# Analysis of level of implementation of principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers at the University of Maribor

We conducted a gap analysis at faculties of the University of Maribor in September and October 2017 regarding the principles laid down in the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (hereinafter: Charter & Code) and the level of implementation of principles at the University of Maribor. Faculties were given a questionnaire and asked to indicate the level to which respective principles are applied/implemented in their operations. Principles were equipped with relevant explanations. Moreover, faculties were instructed to ask representatives responsible for researchers' career development on all levels, as well as members of the management and employees responsible for HR management at their faculty, to complete the questionnaire. The following charts and figures show the structure of respondents.

Breakdown of respondents from UM faculties:

	Number of respondents per group	% of respondents per group
R1 – First stage Researcher	22	24.44
R2 – Recognised Researcher	11	12.22
R3 – Established Researcher	13	14.44
R4 – Leading Researcher	13	14.44
Member of faculty management	16	17.78
Member of support/administrative staff responsible for recruitment, monitoring and HR development at faculty	15	16.67
Total	**90**	**100.00**
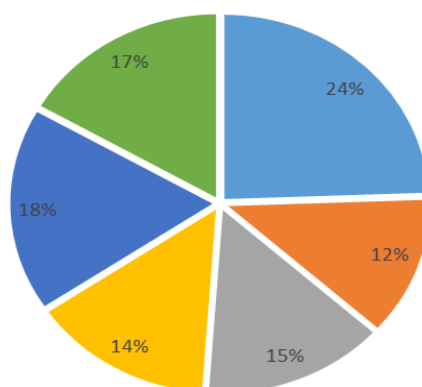
- ■ R1 – raziskovalec na prvi stopnji kariere do doktorata (First stage Researcher)
- ■ R2 – priznan raziskovalec, ki pri znanstvenoraziskovalnem delu še ni povsem samostojen (Recognised Researcher)
- ■ R3 – samostojni raziskovalec, ki je razvil določeno stopnjo samostojnega raziskovalnega dela (Established Researcher)
- ■ R4 – vodilni raziskovalec svoje raziskovalne vede ali raziskovalnega področja (Leading Researcher)
- ■ Član vodstva članice
- ■ Član podpornega/administrativnega osebja, zadolžen za zaposlovanje, spremljanje in razvoj kadrov na članici

	EPF	FERI	FE	FGPA	FKKT	FKBV	FL	FNM	FOV	FS	FT	FVV	FZV	FF	MF	PEF	PF	Resp. total	Resp. %
R1 – First stage Researcher	2	1	2	2	2	2	0	0	0	0	0	2	1	2	2	2	2	**22**	**24,44**
R2 –Recognised Researcher	1	1	1	1	1	0	1	0	0	0	0	1	0	1	1	1	1	**11**	**12,22**
R3 –Established Researcher	1	0	1	1	1	1	1	0	1	0	1	1	0	1	1	1	1	**13**	**14,44**
R4 –Leading Researcher	1	1	1	1	1	0	1	0	0	0	1	1	1	1	1	1	1	**13**	**14,44**
Member of faculty management	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	**16**	**17,78**
Member of support/administrative staff responsible for recruitment, monitoring and HR development at faculty	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	**15**	**16,67**
Total	6	5	7	7	7	5	5	0	3	2	4	7	4	7	7	7	7	90	**100,00**

Note: The value 0 is assigned to cases where the faculty responded with "NO" and where faculties did not respond to a particular question.

We can infer that faculties followed the instruction to have representatives of all stakeholders participating in the research process complete the questionnaire. The following is a presentation of main findings arising from the analysis, whereas the responses of respective faculties are presented in full in Appendix 1 to this document.

Summary of responses regarding the level of implementation of principles of the Charter & Code

Thematic areas of the Chrarter and Code (I.-IV.)	Principles	Sum of -	Sum of -/+	Sum of +/-	Sum of +
II. Recruitment and Selection	21. Postdoctoral appointments (Code)	2	0	4	9
III. Working Conditions and Social Security	26. Funding and salaries	1	5	3	8
III. Working Conditions and Social Security	34. Complains/ appeals	1	2	0	13
II. Recruitment and Selection	19. Recognition of qualifications (Code)	1	1	1	14
III. Working Conditions and Social Security	30. Access to career advice	1	1	1	14
I. Ethical and Professional Aspects	11. Evaluation/ appraisal systems	1	0	3	13
III. Working Conditions and Social Security	23. Research environment	0	3	6	8
III. Working Conditions and Social Security	28. Career development	0	3	3	11
II. Recruitment and Selection	13. Recruitment (Code)	0	2	6	9
III. Working Conditions and Social Security	24. Working conditions	0	2	6	9
III. Working Conditions and Social Security	25. Stability and permanence of employment	0	2	5	10
I. Ethical and Professional Aspects	04. Professional attitude	0	1	2	14
I. Ethical and Professional Aspects	09. Public engagement	0	1	4	12
II. Recruitment and Selection	14. Selection (Code)	0	1	3	13
III. Working Conditions and Social Security	22. Recognition of the profession	0	1	3	13
III. Working Conditions and Social Security	29. Value of mobility	0	1	3	13
III. Working Conditions and Social Security	31. Intellectual Property Rights	0	1	1	15
III. Working Conditions and Social Security	33. Teaching	0	1	2	14
IV. Training and Development	38. Continuing Professional Development	0	1	1	15
IV. Training and Development	39. Access to research training and continuous development	0	1	1	15

Thematic areas of the Chrarter and Code (I.-IV.)	Principles	Sum of -	Sum of -/+	Sum of +/-	Sum of +
I. Ethical and Professional Aspects	01. Research freedom	0	0	3	14
I. Ethical and Professional Aspects	02. Ethical principles	0	0	3	14
I. Ethical and Professional Aspects	03. Professional responsibility	0	0	3	14
I. Ethical and Professional Aspects	05. Contractual and legal obligations	0	0	3	14
I. Ethical and Professional Aspects	06. Accountability	0	0	2	15
I. Ethical and Professional Aspects	07. Good practice in research	0	0	1	16
I. Ethical and Professional Aspects	08. Dissemination, exploitation of results	0	0	2	15
I. Ethical and Professional Aspects	10. Non discrimination	0	0	0	17
II. Recruitment and Selection	12. Recruitment	0	0	2	15
II. Recruitment and Selection	15. Transparency (Code)	0	0	2	15
II. Recruitment and Selection	16. Judging merit (Code)	0	0	1	16
II. Recruitment and Selection	17. Variations in the chronological order of CVs (Code)	0	0	1	15
II. Recruitment and Selection	18. Recognition of mobility experience (Code)	0	0	2	15
II. Recruitment and Selection	20. Seniority (Code)	0	0	1	16
III. Working Conditions and Social Security	27. Gender balance	0	0	1	16
III. Working Conditions and Social Security	32. Co-authorship	0	0	2	15
III. Working Conditions and Social Security	35. Participation in decision-making bodies	0	0	1	16
IV. Training and Development	36. Relation with supervisors	0	0	3	14
IV. Training and Development	37. Supervision and managerial duties	0	0	2	15
IV. Training and Development	40. Supervision	0	0	0	16

The analysis shows that the University of Maribor strongly observes principles[1] laid down in the Charter & Code. Based on the responses, **full implementation** is had with the principle of ***Non-discrimination***, as all 17 faculties report that the principle is implemented in full. A high level of implementation, i.e. the vast majority of faculties declaring full implementation, is also recorded with the principle of ***Evaluation/appraisal system,*** as we can infer that faculties tak due account of overall research experience of candidates and their full potential when selecting candidates for research positions, including their overall creativity and level of autonomy. The same conclusion can be made with the principle of ***Seniority***, where the selection process, as well as the recognition and evaluation of qualifications, are based on judging the achievements of the person; with the principle of ***Participation in decision-making bodies*** (UM observes the principle of researchers being represented in the relevant information, consultation and decision-making bodies of the institution for which they work); the principle of ***Supervision*** (employers ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties); and the principle of ***Gender balance***. Moreover, the principle of ***Good practice in research*** was declared as fully implemented as well, as researchers, during the course of their work, adopt at all times 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. Moreover, researchers are familiar with the current national legal requirements regarding data protection and confidentiality protection requirements.

As the primary intent and purpose of the analysis is to determine deviations from the desired state, the following analysis will not focus on principles that are fully implemented (+ +) or almost fully implemented (+ -), but rather on principles where faculties report the most material deviations. A summary of responses is provided in the figure below.

As reported by faculties, the principle ***Funding and salaries*** was declared the most critical, as respondents express their dissatisfaction with employers and/or funders of researchers having to 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. We can infer from the comments that researchers at the University of Maribor are not satisfied with the remuneration system, having determined that they are undervalued workforce in comparison to the international environment. Related to this dissatisfaction is also the dissatisfaction with the postdoctoral training process, as the wage system, and the public university funding system the University of Maribor falls under as well, do not ensure adequate conditions for proper implementation of this principle. Responders express some dissatisfaction with the implementation options of the principle ***Complaints/appeals***, according to which 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.

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[1] Principles described in Appendix 2.

Based on this response, we added measures relating to this principle to the Action Plan. Respondents also report deviations from the desired level of implementation with regard to the principle of **Access to career advice** (the response was observed in measures added to the Action Plan relating to enhanced career advice on the subject matter of the Charter & Code) and **Recognition of qualifications** (the response was observed in measures added to the Action Plan relating to enhanced career advice and training of UM staff). The principle **Research environment**, referring to the social environment where researchers perform their work, was often graded as a negative. Per the principle, 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. The most common remark given by the responders relating to inadequate, inflexible and disincentivizing national legislation, as they reported on limitations arising from insufficient funding of equipment and facilities. As a result, respondents report outdated research equipment. Similar comments were made also with regard to the principle of **Career development**, where responders report difficulties in fully implementing this principle due to limitations arising from national funding of research and research work. Respondents also note impediments arising from the organizational culture of the University, therefore the subject matter of career development was added to the Action Plan. Seeing that respective replies and comments to principles of the Charter & Code referred to below address material issues relating to research work at the University of Maribor, we have included in the Action Plan the recommendation to the HR Management Committee to take knowledge of said issues and advise responsible stakeholders at UM on how to best tackle all issues, initiatives and remarks.

To summarize, we can conclude that respondents believe that the level of implementation of principles of the Charter & Code at UM is high, however, there is still plenty of room for improvement in research funding and in ensuring adequate conditions for career development of researches. Proposals on remedial measures are laid down in the Action Plan and are related, content-wise, to the implementation of other strategic documents on the realization of the Charter & Code.

Appendix 1

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (Charter & Code): gap analysis between principles of the Charter & Code and state of affairs at the University of Maribor			
Status: To what extent does this organisation meet the following principles?)	Apply ONE of the following implementation indicators: **+ = fully** implemented **+/- = almost but not fully** implemented **-/+ = partially** implemented **- = insufficiently** implemented	If you selected -, -/+, or +/-, please provide an estimate of the actual gap between principles of the Charter & Code and state of affairs at your faculty. What is the factor preventing implementation: • National legislation (indicate name/type of law or regulation); • University rules (indicate name/type of rules); • Organizational culture at the University (briefly describe characteristics of organizational culture preventing implementation of the principle).	What has your faculty contributed to improving this area and when?
ETHICAL AND PROFESSIONAL ASPECT (applicable to researchers)			
1. Research freedom			
Faculty of Energy Technology	+		We have reduced research-related limitations by ensuring adequate infrastructure and equipment – building the "Institute of Energy Technology, FE UM (2nd stage)".
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+/-	Organizational culture at the University (Early stage researchers are commonly allocated research topics by their supervisors).	
Faculty of Chemistry and Chemical Engineering	+/-	Certain research activities are contingent upon agreements with partners from the industry, which brings forth certain limitations in terms of depth of research and publication of results.	
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		We adopted the Rules of operation of the Ethics Committee in the beginning of 2017 (available at http://www.fov.um.si/sl/raziskov

			anje/eticna-komisija-za-raziskovanje-na-podrocju-organizacijskih-znanosti).
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		The Faculty supports research work of its staff by co-funding material costs of internal research projects; these projects are also used as preparation for public calls of SRA (Slovenian Research Agency) and international public calls.
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-	The Faculty strives to enhance research capacities and develop strategic research groups by defining selected research priorities, which naturally limits research freedom to a certain extent. With regard to research assistants, they are naturally not granted full freedom of research, as we are part of pre-existing projects, which, due to having other obligations as well, does not leave much room for additional, free research or selection of relevant topics/fields of research – this is, however, in line with the contents of our work and the purpose of research assistants, as well as with the limited period of appointment to this rank.	
Faculty of Economics and Business	+		
2. Ethical principles			

Faculty	Status	Comment	Notes
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Researchers are familiar with the Code.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		We adopted and implemented the Code of Ethics in Research and Publication of the Faculty of Mechanical Engineering.
Faculty of Criminal Justice and Security	+ (+ -)	In principle, the subject matter is well implemented, however, respondents do feel a need to adopt a University-wide Code for Researchers, as the criminal justice and security field does not have a separate code for researchers.	
Faculty of Health Sciences	+/-	We are currently in the process of revising the template at the Ethics Committee.	Realization expected until 2017 year-end.
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-	The Faculty of Law of UM is aware that its professional field of operation needs to ensure high ethical standards on a society-wide level. Faculty staff therefore staff needs to lead by example when it comes to honouring ethical principles. The faculty is therefore committed	The faculty keeps a Code of Ethics, available at http://www.pf.um.si/raziskovanje/etika-pri-raziskovalnem-delu/. The faculty's Research Ethics Committee is authorized for the implementation of the Code and for dealing with cases of violations.

		to honouring ethical standards in all education in research activities conducted by employees and students on all levels, as the only the observance of ethical standards can ensure proper integrity of scientific and educational processes. The reason we are not able to grade the principle as fully implemented is because we do experience occasional disagreements within faculty processes, however, all disagreements are promptly and regularly resolved.	http://www.pf.um.si/raziskovanje/etika-pri-raziskovalnem-delu/komisija-za-eticnost-raziskovanja-pravne-fakultete-univerze-v-mariboru/ .
Faculty of Economics and Business	+/-	Organizational culture at the University – formation of groups that work against each other.	
3. Professional responsibility			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		We discuss professional responsibility topics in meetings of heads of laboratories, who later integrate any decisions taken in the meetings in their respective laboratories. We encourage researchers to develop personal and professional responsibility.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+ (+/-)	Limitations arise from the organizational culture, as it takes a greater effort to get	The Faculty adopted a special Strategy for the Development and Operation of FVV in 2017, which

		certain employees to work harder. Another limitation is striving for good publications just for publication's sake (i.e. habilitation procedures), rather than due to the desire to achieve excellence in research.	materially contributes to the enhancement of endeavours for greater professional responsibility of all stakeholders in various fields, including research.
Faculty of Health Sciences	+		
Faculty of Medicine	+/-	National legislation governing the recruitment of medical doctors, which does not allow for properly combining the job of medical doctor and rank of professor.	Several initiatives at various levels; among other activities we organized a public consultation between all stakeholders and invited representatives of competent ministries, yet to no avail.
Faculty of Education	+/-	University rules (not adequate).	We adopted stricter rules, in particular for art majors.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-	The Faculty of Law is aware that its mission is to act for the benefit of society, honour and educate others to act with respect, fairness and adherence to rules on intellectual property. Researchers need to display a high level of skills and knowledge in fields material to the continued development of society as a whole. The mission of the Faculty is to educate future Bachelors of Law to perform their profession in a responsible and fair manner.	The work of all faculty bodies is based on assessing and promoting professional responsibility of employees and students.
Faculty of Economics and Business	+		
4. Professional attitude			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		

Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Defined by project work.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+/-	National legislation governing the recruitment of medical doctors, which does not allow for properly combining the job of medical doctor and rank of professor.	Several initiatives at various levels; among other activities we organized a public consultation between all stakeholders and invited representatives of competent ministries, yet to no avail. However, highly motivated individuals contribute to the success of the Faculty as a whole despite legislative limitations.
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	-/+	The faculty keeps standardized methods of communication with employees; the management strives to maintain constant dialogue with individuals and encourage their sense of belonging to the faculty and its research and education objectives. Unfortunately, certain individuals have yet to respond to being part of the collective and prefer to work on individual terms.	
Faculty of Economics and Business	+/-	Organizational culture at the University – formation of groups that work against each other.	

5. Contractual and legal obligations			
Faculty of Energy Technology	+		Legislation published on the website; UM organizes various workshops, lectures and training seminars for researchers on national, sectoral and institutional regulations.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-	Certain partners from the industry limit the exercising of intellectual property rights of researchers.	
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+/-	National legislation governing the recruitment of medical doctors, which does not allow for properly combining the job of medical doctor and rank of professor.	Several initiatives at various levels; among other activities we organized a public consultation between all stakeholders and invited representatives of competent ministries, yet to no avail.
Faculty of Education	+/-	National legislation and rules, (Allowing ministries to approve projects long after eligible costs were already incurred), University rules (no separate pool to advance funds required in the project); no funds allocated at University level to promote and fund research.	
Faculty of Agriculture and Life Sciences	+		

Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+	Research, teaching and administrative staff are well acquainted with all regulations governing their rights and obligations due to the nature of their education and expertise.	Researchers regularly perform their contractual and legal obligations. The Faculty regularly informs researchers of their obligations, either by e-mail or in person.
Faculty of Economics and Business	+		
6. Accountability			
Faculty of Energy Technology	+		The work of researchers is project-based. Funders of respective projects demand transparency, reporting on project outputs and financial reporting. Researchers thus adhere to the principle of sound, transparent and efficient financial management.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		The faculty spends funds allocated for research in a sound and efficient manner and keeps records of all relevant data that can be presented during any internal or external audit.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		

Faculty			
Faculty of Education	+/-	Organizational culture at the University (over-burdening of research staff with teaching obligations).	Recruitment based on funding obtained in the market (part-time studies).
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+/-	Over-burdened with the task of obtaining adequate funding.	
Faculty of Tourism	+		
Faculty of Law	+	Faculty staff are aware of their accountability towards their employers and funders. The low number of staff, both teaching and administrative, calls for responsible and efficient performance of work obligations.	Parallel to acquiring new experience and developing new forms of cooperation, the faculty also improves on its internal financial management processes in terms of research funding by collecting and archiving all relevant documentation and keeping records. The faculty management regularly informs the staff on all rules, new developments, records and templates.
Faculty of Economics and Business	+		
7. Good practice in research			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Research and practices are applied in accordance with applicable national laws, all while keeping emergency measures and other relevant support strategies. We strictly honour the data confidentiality principle.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		

Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		We voiced the need to conduct additional training for research on research-related data management (due dates, archiving, transparency, accessibility, etc.).
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-	Faculty staff is well aware of rules governing data protection and confidentiality. The faculty adopted adequate safe working practices and is aware of the significance of data recovery in case of IT failure. The faculty is seeking an integral IT support solution, as not solution is currently available.	The faculty recently conducted a training programme on work health and safety (CPR) and held a staff meeting to notify security measures with regard to e-data protection (anti-virus software, other anti-malware software, safe use of e-services).
Faculty of Economics and Business	+		
8. Dissemination, exploitation of results			
Faculty of Energy Technology	+		Research results are published and presented on websites of respective projects, in journals, at conferences, workshops, etc.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Research results are mostly exploited commercially. If not confidential, results are published and exploited as well. We also

			transfer research results into the teaching process.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+/-		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+/-	Over-burdened with the task of obtaining adequate funding.	
Faculty of Tourism	+		
Faculty of Law	+		Researchers at the faculty regularly publish results in various monographs, scientific journals (including SSCI journals), on websites of EU projects, at conferences, etc. The faculty website, social networks and web portals of respective projects ensure maximum dissemination of results, not only in Slovenia, but also in other Member States and abroad. International projects in particular ensure international recognition of our researchers. The faculty actively encourages all aforementioned endeavours, including by co-funding the dissemination and publication of results.
Faculty of Economics and Business	+		
9. Public engagement			
Faculty of Energy Technology	+		Research activity and results are presented at public events, websites, and publications accessible to the general public.

Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-		The faculty ensures that the general public is aware of research the faculty conducts and results it produces (grammar schools, high schools, social networks, annual reports on research activity, press conferences, non-technical articles, various events, etc.). This way we can bring science closer to the public.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+/-		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+ (+/-)	Organizational culture: rules and responsibilities not clearly defined; no clear definition of when a person is acting as a representative of the University (faculty) and when as a private person.	Subject matter governed in detail by the Development Strategy of the Faculty of Criminal Justice and Security 2017-2023.
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	University rules (habilitation – professional terms).	We filed motions with competent bodies of UM.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+/-	Inaccessible and pay-per-service media.	
Faculty of Tourism	+		
Faculty of Law	+		Researchers regularly appear in media where they commonly contribute their professional expertise and experience in various professional debates on topical legal and social issues (e.g.

			EU law, changes to national legislation, current cases in enforcement, EU law, law of medicine, public administration, etc.). The faculty encourages and promotes engagement with the public and media, and regularly publishes news on its website and Facebook profile.
Faculty of Economics and Business	+;-/+	In principle, we do all our own promotions and press releases regarding project outputs, as there is no PR system.	
10. Non-discrimination			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		There is no discrimination in any sense at the faculty.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		We filed motions with competent bodies of UM.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		

Faculty of Law	+	With regard to its commitment to professional ethics and observance of the rule of fairness, the faculty strictly follows the principle of non-discrimination and equal treatment.	The faculty management urges the staff and students to report any discriminatory or unfair treatment. We have not received any reports so far.
Faculty of Economics and Business	+		
11. Evaluation/appraisal systems			
Faculty of Energy Technology	**+/-**	National legislation and rules: - There are indications of a lack of objectivity in the evaluation of project applications in case of research projects funded by the Republic of Slovenia.	
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Researchers are graded under SICRIS, sbased on the evaluation of research activities on a comprehensive level. Attained results are observed in any professional promotion process.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-	Not yet implemented due to the low volume of researchers.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	**+/-**	We do not have a UM-wide or national evaluation system for administrative duties.	
Faculty of Medicine	+		
Faculty of Education	**+/-**	University rules (habilitation).	Internal process of evaluating work performance, which takes into account factors and aspects

			underrepresented in the habilitation process.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+	Evaluation/appraisal systems applied to measure work performance.	UM keeps Rules on promotion of UM staff.
Faculty of Economics and Business	+		
APPOINTMENT – recruitment and selection of human resources			
12. Recruitment			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+	Rules-based limitations to public calls, both in terms of deadlines and conditions that need to be met prior to recruitment – e.g. mandatory habilitation prior to appointment; we proposed that the public call should refer to the future employee meeting conditions for relevant habilitation, rather than already being granted habilitation.	
Faculty of Health Sciences	+		

Faculty of Medicine	+/-	National legislation governing the recruitment of medical doctors, which does not allow for properly combining the job of medical doctor and rank of professor.	Several initiatives at various levels; among other activities we organized a public consultation between all stakeholders and invited representatives of competent ministries, yet to no avail. However, highly motivated individuals contribute to the success of the Faculty as a whole despite legislative limitations.
Faculty of Education	+/-	In line with applicable national legislation (Employment Act, Research and Development Act, Public Sector Salary System Act, Collective Bargaining Agreement for the Non-Commercial Sector, Collective Bargaining Agreement for Research in the Republic of Slovenia, General rules on organization and staffing table of the University of Maribor, faculties and other University members, Rules on promotion of University of Maribor employees to pay grades, Fiscal Balance Act).	Recruitment based on funding obtained in the market (part-time studies).
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		The faculty is obligated to observe principles of the Code of Conduct in the Recruitment of Researchers.
Faculty of Economics and Business	+		
13. Recruitment (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+/-	Systemization of positions at the University is clearly defined. The procedure to change the systemization in any way is lengthy, therefore it is impossible to adjust the public call to requirements of respective projects.	
Faculty of Arts	+/-	Labour law mandates that public calls for vacancies are published	External factor we have no control over.

		in Slovenian. Slovenian is also the language used in teaching at Slovenian universities. http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO5944; http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO6655.	
Faculty of Civil Engineering, Transportation Engineering and Architecture	+/-	University rules (in order to be recruited, the candidate needs to have a valid habilitation from the University of Maribor).	
Faculty of Chemistry and Chemical Engineering	-/+	Issue: Habilitation from UM as condition precedent.	Research vacancies published in international environment.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+/-	National legislation and rules on employment of foreign nationals.	
Faculty of Criminal Justice and Security	+	Rules-based limitations to public calls, both in terms of deadlines and conditions that need to be met prior to recruitment – e.g. mandatory habilitation prior to appointment; it has been proposed that the public call should refer to the future employee meeting conditions for relevant habilitation, rather than already being granted habilitation.	
Faculty of Health Sciences	+/-	We do not yet publish researcher vacancies on international web portals.	So far, we did not have the need to do so, as researchers are (at least partially) part of the teaching process.
Faculty of Medicine	+		
Faculty of Education	+/-	Under national legislation and other regulations.	
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	-/+	National rules/legislation – limitations due to web template "Publication of vacancy (PDM)".	

Faculty	Rating	Comment	Note
Faculty of Law	+		Recruitment and appointment procedures are transparent; employees are duly informed of working conditions and their rights.
Faculty of Economics and Business	+		
14. Selection (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+/-	Selection committees are composed only of faculty employees, as it would be most difficult to have a committee of members from the economy or even foreign nationals (external members limited in terms of time and finance).	
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-/+	Very low level of researcher recruitment.	
Faculty of Mechanical Engineering	+/-	UM Rules do not foresee selection committees being composed of members from various sectors of the economy or foreign members.	
Faculty of Criminal Justice and Security	+	Rules-based limitations to public calls, both in terms of deadlines and conditions that need to be met prior to recruitment – e.g. mandatory habilitation prior to appointment; it has been proposed that the public call should refer to the future employee meeting conditions for relevant habilitation, rather than already being granted habilitation.	
Faculty of Health Sciences	+		
Faculty of Medicine	+		

Faculty of Education	+/-	Under national legislation and other regulations.	
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		Selection processes are based on the principle of objectivity, multi-dimensional evaluation, comparability and transparency. The selection process always includes an interview with the candidate. Candidates who are not selected have the right to appeal.
Faculty of Economics and Business	+		
15. Transparency (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	Under national legislation and other regulations.	

Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-		Prior to the selection process, candidates are informed of the recruitment process, selection criteria and number of vacancies available. Candidates are also given a presentation of career development opportunities.
Faculty of Economics and Business	+		
16. Judging merit (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		

Faculty of Law	+		In the selection process, we observe any and all experience the candidates have and evaluate their creativity and level of independence.
Faculty of Economics and Business	+		
17. Variations in the chronological order of CVs (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		We promote training abroad.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	/		
Faculty of Education	+/-		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		No such cases at our faculty, however, we would regard any variations in the chronological order of CVs as an evolution stage in the researchers' careers.

Faculty of Economics and Business	+		
18. Recognition of mobility experience (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+/-	Researchers from the private sector, who have multi-year professional experience, are classified into the baseline pay bracket when entering the public sector. National legislation does not allow for recognition of years of services in the private sector when deciding on promotions.	
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		We promote training abroad, as it is a requirement for habilitation.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		Observed as a valuable contribution to the professional development of researchers.
Faculty of Economics and Business	+		

19. Recognition of qualifications (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-	We have not experienced any cases like this so far.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	Under national legislation and other regulations.	
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	-/+	No way to employ a person with extensive experience and practical knowledge who does not meet formal requirements for recruitment, even if he/she were the best candidate for the job.	
Faculty of Tourism	+		
Faculty of Law	+		The faculty performs appropriate assessment and evaluation of academic and professional qualifications, including non-formal qualifications. Researchers are aware of the rules, processes and procedures underlying these qualifications.

Faculty of Economics and Business	+		
20. Seniority (Code)			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	Under national legislation and other regulations.	
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		The faculty recognizes the pattern of lifelong professional development.
Faculty of Economics and Business	+		
21. Postdoctoral appointments (Code)			

Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	-	The faculty does not have available funding to cover postdoctoral programmes.	
Faculty of Arts	+/-	We cannot provide an assessment, as we have not had a case like this.	No experience.
Faculty of Civil Engineering, Transportation Engineering and Architecture			
Faculty of Chemistry and Chemical Engineering	+/-		Rules defined by postdoctoral research projects.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	Not relevant for the Faculty.		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-		
Faculty of Agriculture and Life Sciences	+/-	We do not keep any guidelines.	
Faculty of Logistics	-	We do not have postdoctoral appointments.	
Faculty of Tourism	+		
Faculty of Law	+		UM keeps clear rules and guidance for the recruitment and appointment of these researchers.
Faculty of Economics and Business	+		
WORKING CONDITIONS AND SOCIAL SECURITY			
22. Recognition of the profession			
Faculty of Energy Technology	+		

Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-	Recognition subject to procedures at UM (bureaucratic impediments).	
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	National legislation and rules (general status of scientists in society).	We filed motions with UM.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	-/+	National rules/legislation – positions of employment assigned value only by law.	
Faculty of Law	+/-	All researchers are recognized their professional integrity, however, due to the nature of teaching and research work, there are discrepancies between the volume of obligations assigned to first stage researchers and established researchers.	The management and bodies of the faculty (Ethics Committee) are always available to hear and address any relevant cases.
Faculty of Economics and Business	+		
23. Research environment			
Faculty of Energy Technology	+/-	National legislation and rules:	

		- Limitations due to insufficient funding of equipment and facilities.	
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	-/+	Financial and spatial limitations. (Several researchers in a single office.)	We are trying to obtain funding in the market and from projects.
Faculty of Civil Engineering, Transportation Engineering and Architecture	+/-	National legislation and rules. (Limited financial capacities. The state could secure more fundin.)	
Faculty of Chemistry and Chemical Engineering	+/-	In line with financial capacities of the faculty.	
Faculty of Natural Sciences and Mathematics	-/+	Outdated research equipment.	
Faculty of Organizational Sciences	-/+	Only partially implemented due to severely limited resources.	
Faculty of Mechanical Engineering	+/-	Procurement of equipment and setting up of facilities are in line with financial capacities of the faculty. UM should secure appropriate resources that would allow us to set up necessary facilities and equipment.	
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	National legislation and rules (funding of universities).	Filing motions with UM.
Faculty of Agriculture and Life Sciences	+/-	Satisfactory in terms of research equipment/facilities.	
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+	The faculty encourages researchers to perform as much research work as possible in Faculty premises where they can consult with colleagues or engage in other types of cooperation.	The faculty enjoys optimal conditions for research and teaching work.

Faculty of Economics and Business	+		
24. Working conditions			
Faculty of Energy Technology	+/-	National legislation and rules: - Limitations due to insufficient funding of equipment and facilities. University rules: - Lack of University-level organizational acts/rules that would allow for flexibility of these positions of employment, in particular with regard to work from home or distance work.	The faculty filed a motion with UM to regulate the matter University-wide.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-	Architectural hindrances for people with disabilities at the faculty.	
Faculty of Natural Sciences and Mathematics	+/-	Inadequate working conditions for a certain number of researchers.	
Faculty of Organizational Sciences	-/+	Lack of UM regulations on distance work.	
Faculty of Mechanical Engineering	+/-	Due to lack of funding, faculties located in older buildings can only ensure partial access for people with disabilities. Facilities are not fully disability-friendly yet.	
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	National legislation and rules (funding of universities).	We filed motions with UM.
Faculty of Agriculture and Life Sciences	+		

Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-	Allocation of teaching (and other) obligations prevents us from achieving balance between career and family life, at least during certain parts of the academic year. Even though the faculty is, in principle, responsible for the allocation of teaching obligations, it is impossible to divide school hours in a manner that fully eliminates occasional work overload. However, this is part of the job.	The faculty makes a permanent effort to ensure adequate working conditions for its staff – adequate equipment of office space and office materials, encouraging the purchase of professional literature, etc. Researchers have flexible working hours, which is in line with the nature of work (e.g. disproportional allocation of teaching obligations, pressing project application deadlines, etc.).
Faculty of Economics and Business	-/+	Our offices are old and deteriorated (chairs, desks), and it is difficult to obtain additional software that is necessary for research.	
25. Stability and permanence of employment			
Faculty of Energy Technology	+/-	National legislation and rules: - Funding and the relating recruitment of researchers are contingent on projects that are temporary in nature.	
Faculty of Electrical Engineering and Computer Science	+/-	Researchers are predominantly employed on a fixed-term basis, i.e. for the duration of the project, which prevents any stability of employment. However, this type of employment regime is laid down by national law.	
Faculty of Arts	+/-	Full-time researchers are employed on the basis of temporary projects, i.e. for the project duration period.	We have no means of impacting this factor.
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	-/+	No opportunities for permanent employment. Funding instability. All ranks (with the exception of full professor and science counsellor) are subject to repeated habilitation.	

Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+/-	Permanent employment not possible due to project-based funding. Researchers can only enter into fixed-term employment contracts for the project duration period.	
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	University rules (habilitation).	We filed motions with UM.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	-/+	National level – restrictions of employment due to lack of resources.	
Faculty of Law	+		The faculty management constantly strives to hire staff on a permanent basis and reasonable allocation of researchers to respective fields of research. All newly hired researchers are allocated to the area of (long-term) need (e.g. arising from replacements or termination of employment by previous research staff).
Faculty of Economics and Business	+		
26. Funding and salaries			
Faculty of Energy Technology	+/-	National legislation and rules: - Entry-level salary is not appealing, therefore many good students seek jobs in the private sector.	
Faculty of Electrical Engineering and Computer Science	+		

Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-	Mandated by law. Salaries are too low in comparison with developed countries and comparable jobs in Slovenia.	
Faculty of Natural Sciences and Mathematics	-/+	Proper pay-grade allocation achieved only through lawsuits.	
Faculty of Organizational Sciences	-	National legislation (Fiscal Balance Act, Act on Implementation of the Republic of Slovenia Budget, intervention measures, etc.).	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+ (+ -)	Issues relating to national legislation and the attitude of the funder; in comparison with the EU, research work is very poorly compensated, even though researchers need to take part in international projects. In terms of international research, Slovene researchers are highly skilled yet cheap workforce in comparison with their Western colleagues.	
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	National legislation and rules (funding of universities).	We filed motions with UM.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	-/+	Contingnet upon national legislation.	
Faculty of Tourism	-/+	At national level – low pay brackets for researchers.	
Faculty of Law	-/+	With regard to their workload, researchers' baseline salaries are too low, at least in certain pay brackets (e.g. assistants who fall under the 31st pay grade, which is much less than e.g. assistant court officers, who are	The faculty regularly ensures appropriate funding and salaries, in line with the legislative framework.

		part of the public sector as well, yet carry a much lower workload). Fact is that being a researcher is not an 8-hour per day job, whereas the additional work (which is practically mandatory if researchers wish to produce any internationally resounding results in addition to their teaching obligations) is not compensated at all. The reason for this is the national legislation, not University or faculty-based legislation. We believe that the current pay grade system for domestic and visiting researchers is inadequate; their work is not given appropriate financial worth under the current system (i.e. they are not incentivized to perform research work).	
Faculty of Economics and Business	-/+	The problem with research work is that all projects require a certain share of own funding and advance funding arrangements, which are not regulated in a systemic manner.	
27. Gender balance			
Faculty of Energy Technology	+		In the technical field, gender balance is very difficult to achieve, however, the Faculty strives to follow said objective.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+/-	Fewer female researchers.	
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		

Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		As referred to previously, the faculty observes the principle of non-discrimination and equal treatment. Faculty bodies are gender balanced.
Faculty of Economics and Business	+		
28. Career development			
Faculty of Energy Technology	+/-	National legislation and rules: - Limitations due to insufficient funding.	
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+/-	Organizational culture at the University. (Passivity of certain mentors.)	
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-/+	Due to the very low number of researchers, our faculty does not really have a need for this.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		

Faculty of Medicine	+		
Faculty of Education	+/-	National legislation and rules (funding of universities). Organizational culture at the University (overburdening the research staff with teaching obligations).	We developed mechanisms for evaluation and promotion of work performance and career as a whole.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	-/+		The faculty has been working for some time now on consolidating various fields of study in terms of ensuring adequate human resources with relevant skillsets. The faculty intends to draw up a career development strategy for researchers of all types and on all levels.
Faculty of Economics and Business	-/+	Irrespective of promotion in terms of ranks, there are no promotions in terms of position of employment (e.g. associate professor employed at the position "Assistant with PhD").	
29. Value of mobility			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	-/+	National legislation and rules (appropriate support and funding mechanisms not regulated).	
Faculty of Chemistry and Chemical Engineering	+		Governed by Faculty rules on habilitation.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		

Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+/-	Organizational culture can sometimes have a hindering effect: In certain environments, mobilities, in particular inter-sectoral, are not promoted, which may pose a problem, in particular with regard to habilitation procedures.	
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	University rules (habilitation).	We filed motions with UM.
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+/-	University rules on habilitation do not adequately recognize cooperation in international projects (not only cooperation by project managers, but also by others involved in the project).	The faculty strongly promotes the mobility of researchers in various forms and types of international cooperation (projects, exchange programmes), and various partnerships with practice-oriented institutions and organizations (e.g. cooperation of external experts in the teaching process and research activities and vice-versa, cooperation of researchers with various public and private sector institutions). In 2017, the faculty began developing a new Scientific Research Policy of the Faculty of Law.
Faculty of Economics and Business	+		
30. Access to career advice			
Faculty of Energy Technology	+		Career advice available under consultations of researchers with their respective mentors.
Faculty of Electrical Engineering and Computer Science	+		

Faculty of Arts	+/-	We have seen the need for this type of mechanism and are currently working on implementation.	As of 2017, annual staff interviews are conducted in accordance with the Rules on annual interviews of the Faculty, available at: http://www.ff.um.si/o-fakulteti/statut-in-pravilniki.dot
Faculty of Civil Engineering, Transportation Engineering and Architecture	-		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-/+	Due to the very low number of researchers, our Faculty does not really have a need for this.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		Career Centre of UM in general, faculty management in terms of direct contact.
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		Researchers have access to career advice.
Faculty of Economics and Business	+		
31. Intellectual property rights			
Faculty of Energy Technology	+		Intellectual property rights are governed by the Rules on intellectual property of UM.
Faculty of Electrical Engineering and Computer Science	+		

Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-	Issues with industrial-themed projects.	
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-/+	We have no patents or innovations.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		By nature of its field, the faculty is committed to setting and following high standards in terms of honouring intellectual property rights.
Faculty of Economics and Business	+		
32. Co-authorship			
Faculty of Energy Technology	+		Co-authorship is implemented and observed in accordance with the SICRIS scoring system and habilitation rules.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		

Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+/-	UM habilitation criteria do not promote co-authorship, as they put too much emphasis on single and leading authorship.	Despite the aforementioned, the faculty encourages interdisciplinary conduct and cooperation through all types and forms of co-authorship.
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+/-	Impartiality and independence of supervisors is often not ensured when it comes to publications.	
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		The faculty adheres to co-authorship rules, even with first stage researchers.
Faculty of Economics and Business	+		
33. Teaching			
Faculty of Energy Technology	+		The majority of researchers is involved in the teaching process as well.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+/-	National legislation and rules. (Law-mandated norms for teaching obligations of research assistants are too high, in particular due to the fact that researchers simultaneously conduct research as part of their	

		doctoral studies and project work).	
Faculty of Chemistry and Chemical Engineering	+		The majority of courses under 2nd cycle programmes and all courses under the doctoral programme are related to research work.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+ (+ -)	We have been notified of the need for additional training in order to enhance teaching skills and competencies and training on the use of modern teaching ways and channels.	(+) We regularly update faculty curriculums with relevant research results.
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	Organizational culture at the University (overburdening research staff with teaching and administrative obligations; University rules and regulations that do not foresee mandatory training of teaching staff on the topic of teaching skills).	
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	-/+		As referred to previously, the faculty is striving to remedy its understaffing issues, which became especially prominent during the period of effect of the Fiscal Balance Act. By hiring new staff, the faculty was able to somewhat ease the burden of researchers.
Faculty of Economics and Business	+		
34. Complaints/appeals			

Faculty			
Faculty of Energy Technology	+		The faculty is earnest in addressing any complaints or appeals.
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	-	We have not encountered any complaints yet.	
Faculty of Mechanical Engineering	-/+	UM does not have an impartial person who would deal with complaints or appeals of researchers.	
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	-/+	The faculty does not have a person responsible for complaint management, with the exception of the Dean who acts as the appeals body by position.	We launched the selection process to appoint a person responsible for dealing with complaints/appeals.
Faculty of Law			UM has competent bodies and persons responsible for complaint/dispute management. The faculty resolves any disputes through mediation.
Faculty of Economics and Business	+		

35. Participation in decision-making bodies			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+/-	Researchers are not members of the senate. We are currently preparing grounds to have researchers serving as members of the Academic Assembly.	
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+	Researchers are members of the Academic Assembly.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+	Organizational culture at the University (strong hierarchy).	
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		Researchers on all levels (including assistants) have the right to participate in relevant decision-making bodies of the faculty, and are thus given the opportunity to influence faculty operations.
Faculty of Economics and Business	+		

TRAINING AND DEVELOPMENT		
36. Relation with supervisors		
Faculty of Energy Technology	+	
Faculty of Electrical Engineering and Computer Science	+	
Faculty of Arts	+	
Faculty of Civil Engineering, Transportation Engineering and Architecture	+/-	Organizational culture at the University. (Inactivity of certain mentors).
Faculty of Chemistry and Chemical Engineering	+		Training researchers maintain research progress reports and result reports, and write seminar papers, conference articles and papers published in top scientific journals.
Faculty of Natural Sciences and Mathematics	+	
Faculty of Organizational Sciences	+	
Faculty of Mechanical Engineering	+	
Faculty of Criminal Justice and Security	+	
Faculty of Health Sciences	+	
Faculty of Medicine	+	
Faculty of Education	+/-	Organizational culture at the University (strong hierarchy).	Enhance democratization of faculty (ensure participation of extended group of stakeholders, transparency, etc.). Seminars should be research-oriented.
Faculty of Agriculture and Life Sciences	+	
Faculty of Logistics	+	
Faculty of Tourism	+	
Faculty of Law	+/-		The head of the research team keeps records on research progress and research results. All researchers have access to these results and records, however,

			practice shows that there are occasional communication gaps between certain researchers and the team leader. The faculty intends to remedy these shortcomings by adopting the aforementioned Scientific Research Strategy.
Faculty of Economics and Business	+		
37. Supervision and managerial duties			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Leading researchers provide mentorship and support to researchers in training.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+		
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+/-	Organizational culture at the University (strong hierarchy). Organizational culture at the University (overburdening research staff with teaching and administrative obligations).	Enhance democratization of faculty (ensure participation of extended group of stakeholders, transparency, etc.).
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		

Faculty of Tourism	+		
Faculty of Law	+/-		Leading researchers do not yet perform these activities in line with the highest professional standards. The faculty intends to regulate the matter with the Scientific Research Strategy as well.
Faculty of Economics and Business	+		
38. Continuing professional development			
Faculty of Energy Technology	+/-	National legislation and rules: - We are unable to fully ensure continuing professional development due to lack of funding.	
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+	Only within the boundaries set by available funding.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		

			The faculty provides researchers with constant opportunities for continuing professional development, as it cooperates as a partner or organizer of various high-profile events in Slovenia and abroad, including international conferences where researchers from the faculty play an active role with their contributions. Moreover, the faculty encourages international research and student exchange under international, bilateral and EU projects (including Erasmus+ mobilities) where researchers are given the opportunity to exchange ideas with renowned foreign researchers, take knowledge of foreign literature, and acquire skills and competencies in comparative law.
Faculty of Law	+		
Faculty of Economics and Business	-/+	We do not have a systematic career development system, or a legacy development and talent management system.	
39. Access to research training and continuous development			
Faculty of Energy Technology	+/-	National legislation and rules: - We are unable to fully ensure research training and continuous development due to lack of funding.	
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+	Only within the boundaries set by available funding.	
Faculty of Mechanical Engineering	+		

Faculty of Criminal Justice and Security	+ (+/-)	Organizational culture and unclear requirements to engage in training. Occasionally we experience lack of understanding of diversity. The basic issue with access to training is the distance of the faculty from UM headquarters where the majority of training is held (e.g. training for PhD mentors).	
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	-/+	More funding required for training of researchers abroad.	
Faculty of Law	+		Researchers have the opportunity to develop their skills and competencies through the training system and free-of-charge training courses organized by UM (workshops on financial mechanisms, language course, computer courses, etc.). The faculty actively participates in the UM training system (e.g. intellectual property topics).
Faculty of Economics and Business	+		
40. Supervision			
Faculty of Energy Technology	+		
Faculty of Electrical Engineering and Computer Science	+		
Faculty of Arts	+		
Faculty of Civil Engineering, Transportation Engineering and Architecture	+		
Faculty of Chemistry and Chemical Engineering	+		Supervision is conducted by heads of laboratories, mentors of doctoral candidates, heads of

			research and programme groups, project managers on all levels, and course convenors in respective study programmes. All aforementioned staff are highly skilled researchers in their field who can provide adequate support to first stage researchers.
Faculty of Natural Sciences and Mathematics	+		
Faculty of Organizational Sciences	+	In practice, this is done on an informal level.	
Faculty of Mechanical Engineering	+		
Faculty of Criminal Justice and Security	+		
Faculty of Health Sciences	+		
Faculty of Medicine	+		
Faculty of Education	+		
Faculty of Agriculture and Life Sciences	+		
Faculty of Logistics	+		
Faculty of Tourism	+		
Faculty of Law	+		The faculty has a well-developed mentorship and management system. First stage researchers are provided with appropriate professional guidance and supervision.
Faculty of Economics and Business	/		

Analysis of level of implementation of principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers at the University of Maribor was adopted on 24 October 2017 at the 26th regular session of the Senate of the University of Maribor.

Rector of the University of Maribor
Prof. dr. Igor Tičar

PRINCIPLES OF THE EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS

1. **Research freedom**

Researchers should focus their research for the good of mankind 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.

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.

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.

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 starting 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

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.

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.

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.

8. Dissemination, exploitation of results

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

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 and also the public's concerns.

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.

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. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

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.

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 entitlements, 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.

14. Selection

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.

15. Transparency

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.

16. Judging merit

The selection process should take into consideration the whole range of experience 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, 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.

17. Variations in the chronological order of CVs

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.

18. Recognition of mobility experience

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.

19. Recognition of qualifications

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.

20. Seniority

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.

21. Postdoctoral appointments

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.

22. Recognition of the profession

All researchers engaged in a research career should be recognised 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).

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.

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.

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 themselves 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.

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.

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.

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.

29. Value of mobility

Employers and/or funders must recognise the value of geographical, inter-sectoral, 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.

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.

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.

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).

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.

34. Complaints/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.

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognise 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.

36. Relations 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.

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.

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.

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.

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.

This Analysis of level of implementation of principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers at the University of Maribor was adopted on 24 October 2017 at the 26th regular session of the Senate of the University of Maribor.

Rector of the University of Maribor
Prof. dr. Igor Tičar