

**The European Charter for Researchers
Code of Conduct for the Recruitment of Researchers**

**THE HUMAN RESOURCES STRATEGY OF THE UNIVERSITY OF LJUBLJANA FOR
RESEACHERS CAREER DEVELOPMENT**

for the 2012-2016 Period

Senate of the University of Ljubljana, November 27, 2012

RECTOR

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1. INTRODUCTION

The University of Ljubljana's vision is to become a recognisable and internationally open research university by 2020. This strategy is part of its efforts to achieve this goal.

With the Human Recourse Strategy for Researchers Career Development, adopted at the UL Senate session on November 27, 2012, the University of Ljubljana is fulfilling the commitment it made on November 2008. The document was created in accordance with the findings shown in the detailed internal Status Analysis¹ for this area, the 2011 Business Report, which includes the UL faculties' self-evaluation report, and the report on quality monitoring and assurance at the University of Ljubljana in 2011. The database and content database contain surveys completed by the faculties with the addition of comments and suggestions for improvement. The resulting data was then aggregated and analysed before being taken into account in the preparation of the starting points.

The content of this human recourses (HR) strategy consists of a presentation of the current state, the established obstacles and suggestions for improvement, including a presentation of the goals, priority areas/operative goals (these form the framework for the action plan) and implementation monitoring. The entire University of Ljubljana participated in drafting the strategy: the faculties' management levels and expert bodies and services, as well as the Rectorate. The survey was designed on the basis of the European Commission's template while the public discussions, the content analysis of the status and the starting points for the strategy draft were processed by the University's competent bodies.

2. STARTING POINTS

2.1. The European Framework

In 2005², the European Commission adopted recommendations whereby the Member States ensure that "employers or funders of researchers will develop and maintain a supportive research environment and a working culture where individuals and research groups will be respected, encouraged and supported and where they will get the tangible and intangible support they need to carry out their tasks and achieve their goals."

The recommendations have been condensed into two documents: The European Charter for Researchers (hereinafter: the Charter) and the Code of Conduct for the Recruitment of Researchers (hereinafter: the Code). Individual Member States or institutions commit to observing the Charter and the Code on a voluntary basis, but they do need to make periodic reports on their implementation to the European Commission. The primary purpose of these recommendations is to foster dialogue between researchers, stakeholders and the wider society in an attempt to improve the European Research Area's international competitiveness and attractiveness.

A discussion on better career prospects and greater researcher mobility was also held in the European Parliament, ending with the adoption of the European Partnership for Researchers resolution³. The resolution highlights the importance of having open procedures for recruitment, terms of recruitments, working conditions and the transferability of grants (scholarships, endowments), social security and training, acquiring new knowledge and skills.

In addition to the listed key documents, this HR strategy is also based on: the Commission Communication "Researchers in the ERA: One profession, multiple careers", 2003, the C&C Recommendation from the Commission to the MS - based on a broad stakeholder consultation process, 2005, and the ERA Green paper - Expert Group report on "Realising a single labour market for researchers", 2008.

2.2. The National/Slovenian Framework

Slovenia has been actively participating in the initiative since 2005 when was officially appointed a national centre and a bridgehead organisation for supporting researcher mobility, informing the European Commission about it. Adopted in May 2011, the Resolution on the National Higher Education Programme (NPVŠ) and the Resolution on

¹ The Human Recourses Strategy for Researchers of the UL, Status Analysis, March 2012, adopted at the UL Commission for Research and Development, 17 May 2012

² Recommendation of the Commission of 11 March 2005 on the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*

³ Resolution of the European Parliament of 12 March 2009 on better careers and more mobility: a European partnership for researchers (2008/2213(INI)), (EU Official Journal, No. 2010/C 87 E/20)

the Research and Innovation Strategy of Slovenia (RISS) 2011-2020⁴ pay special attention to human resources in terms of both recruitment and career development. The RISS defines improving career prospects as a separate goal and the adoption of an action plan in 2012 for improving career prospects for researchers in all stages of their career and ensuring the principle of equal opportunities for men and women has been envisaged in order to achieve that goal.

2.3. The Human Recourse Strategy of the University of Ljubljana for Researchers Career Development

The University of Ljubljana (hereinafter: the UL) has been actively participating in all the processes since the very beginnings of the initiative's implementation in Slovenia. Since 2005, the UL has organised several public presentations, training sessions and consultations, and participated in them both at home and abroad, designed an online contact point and promoted the initiative among UL employees. In November 2008, the UL committed to observing the principles of the *Charter* and the *Code*⁵, and their implementation is defined and elaborated in this document. The UL's HR strategy for the career development of researchers/all teaching staff is part of the UL's long-term development strategy (UL 2020, adopted at the UL Senate session in October 23, 2012). With this, the UL will contribute to improving its visibility, especially in the European Research Area, ensure better career prospects and the greater mobility of researchers, as well as improved public awareness and procedure transparency. The supervisory structure for regularly assessing recommendations and measuring the extent of the implementation of the *Charter* and the *Code* – which is the responsibility of the employers, funders and researchers – has been set up using the UL's quality assurance mechanisms.

3. THE ENVIRONMENT

3.1. The University of Ljubljana's Mission

The mission⁶ of the University of Ljubljana is to provide basic, applied and developmental research, in which it strives towards excellence and the highest possible quality in all fields of science and art such as the humanities, social science, linguistics, art, medicine, natural science and technology.

The UL collaborates with various institutions in both the public and private sectors, with the government and local communities and with other civil society institutions. In this way, it encourages the harnessing and application of its research and educational achievements and contributes to social development.

The UL is building a strong academic community of professors, researchers, students and other associates, and is striving to establish itself both locally and globally.

Its activities connected to research, education, public services and member relations are based on the following principles:

- professional excellence or the assurance of the highest possible quality;
- the academic freedom of staff and students, especially creative freedom;
- autonomy in relation to the government, politics, capital and churches;
- humanism and human rights, including equality of opportunity and solidarity.

3.2. Presentation and Status⁷

As the oldest and largest higher education scientific research institution of the Republic of Slovenia, the UL is of particularly high quality. It carries out activities involving scientific research, education, art, expertise. It is one of the larger higher education institutions on the European level.

The UL is a comprehensive university encompassing 23 faculties, 3 arts academies and 3 associate members. It employs over 6200 people, of which around half are higher education teachers, assistant professors and

⁴ Resolution on the National Higher Education Programme (Official Gazette of the RS, No. 41/2011) and the Resolution on the Research and Innovation Strategy of Slovenia (Official Gazette of the RS, No. 4 3/2011).

⁵ Slovenian Rectors' Conference Statement, 19 November 2008: Declaration of commitment by the Slovenian universities on the adoption of the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers

⁶ The mission of the University of Ljubljana, Senate, May 1996, supplemented in the UL Strategy 2012 – 2020, the Senate October 23, 2012

⁷ The 2011 UL Business Report adopted by the Governing Board on March 22, 2012

researchers⁸. It has more than half of all Slovenian second and third-cycle students and two thirds of undergraduate students. It provides more than half of Slovenia's bachelor's degrees, more than two thirds of the master's degrees and specialists and about 80% of all the doctoral degrees⁹ (source: own calculations based on the SI-STAT database). The UL employs 26% of all the registered researchers in Slovenia (source: <http://sicris.izum.si>) and contributes nearly half of all scientific achievements in the Slovenian bank of knowledge (source: ISI Web of Knowledge).

The members of the UL are increasingly introducing flexibility in the ratio between research and teaching, which is reflected in the considerable proportion of employees that are dynamically adapting the amount of both of these two loads within the legal frameworks. The transition between various forms of employment is administratively hampered by rigid legislation. In order to manage problems resulting from the employment restrictions in the public sector, most of the members are introducing more comprehensive approaches to HRM, which the UL management wants to increase further. The report on quality, a constituent part of the 2011 UL Business Report lists the following key achievements, challenges and measures in research and education:

Key achievements, strengths and good practices in RESEARCH (three)	Explanation of the impact on quality
The acquisition of the ERC Starting Grant project	Due to this very prestigious type of funding, we rank higher on the top university lists and results have shown that we need to invest in staff education and training.
Presentation of opportunities for researcher mobility, education on how to apply to FP7 tenders and the implementation of internal education in the faculties	The education and training of researchers ensures better chances to obtain additional financial resources for research and researcher mobility.
Preparing the members for the audit the European Commission carried out on three members.	Experience and EU audits improve the knowledge and quality of the financial management and monitoring of EU projects while reducing risks.
The establishment of professional support for intellectual property at the Rectorate.	The field of intellectual property is now at least partially regulated.
Steps by members to improve the integration, interdisciplinarity and quality of research, steps for increasing the quality and intensity of publishing.	Improved integration, interdisciplinarity and quality of research, increased quality and intensity of publishing.
Key weaknesses, prospects for improvements and challenges in the area (three)	Proposed measures for improvements
Insufficient information support for research activities.	We need to continue implementing adequate information support for research work that will enable researchers to manage projects, the members' expert services and the Rectorate to review, capture and exchange any research data necessary.
To increase the coordination of the FP7 project at the UL level along with transparency and information on EU programmes.	We need to provide more support members in preparing FP7 applications and create a guide to EU programmes.
The fragmentation of research	We need to continue implementing the steps for improvements in the members and prepare adequate steps for greater integration at the UL level.
Some of the researchers are still not registered with the Slovenian Research Agency.	We need to adopt a decision for all the researchers to be registered with the SRA.
The most important points that have affected the quality of the field in the past year (three of the above-mentioned)	
The acquirement of the ERC project	
Insufficient information support for the research activity	
Preparing the members for an audit the European Commission carried out on three members	

⁸ The UL's research staff in numbers:

	2010 Result	2011 Plan	2011 Result
All the researchers registered with the SRA who are employed in the position of researcher (higher education teachers and associates, researchers, early stage researchers and postdoctoral researchers)	3146	3414	3740
Early stage researchers registered with the SRA	544	554	620
Postdoctoral researchers registered with the SRA	19	62	36

⁹ The UL Business Report for 2011, adopted by the Governing Board on March 22, 2012

Key achievements, strengths and good practices in EDUCATION (three)	
Key achievements, strengths and good practices in EDUCATION (three)	Explanation of the impact on quality
The implementation of more comprehensive approaches to HRM in UL members (career plans, annual interviews, systematically increasing education, liaison meetings, etc.).	Increasing the systemic approach to HRM and the career development of individuals, improving the working atmosphere, increasing cooperation between departments, between employees and management, improving work efficiency.
At the end of 2011, we adopted the new <i>Criteria for the election into titles of university teachers, science workers and associates of the UL</i> .	Reconciliation with the <i>NAKVIS Minimum Standards for the Appointment of Higher Education Teachers, Researchers and Faculty Assistants at Higher Education Institutions</i> for the elimination of impediments in the accreditation procedures.
Key weaknesses, prospects for improvements and challenges in the area (three)	Proposed measures for improvements
Delays in the adoption of the Annexes to the <i>Criteria for the election into titles of university teachers, science workers and associates of the UL</i> in the individual members are causing confusion in the habilitation/election procedures.	Adopting and publishing Annexes to the <i>Criteria for the election into titles of university teachers, science workers and associates of the UL</i> for the individual members.
Lack of encouragement and valuation of the teaching staff's work with foreign students and the work of tutoring teachers.	We need to establish possibilities for the valuation of tutoring teachers' work with foreign students within the framework of (indirect) teaching loads. Work with foreign students and the work of tutoring teachers needs to be considered in the habilitation criteria.
Insufficient opportunities and incentives for further education in higher education didactics.	The incorporation of the proposal for providing support for higher education didactics into the UL's strategy (e.g. establishing a development centre for higher education didactics, preparing an accredited training programme).
The most important points that have affected the quality of the field in the past year (three of the above-mentioned)	
The elimination of limitations concerning habilitation/election in the accreditation procedures.	
The disparity between the amount of work and the number of employees is increasing as a result of the renewed study programmes and the restrictions placed on employment, although some of the members are partially solving their teaching staff needs using part-time employment.	
The implementation of more comprehensive approaches to HRM in UL members (career plans, annual interviews, systematically increasing education, liaison meetings, etc.).	

3.3. Legal Framework

In terms of legislation, Slovenia features quite detailed regulation of all the key areas included in the *Charter* and the *Code*. National/State regulations reflect the European *acquis* and recommendations so it is safe to say that the given legal framework directly implements the principles of the *Charter* and the *Code*. Due to the regulation, the procedures are often complicated, administratively complex and, consequently, lengthy. Some of the areas are regulated in such detail (e.g. employment, salary system) that there is little room for different regulation that would be more suitable for higher education and research (e.g. recruitment for work on projects, the recruitment of foreigners, etc.), which is a significant impediment. The institutional regulations of the UL and its members/faculties reflect or follow national regulations. Areas pertaining to academic issues, recruitment, organisation and operation are particularly well-defined. Considering the above, it is safe to say that mobility, recruitment and the careers of researchers are regulated in too much detail in terms of legislation on the national and institutional levels. Despite this however, the members are still calling attention to the need to regulate certain areas on the UL level (e.g. copyrights, laboratory document materials, etc.).

3.4. Strengths and Weaknesses

The main strength of the UL¹⁰ is definitely the fact that it is a comprehensive university that combines all the scientific fields and areas of art. Its members have superior knowledge at their disposal in numerous areas, which means that they have a combination of a critical mass of knowledge. With more than 3700 highly qualified teachers and researchers, the UL represents the largest concentration of knowledge in Slovenia. Its seat is in Ljubljana, which is the central hub of the country featuring good infrastructure and options for integration with outside institutions.

Its weaknesses that could impede the execution of the strategy are: the fragmentation of the areas of science, the conditions for improving the quality of staff, the condition of its equipment, the insufficient integration of research with education and the transfer of knowledge into the economy.

3.5. Prospects and Risks

The domestic and international environments in which the UL¹¹ operates change rapidly, with the UL having only a limited influence on them. In the future, the UL will still feel the consequences of the financial, economic and social crisis, mainly in the form of a lack of public funding and the reduced capacity of the economy to fund research and development. This is an opportunity for the UL to better utilise its internally available resources, to eliminate any duplicate activities and to respond with greater flexibility by terminating unattractive and opening new and attractive research programmes. In the future, the UL needs to strengthen mutual cooperation in all areas, as well as strengthen interdisciplinary research groups and common functions, which include staff, the information system, the management of large research equipment and similar while respecting the autonomy of its members and their developmental initiatives. The UL must become more open to its wider environment, as achieving an adequate concentration and competitiveness of quality research is difficult to do if confined solely to the Slovenian territory. This is why the UL will strengthen the internationalisation of its operations in terms of openness to recruiting foreign staff, exchanging teachers, researchers and students, attracting foreign students, attracting European and other foreign research funding, forming common research groups and common doctoral and postdoctoral programmes with foreign universities, offering its own research, development and consulting services outside the borders of Slovenia and similar.

¹⁰ "The 2012-2020 Strategy of the University of Ljubljana", working draft, April 2012, adopted at the UL Senate on October 23, 2012

¹¹ "The 2012-2020 Strategy of the University of Ljubljana", working draft, April 2012, adopted at the UL Senate on October 23, 2012

4. PURPOSE OF THE STRATEGY AND PRIORITY AREAS

Having good, highly professionally qualified staff is essential to the operation and development of any university. This is particularly true in scientific and research activities, which have been an inseparable part of the UL's operations since its foundation. In November 2008, the UL therefore made a commitment to implement the principles and recommendations of the *Charter* and the *Code* by adopting a special strategy for the development of researcher careers, which is based on the two documents. In order to prepare the starting points, the faculties that carry out the scientific and research work held preliminary public discussions and, based on the answers received, prepared an internal status analysis¹², recorded any open questions and the collected suggestions for eliminating impediments and improving the status.

4.1. Purpose – Goal

This HR researcher career development strategy is part of the UL's 2020 development strategy, in which the UL has set out to become a recognisable, internationally open university with excellent research capacities. The UL is emphasising the importance of this area for its continued development while contributing to the efforts of the European Commission and the European Union to increase the attractiveness of the research area and improve international competitiveness. This creates better terms for incorporation in the European partnership for researchers.¹³

The strategy defines the priority areas while the action plan, its constituent part, defines the activities that will contribute to improving the labour market for researchers, their mobility within the market, the attractiveness of the careers this profession allows, good working terms, the development of various researcher abilities and skills and the most stable possible social security. Above all, however, the UL wants to be recognisable as an employer that knows the importance of human resources and takes good care of its researchers and working conditions. The UL will thereby ensure greater internal and external credibility of the adopted procedures and decisions vis-a-vis the researchers, the founder and the public. At the same time, the UL wants to further build on the experience of research excellence and improve the opportunities for integration and active engagement in the international research area.

4.2. Priority Areas

The internal analysis conducted has revealed some of the barriers and indicated open questions, which are shown below as the common strategic goals for the four-year period, sorted by the individual priority areas of the *Charter* and the *Code*:

- 4.2.1. Ethical and Professional Aspects
- 4.2.2. Recruitment
- 4.2.3. Working Conditions and Social Security
- 4.2.4. Training for the Knowledge and Skills Needed by Researchers

4.2.1. Ethical and Professional Aspects

The formal frameworks ensuring the freedom of research and defining the ethical and professional aspects are adequate. Despite this, however, there have been observations that the freedom of research, especially in terms of the humanistic sciences, could be considered ethically questionable for discussing areas/issues that society regards as important, marginal or problematic. The need for better and unified information support at the UL level was expressed along with the need to provide regular updates on news and contractual obligations, to train researchers

¹²Researcher Career Development Strategy of the UL, Status Analysis, March 2012, discussed and adopted at a session of the Commission for Research and Development, 17 May 2012

¹³Commission Communication "Better careers and more mobility: a European partnership for researchers" (2008) proposes that partnerships with Member States be developed to ensure availability of needed researchers.

in project management and to systematically inform the academic and general public about scientific and research achievements.

By 2016, the UL intends to:

- establish a system for systematically informing the academic and general public about research topics and the achievements of scientific and research work, contributing to an increased awareness of people about the importance of research and improving the progress of society as a whole; UL research will be centrally disseminated;
- establish a system to increase the researchers' and students' general awareness of research ethics, make the commitment of individuals to act in accordance with the UL's ethical code stricter, i.e. hold them responsible for any unethical and unprofessional conduct;
- improve and unify its information support to provide/enable prompt announcements regarding news and contractual obligations;
- ensure regularly organised training in project management for researchers.

4.2.2. Recruitment

With recruitment being regulated in such detail by the national regulations that apply to the whole public sector, as well as special regulations, there is little room for the specifics that we see in the implementation of research and higher education activities – despite the autonomy guaranteed to public universities by the constitution. The Slovenian legislation regulating the accommodation and recruitment of foreign researchers has been adjusted to fit the European regulations, but the procedures are complicated, administratively demanding and lengthy as a result. The implementation of the principles and the recommendations of the *Charter* and the *Code* in recruitment are ensured by the Slovenian legislation.

The procedures from announcing a call for applications and up to the selection of candidates are conducted openly and transparently, and the general and specific conditions for the job are known in advance. Even though the announced calls for applications are available internationally, the status analysis has revealed that foreigners still show only mild interest (the most frequent explanation given by the faculties is the complexity of the recruitment procedure and knowledge of Slovenian). The status analysis has shown several possibilities for improvement, especially in terms of institutional rules, but it is also a clear sign that higher education and science need to be deregulated to a greater extent. The regulation of the recruitment of young researchers and foreigners was exposed as particularly critical since the occupation of teaching and research posts is subject to having an academic or scientific research title. The international or globally accessible online sources indicated in the recruitment recommendation (such as the EURAXESS Jobs portal) are used, though as the analysis has shown, they are not sufficiently up to date, all of the potential is not fully utilised and the employment opportunities, including the possibilities for promotion and election, are not sufficiently accessible in a foreign language.

By 2016, the UL intends to:

- explore the possibility of implementing the institution of temporary academic and research titles, especially for the categories of early stage researchers and foreigners;
- ensure greater legal flexibility concerning temporary employment and provide an environment that is adapted to that (reconciliation with the possibilities available to those who are employed for an indefinite period of time – loans, etc.);
- call on the lawmakers to abolish the administrative barriers in the recruitment and international mobility of foreigners;
- incorporate the recognition of mobility and qualification acquired into its internal rules;
- draw up a list of institutions, titles and diplomas it recognises as adequate or equal to its own titles and diplomas;
- prepare an information package in a foreign language (including the UL's internal rules pertaining to recruitment) with all the required links to competent bodies and relevant documents;
- adopt an adequate legal basis for the founding of a university foundation to provide scholarships to researchers, especially to doctoral and postdoctoral candidates.

4.2.3. Working Conditions and Social Security

This area includes several sets of topics that can be summarised as follows:

- the conditions for work and participation in governing (creating a research and working environment, the stability of employment, financing, salaries, equal gender representation, complaints, participation in governing bodies),
- professional careers (recognition of the profession, career development, the valuation of mobility, access to career counselling),
- intellectual property rights, co-authorship, teaching.

The Slovenian legislation and the UL's internal rules ensure the implementation of the principles and recommendations of the Charter and the Code in this area. Creating a good, supportive climate for research, research training and larger or more advanced research equipment is primarily subject to the amount of budget resources and national priorities. The UL is engaged in active cooperation with the economy and actively participates in the EU's programme schemes for research and innovation (or increased competitiveness). The status analysis has confirmed that research work, including research projects and fundamental research, is tied to compliance with the requirements of national quality indicators and finance.

It was pointed out that the state funding system for research at universities does not include all the obligations under the various industries' collective agreements that the UL must meet as an employer. The duration of employment depends on the job position: researchers who participate in the implementation of the study process have a greater chance of being employed longer: the faculties seek to ensure greater stability and permanence of employment in various ways.

The national salary system is a significant obstacle to employment or occasional collaboration with foreign experts, which is why the UL will continue its efforts to make the regulations more suitable for this group. The concern for equal gender representation is a constant at the UL. The status analysis has shown that the participation of researchers in governing bodies at the UL level has not been systemically envisaged. Despite this however, some of the faculties do have rules in place allowing researchers to participate and adopt decisions in the academic assembly.

The professions in the areas of research and higher education are defined, which means that the formal conditions for career development are determined and known in advance and that the possibilities for implementation depend on the quality of the individual's achievements and financial options. Recognition of the profession and professional career, including mobility, is tied to the process of verifying compliance. In order to shorten the procedures, the faculties have suggested that university rules should more clearly define the consideration of mobility and contain a list of universities that award titles and diplomas comparable to the UL's criteria. Opportunities for access to career counselling and teaching are regulated both on the national and the faculty level. Since the UL is aware of the importance of good professional and career development, especially for researchers who are just starting out, it will endeavour to upgrade the career counselling system it is currently establishing for students to also accommodate doctoral students, early stage researchers and postdoctoral candidates. In the long term, it will establish a career counselling system for all employees.

Though intellectual property rights and co-authorship are regulated by national regulations and the UL's rules, the status analysis has revealed that faculties are calling for special the regulation of copyrights and other rights.

By 2016, the UL intends to:

- propose to the lawmakers to eliminate the two-tier nature of research regulation or at least reduce its diversity to education regulation;
- propose to the lawmakers to exclude the entire higher education area from the national salary system or at least provide more suitable regulation for foreign experts;
- define the possibility for researchers to participate in governing bodies of the UL and its faculties in the statute and other rules;
- study the possibility of implementing flexible working hours and suitably change its internal rules;
- adopt criteria for special incentives at the university level, according to the possibilities, including financial, for successful applications and work on research projects;

- upgrade its career counselling and monitoring system for doctoral students and postdoctoral training candidates and establish a system for employees;
- propose to competent bodies and agencies to harmonise the price of an hour of research to meet all the legal obligations and obligations under the collective agreement;
- adopt rules to regulate copyrights and other rights.

4.2.4. Training for the Knowledge and Skills Needed by Researchers

National regulations and the UL's internal rules define the position, competencies and responsibilities and the duties of mentors and researchers, including the obligation of mentors/project managers to directly collaborate with researchers, to monitor and guide their work and to properly record it. We can see that the principles and recommendations regarding this have been implemented in their entirety. Irrespective of the current regulation, the status analysis has revealed that a majority of the faculties are planning to supplement the internal rules, mostly to provide a more detailed definition of the multilayered role and the rights and obligations of mentors, co-mentors and doctoral students.

The quality of the work of mentors and other persons responsible for carrying out science and research is assessed using an external national system (the SRA evaluation), annual self-evaluations and reports on quality at members and the UL, and on individual levels within the election procedure.

Career development options are subject to the quality of a researcher's work and the availability of financial resources (of any kind). The faculties and the researchers themselves are finding that they lack additional training and education, especially in areas where they lack the knowledge needed to perform quality work.

Oversight of the implementation of research is carried out in line with the national regulations, the UL's rules and the rules of each faculty and is regulated adequately considering the recommendations.

By 2016, the UL intends to:

- prepare training and education programmes and organise their implementation (project management, entrepreneurship, conflict resolution, teamwork, etc.);
- systemically provide detailed information to researchers on the UL's ethical code and the code of the professional/research area they are working on or being trained in.

5. MONITORING THE IMPLEMENTATION

The supervisory structure for regularly assessing recommendations and measuring the extent of their implementation, as well as the implementation of the Human Recourse Strategy of the UL for Researchers and, within it, the Charter and the Code – which is the responsibility of the employers, funders and researchers – has been set up using the UL's quality assurance mechanisms.

The implementation of the Human Recourse Strategy of the UL for Researchers is determined in the action plan in terms of goals, responsible persons, adoption bodies and deadlines.