communication. Establish a contractual relationship between the mentor and the student.	2010	- Council of Science - Committee of Secretaries	Activities are completed.

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Sharpen the criteria of excellence and teacher advancement (senior researchers) in order to select the best, able to lead the group and conduct all the duties.	2010	- Council of Science - Committee of Secretaries	Activity is completed.

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
Encouragement of researchers' education at the eminent foreign institutions, as well as at the University of Rijeka. Creation of financial instruments to encourage the development of skills and competencies. Stimulate the education of teachers in e-learning at the level of the University.	2010 – 2014 (continuous reports and evaluation each year)	- Council of Science - Committee of Secretaries	Activities are completed, but they imply continuous enhancements.

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Stimulate continuous improvement through regulations at the faculties and at the University.</p> <p>Encourage the continuous improvement of researchers through rules and practices at the faculties and at the University.</p> <p>Create financial instruments for encouraging the development of skills and competencies.</p> <p>Develop monitoring criteria and evaluation of continuous improvement (personal data collection).</p>	<p>2010 – 2014 (continuous reports and evaluation each year)</p>	<p>- Council of Science - Committee of Secretaries</p>	<p>Activities are completed, but they imply continuous enhancements.</p>

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

<i>Title action</i>	<i>Timing</i>	<i>Responsible unit</i>	<i>Current status</i>
<p>Supervisors should be relieved of a share of teaching work in order to devote themselves to the activities related to education and monitoring of PhD students' work.</p> <p>Initiatives towards line ministry for opening new positions in the educational process, enabling creation of space for more intense scientific research.</p> <p>Elaborate regulations for young researchers' monitoring, as well as the monitoring of mentor's success.</p>	<p>2010 – 2014 (continuous reports and evaluation each year)</p>	<p>- Council of Science - Committee of Secretaries</p>	<p>Activities are completed, but they imply continuous enhancements.</p>

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, 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, please provide a short commentary demonstrating this implementation.

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, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

University of Rijeka has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission so it still does not have its own OTM-R policy. However, the University endeavours to recruit researchers according to open, transparent and merit-based principles.

The procedures for the recruitment of researchers are regulated on a national level and the University is obliged to respect national acts and regulations. Pursuant to the Act of Scientific Activity and Higher Education, the University Senate brought the Ordinance on election/re-election procedures for scientific/artistic-teaching, scientific, teaching and associate professions and to appropriate positions at the University of Rijeka, which describes in detail the election/re-election implementation procedures, from application phase, selection and evaluation phase to the appointment phase. The recruitment procedures for domestic and foreign researchers are the same.

The University plans to develop its OTM-R policy, as well as a system to assess whether OTM-R objectives are met. According to the OTM-R policy the University will review its current procedures and practices and revise them, where needed.

In addition, the University will, given its strategic orientation towards internationalization and research development, continue to try to influence bodies at the national level to enable the improvement of conditions for foreign researchers.

4. IMPLEMENTATION (MAX. 1 PAGE)

4. IMPLEMENTATION (MAX. 1 PAGE)

The Implementation of the HR Strategy for Researchers at the University has been entrusted to the Science Council, an advisory body established by the Senate in July 2010, after the acceptance of HR Strategy for Researchers and after the University of Rijeka received a formal acknowledgement, the 'HR Excellence in research' logo. The Council leader was the vice-rector for science. In April 2012, the Council accepted the self-assessment document aimed to the mid-term internal evaluation. The majority of the planned actions were, as the internal evaluation was taking place, either in progress or only partially accomplished, but certain improvements were already visible. Since the final external evaluation announced by accountable bodies within the European Commission was cancelled, the preparation for the external review was postponed.

As changes to the University government entailed, further changes within the Science Council, the Council stopped the implementation of the HR Strategy for Researchers. The HR Strategy for Researchers was perceived as the priority in the first but not in the second mandate of the previous rector. However, many of the action tasks from the HR Strategy for Researchers are implemented in the University Strategy 2014 – 2020 and the enhancement in numerous task achievement is noticeable in the Strategy reports.

After the first period in which the achievements of the Strategy goals were noticeable at the institutional level, the lack of national support and clear policies at the national level caused the loss of institutional motivation and interest. In spite of many scientific institutional events at which the HR Strategy for Researches was promoted, the involvement of the individual researchers declined after the starting enthusiasm (especially with regard to some goals).

The new University government is appointed in April 2017. The Rector is Snježana Prijjić-Samaržija, who was the leader of the project and all the activities that resulted with the HR Strategy for Researchers and the Acknowledgement 'HR Excellence in research', but she was not involved in the work of the Science Council and the implementation of the HR Strategy. Since she was deeply involved in the issue, she is very much open to the revision of HR Strategy and the enhancement of the implementation process.

The implementation of HR Strategy for Researches is at this very moment ensured through the goals and indicators of the University of Rijeka Strategy 2014 – 2020 (http://www.uniri.hr/files/staticki_dio/strategija/Strategija_UNIRI_2014_2020_EN.pdf).

The regular annual report on Strategy indicators ensures the continuous monitoring of the progress. In the preparation for this self-evaluation (as well as for future external review) we have relied on that source as well as on the other results of regular tools of institutional researches (focus groups and surveys).

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