



NAT  
F / \

National Academy of  
Theatre and Film Arts  
Kr. Sarafov

SINCE 1942 / SOFIA, BULGARIA

# National Academy of Theatre and Film Arts “Krastyo Sarafov”

HRS4R ACTION PLAN

## PILLAR 1: ETHICS, RESEARCH INTEGRITY, OPEN SCIENCE AND EQUALITY

### Principle 1: Ethics and research integrity

+/- Almost but not fully implemented

| Action                                                                                                               | Timeline | Responsible                                          | KPI                       |
|----------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------|---------------------------|
| 1.1 Add ALLEA European Code of Conduct for Research Integrity to Ethics Code                                         | Q4 2026  | Ethics Committee                                     | Amendment adopted         |
| 1.2 Develop annual research integrity training                                                                       | Q1 2027  | Institutional research leadership + Ethics Committee | 1 training/year delivered |
| 1.3 Develop and adopt institutional guidelines on AI ethics, IP, and artistic research, aligned with the Ethics Code | Q2 2027  | Ethics Committee + Faculty heads                     | Guidelines adopted        |
| 1.4 Integrate AI ethics into research ethics review, doctoral supervision, and staff induction                       | Q3 2027  | Institutional research leadership + Doctoral School  | Integration documented    |

### Principle 2: Freedom of scientific research

++ Fully implemented

|                                                                                                                            |           |                  |                    |
|----------------------------------------------------------------------------------------------------------------------------|-----------|------------------|--------------------|
| 2.1 (Conditional) If required by assessors, adopt institutional provisions on academic freedom into the NATFA OTM-R Policy | As needed | Academic Council | Provisions adopted |
|----------------------------------------------------------------------------------------------------------------------------|-----------|------------------|--------------------|

### Principle 3: Open science

-/+ Partially implemented

|                                                                                                  |         |                                             |                            |
|--------------------------------------------------------------------------------------------------|---------|---------------------------------------------|----------------------------|
| 3.1 Develop and adopt an institutional Open Science Policy                                       | Q4 2026 | Institutional research leadership & Library | Policy adopted             |
| 3.2 Develop Research Data Management guidelines aligned with FAIR principles                     | Q1 2027 | Library & Institutional research leadership | Guidelines adopted         |
| 3.3 Establish a mechanism to support Open Access publication fees (within budgetary constraints) | Q2 2027 | Institutional research leadership & Finance | Mechanism operational      |
| 3.4 Explore integration with the Bulgarian Portal for Open Science (BPOS)                        | Q3 2027 | Library & IT                                | Integration plan developed |
| 3.5 Integrate Open Science principles into doctoral training                                     | Q4 2027 | Doctoral School                             | Module integrated          |

### Principle 4: Gender equality

+/- Almost but not fully implemented

|                                                                  |         |                                                 |                                         |
|------------------------------------------------------------------|---------|-------------------------------------------------|-----------------------------------------|
| 4.1 Finalise and formally adopt the renewed Gender Equality Plan | Q4 2026 | Institutional research leadership + EDI Officer | Renewed GEP adopted by Academic Council |
|------------------------------------------------------------------|---------|-------------------------------------------------|-----------------------------------------|

|                                                                                                                                                        |         |                                                 |                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------|---------------------------------------------------------------------------------|
| 4.2 Further develop and formalise the institutional EDI function, including clear roles, responsibilities, and coordination with the Ethics Committee. | Q1 2027 | Institutional research leadership + EDI Officer | Institutional EDI function formally established; coordination mechanism adopted |
| 4.3 Improve the visibility of the Gender Equality Plan, FilmEU Joint EDI Policy, and available EDI support services                                    | Q2 2027 | EDI Officer + Communications                    | Information accessible online                                                   |
| 4.4 Introduce systematic monitoring and annual reporting of gender equality and EDI indicators                                                         | Q3 2027 | EDI Officer + HR                                | Annual EDI monitoring report produced                                           |
| 4.5 Deliver regular awareness and training activities on equality, inclusion, prevention of harassment, and respectful working environments.           | Q4 2027 | EDI Officer + Ethics Committee                  | At least one institutional awareness or training activity delivered annually    |

#### Principle 5: Embracing diversity

+/- Almost but not fully implemented

|                                                                                                             |         |                                   |                                |
|-------------------------------------------------------------------------------------------------------------|---------|-----------------------------------|--------------------------------|
| 5.1 Formalise procedures for reasonable accommodation and accessibility                                     | Q1 2028 | EDI Officer + Administration      | Procedures published           |
| 5.2 Deliver regular awareness-raising and training activities on diversity, inclusion, and unconscious bias | Q2 2028 | EDI Officer + Ethics Committee    | At least one activity per year |
| 5.3 Explore measures to support international engagement within national language constraints               | Q4 2027 | Institutional research leadership | Measures identified            |

#### Principle 6: The Researcher

+/- Almost but not fully implemented

|                                                                                                                                                                                                                                                                                                            |         |                                             |                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------|--------------------------------------------------------------------------------------|
| 6.1 Develop and consolidate professional-development resources for early- and mid-career researchers on researcher responsibilities, institutional procedures, research integrity, project participation, and professional practice, coordinated with relevant actions under Principles 1, 15, 18, and 19. | Q4 2026 | Institutional research leadership + HR      | Resources available and communicated to relevant researcher groups                   |
| 6.2 Integrate financial management training into mandatory induction for researchers with project responsibilities.                                                                                                                                                                                        | Q1 2027 | Institutional research leadership + Finance | Training module developed and delivered at least once per year; attendance recorded. |

#### Principle 7: Free circulation of researchers

+/- Almost but not fully implemented

|                                                                                                                                                              |         |                                                          |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------------|--------------------|
| 7.1 Explore options to facilitate incoming researcher mobility within language constraints (e.g., short-term stays, English-medium workshops, joint formats) | Q1 2027 | Institutional research leadership + International Office | Options identified |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------------|--------------------|

|                                                                                                                                                                                                                        |         |                                               |                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------------------|---------------------------------------------------------|
| 7.2 Develop a coordinated institutional framework for inter-sectoral mobility, including industry and cultural-sector placements, project-based secondments, and structured collaboration with external organisations. | Q1 2028 | Institutional research leadership + Faculties | Framework adopted                                       |
| 7.3 Introduce systematic documentation and recognition of virtual mobility within institutional records.                                                                                                               | Q1 2028 | Institutional research leadership + HR        | Virtual mobility systematically recorded and recognised |

#### Principle 8: Sustainability of research

##### -/+ Partially implemented

|                                                                                                        |         |                                                    |                                |
|--------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------|--------------------------------|
| 8.1 Adopt an institutional sustainability policy addressing research activities                        | Q2 2027 | Institutional research leadership + Administration | Policy adopted                 |
| 8.2 Develop institutional guidelines for sustainable research practices (travel, events, resource use) | Q3 2027 | Institutional research leadership                  | Guidelines published           |
| 8.3 Introduce awareness-raising or training activities on sustainable research practices               | Q4 2027 | Institutional research leadership + Administration | At least one activity per year |
| 8.4 Explore integration of sustainability themes into research and doctoral training                   | Q1 2028 | Doctoral School + Faculties                        | Options identified             |
| 8.5 Establish basic monitoring of research-related environmental impact                                | Q2 2028 | Administration                                     | Monitoring initiated           |

### PILLAR 2: RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

#### Principle 9: Researchers' assessment

##### +/- Almost but not fully implemented

|                                                                                                                                          |         |                                             |                            |
|------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------|----------------------------|
| 9.1 Develop standardised training for members of scientific committees and evaluation committees, coordinated with Actions 10.1 and 11.1 | Q1 2027 | Institutional research leadership + HR      | Training programme adopted |
| 9.2 Explore integration of broader Open Science practices (FAIR data, open methods) into assessment criteria                             | Q1 2027 | Institutional research leadership + Library | Options identified         |
| 9.3 Strengthen documentation of individual contributions in collaborative outputs                                                        | Q2 2027 | Faculties + HR                              | Guidance issued            |

#### Principle 10: Recruitment

##### +/- Almost but not fully implemented

|                                                                                                                              |         |                                        |                    |
|------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------|--------------------|
| 10.1 Develop training for scientific committee members on fair recruitment principles, coordinated with Actions 9.1 and 11.1 | Q1 2027 | Institutional research leadership + HR | Training available |
|------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------|--------------------|

|                                                                                       |         |                           |                                                                        |
|---------------------------------------------------------------------------------------|---------|---------------------------|------------------------------------------------------------------------|
| 10.2 Explore options to enhance international visibility of vacancies (e.g. EURAXESS) | Q4 2026 | HR + International Office | Options identified; international dissemination of vacancies monitored |
|---------------------------------------------------------------------------------------|---------|---------------------------|------------------------------------------------------------------------|

#### Principle 11: Selection

+/- Almost but not fully implemented

|                                                                                                                                         |         |                                        |                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------|-----------------------------------------------------------------------------------|
| 11.1 Include fair selection and bias-awareness components in training for scientific committee members (linked to Actions 9.1 and 10.1) | Q1 2027 | Institutional research leadership + HR | Training integrated                                                               |
| 11.2 Introduce systematic monitoring of gender balance in the composition of scientific committees                                      | Q4 2026 | HR                                     | Gender composition of scientific committees systematically recorded and monitored |

#### Principle 12: Career progression

+/- Almost but not fully implemented

|                                                                                                                |         |                                                      |                     |
|----------------------------------------------------------------------------------------------------------------|---------|------------------------------------------------------|---------------------|
| 12.1 Develop institutional guidelines on co-authorship and authorship attribution                              | Q1 2027 | Institutional research leadership + Ethics Committee | Guidelines adopted  |
| 12.2 Integrate ethical authorship and contribution practices into doctoral training and early-career induction | Q4 2027 | Institutional research leadership + Doctoral School  | Training integrated |

### PILLAR 3: WORKING CONDITIONS AND PRACTICES

#### Principle 13: Working conditions, funding and salaries

+/- Almost but not fully implemented

|                                                                                                                                                                   |         |                                                      |                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------------------------------|------------------------------------------------------------|
| 13.1 Develop institutional guidance on recognition of research and artistic production time in relation to teaching workloads (without mandating time reporting). | Q3 2027 | Institutional research leadership + Faculties + HR   | Guidelines adopted and referenced in departmental planning |
| 13.2 Prepare supplementary guidance on pension rights and long-term social security benefits and make it available at induction and via HR channels.              | Q2 2027 | HR                                                   | Guidance document published and disseminated               |
| 13.3 Explore designation of an ombudsperson or informal dispute-resolution function for researchers                                                               | Q4 2027 | Institutional research leadership + Ethics Committee | Feasibility study completed; decision adopted.             |
| 13.4 Integrate research infrastructure priorities into strategic and capital investment planning within existing spatial constraints                              | Q2 2028 | Rectorate + Faculties + Administration               | Infrastructure priorities documented in strategic plan.    |

#### Principle 14: Stability of employment

|                                                                                                                                                                    |         |                                    |                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------------|----------------------------------------------------------------------------------------------|
| +/- Almost but not fully implemented                                                                                                                               |         |                                    |                                                                                              |
| 14.1 Ensure researchers on fixed-term or project-based contracts receive information on career development services provided by the Centre for Career Development. | Q2 2027 | HR + Centre for Career Development | Career development information included in induction materials and employment documentation. |

#### Principle 15: Contractual and legal obligations

|                                                                                                                                                                                                                                                                                                                            |         |                                                   |                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| -/+ Partially implemented                                                                                                                                                                                                                                                                                                  |         |                                                   |                                                                                                              |
| 15.1 Revise the standard position-description templates for academic positions to incorporate relevant contractual and legal obligations, including intellectual property, data protection, AI-related responsibilities, cybersecurity, and knowledge security, and make the templates available in Bulgarian and English. | Q2 2027 | HR + Legal Advisor                                | Revised Bulgarian and English position-description templates approved and introduced for academic positions. |
| 15.2 Integrate key legal and contractual obligations into induction for new academic staff and doctoral candidates.                                                                                                                                                                                                        | Q3 2027 | HR + Doctoral School                              | Induction content updated and implemented.                                                                   |
| 15.3 Develop a concise bilingual reference guide for researchers summarising key contractual, legal, and compliance obligations, identifying available institutional support, and linking to the relevant authoritative legislation and institutional regulations.                                                         | Q4 2027 | Institutional research leadership + Legal Advisor | Bulgarian and English guide published online and incorporated into induction materials.                      |

#### Principle 16: Dissemination and exploitation of results, intellectual assets and public engagement

|                                                                                                                                                                                                                                                                                      |         |                                              |                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------|------------------------------------------------|
| +/- Almost but not fully implemented                                                                                                                                                                                                                                                 |         |                                              |                                                |
| 16.1 Develop an institutional framework for intellectual-assets management covering the identification, documentation, protection where appropriate, dissemination, and potential exploitation of intellectual assets arising from scholarly, artistic, and practice-based research. | Q1 2028 | Rectorate + Legal Advisor + Ethics Committee | Institutional framework adopted and published. |

### PILLAR 4: RESEARCH CAREERS AND TALENT DEVELOPMENT

#### Principle 17: Valuing diverse research careers

|                                                                                                                                                                                                                                                                     |         |                                           |                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------|-------------------------------------------------------------|
| +/- Almost but not fully implemented                                                                                                                                                                                                                                |         |                                           |                                                             |
| 17.1 Develop guidance materials illustrating diverse research and artistic career profiles, including hybrid, inter-sectoral, interdisciplinary, geographical, international, entrepreneurial, and virtual career pathways, using case studies and alumni examples. | Q3 2027 | Centre for Career Development + Faculties | Guidance published; examples from at least five researchers |

|                                                                                                                                  |              |                                                    |                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------|--------------------------------------------------------------------------------|
| 17.2 Integrate guidance on diverse research career pathways and opportunities into mentoring and career-development activities.  | From Q4 2027 | Centre for Career Development + Faculties          | At least one annual career-development activity delivered; attendance recorded |
| 17.3 Systematically showcase diverse research and artistic career pathways and achievements through institutional communication. | From Q1 2028 | Institutional research leadership + Communications | Dedicated section created; regular updates                                     |

#### Principle 18: Career development and advice

-/+ Partially implemented

|                                                                                                                                                                                                                                                                         |              |                                                                                     |                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 18.1 Formalise the mandate of the Centre for Career Development and Alumni Office for researcher career guidance, professional networking, placement assistance, and transition support within and beyond academia.                                                     | Q2 2027      | Institutional research leadership + Centre for Career Development and Alumni Office | Mandate adopted; researcher career-guidance services published online                                                        |
| 18.2 Establish structured career-guidance activities at key career-transition points, including doctoral completion, early-career entry, progression to higher academic positions, transitions beyond academia, and completion of project-funded appointments.          | From Q3 2027 | Centre for Career Development and Alumni Office + Faculties                         | Minimum two activities per year; attendance recorded                                                                         |
| 18.3 Develop optional individual career-development planning templates and resources to support guidance provided by Heads of Programmes, supervisors, project leaders, and mentors.                                                                                    | Q4 2027      | Centre for Career Development and Alumni Office                                     | Templates and guidance resources published online and communicated to researchers                                            |
| 18.4 Strengthen coordination between the Strategy for the Development of the Academic Staff, the Centre for Career Development and Alumni Office, departmental mentoring, and project leaders to support researchers across R1-R4 and different contractual situations. | From Q1 2028 | Institutional research leadership + Centre for Career Development and Alumni Office | Annual coordination meeting held; researcher career-development activities reviewed across R1–R4 and contractual situations. |

#### Principle 19: Continuous professional development

-/+ Partially implemented

|                                                                                                                                                                                                                                             |         |                                                                   |                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------------|---------------------------------------------------|
| 19.1 Map internal and external CPD opportunities relevant to research, supervision, mentoring, teaching, mobility, and transversal skills, identifying provision for researchers across different career stages and contractual situations. | Q2 2027 | Centre for Career Development + Institutional research leadership | Mapping report completed and published internally |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------------|---------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                           |              |                                                                                                                                   |                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19.2 Develop a coordinated institutional CPD framework with annual priorities, drawing on activities delivered through the Centre for Furthering Education, European projects, partner institutions, and other European initiatives and addressing relevant transversal competences, including AI literacy, Open Science, research integrity, project and financial management, entrepreneurship, and digital competences | From Q3 2027 | Institutional research leadership + Centre for Career Development + Centre for Furthering Education + Faculties + Doctoral School | Annual CPD plan published, including provision relevant to supervision and mentoring                                                                   |
| 19.3 Establish a mechanism for monitoring CPD accessibility and uptake, assessing effectiveness, and periodically identifying researchers' priority development needs.                                                                                                                                                                                                                                                    | From Q1 2028 | Institutional research leadership + Centre for Career Development + HR                                                            | CPD participation monitored by career stage and researcher group; periodic feedback and needs assessment undertaken                                    |
| 19.4 Develop, configure, and operationalise, subject to technical feasibility, dedicated CPD functionality within the institutional electronic academic system to improve the visibility, accessibility, and coordination of professional-development opportunities.                                                                                                                                                      | Q4 2027      | Institutional research leadership + IT + Centre for Career Development + HR                                                       | Dedicated CPD functionality, or an equivalent centrally maintained CPD information and coordination space, operational and updated at least quarterly. |

#### Principle 20: Supervision and mentoring

-/+ Partially implemented

|                                                                                                                                                                                                                                                              |              |                                                     |                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 20.1 Develop and adopt an institutional supervision and mentoring framework defining roles, responsibilities, quality standards, and expectations for supervisors, mentors, and researchers across career stages.                                            | Q3 2027      | Institutional research leadership + Doctoral School | Framework adopted and communicated institution-wide                                                     |
| 20.2 Establish a regular institutional CPD programme for supervisors, mentors, and senior researchers (R3-R4), building on existing supervisory and pedagogical training initiatives and coordinated with Principle 19, Continuous professional development. | From Q1 2028 | Doctoral School + Centre for Career Development     | At least one supervision- and mentoring-related CPD activity delivered annually; participation recorded |
| 20.3 Develop and implement a structured institutional mentoring programme for early-career researchers, including voluntary mentor–mentee matching and guidance for mentors.                                                                                 | Q2 2028      | Faculties + Centre for Career Development           | Mentoring programme launched; mentor–mentee participation recorded                                      |