

Realization of Action Plan for the HR Management Strategy for Researchers 2014-2017

	Proposed activities	Expected start of	Expected completion	Indicators	Officer/unit responsible	Realization of activities	Updated activities as at Dec. 2016	Expected start	Expected completion	Indicators	Officer/unit responsible	REALIZATION status as at September 2017	Activities October 2017 – 31 December 2020	Expected start	Expected completion	Indicators	Officer/unit responsible
3.1. Career advice for teaching and non-teaching staff.	3.1.1. Needs analysis, content identification and identification of available lecturers within UM.	March 2014	Dec. 2015	Completed analyses	Vice-Rector for the field, other Vice-Rectors, Department of Education, Department for Quality and Sustainable Development.	Realized. We conducted a UM-wide survey in the first half of 2014 for career development purposes, and applied the results of the survey to draw up a training plan. Proof: email with survey, survey results, training timetable.	/	/	/	/	/	/	/	/	/	/	/
	3.1.2. Professional support to non-teaching, research and teaching staff in career and skills development.	March 2014	Dec. 2015	Employee training, statistics on training attendance.	Vice-Rector for the field, other Vice-Rectors, Department of Education, Department for Quality and	Realized. Employee Training (<i>Izpopolni UM</i>): 57 courses in 2015, attended by 763 people. Proof "PoUK" web portal, containing attendance lists, training programmes, certificates of attendance.	Employee training	Continuous process	Continuous process	Statistics of training courses and attendance.	Education Support Centre, CCUM.	Report on employee training and attendance.	/	/	/	/	/

					Sustainable Development.												
3.1.3. Professional support to staff in e-learning and distance learning (under the planned Centre for HR Development of UM).	May 2014	Oct. 2020	Organization of training to support staff in e-learning and distance learning.	Vice-Rector for the field, other Vice-Rectors, Department of Education, Department for Quality and Sustainable Development.	Professional support provided in the form of training courses organized by the CCUM. E-learning month at UM held in 2016. Proof: https://it.um.si/rcum/Strani/izobrazevanja.aspx First "E-learning Month" organized for Moodle users in 2016, comprising various training units, presentations and two 4-week courses.	Set up Education Support Centre (unit under the Department of Education and Student Affairs).	Jan. 2017	Aug. 2017	Number of training courses for didactical use of IT in the teaching process. Number of people attending.	Department of Education and Student Affairs	Realized. "E-learning Month" held for Moodle users: https://it.um.si/e-izobrazevanje2017/Strani/default.aspx . By setting up the Education Support Centre (unit under the Department of Education and Student Affairs), established in July 2017 following the approval of the "Didakt. UM" project under the Public Call <i>Integration of IT into the Higher Education Teaching Process</i> (Ministry of Education, Science and Sport), the number of employee training courses and internal counselling services for teaching staff on the topic of didactical use of IT at UM will materially increase in the upcoming years.	/	/	/	/	/	

<p>3.2. Reduce teaching obligations of ambitious and successful researchers.</p>	<p>3.2.1. Based on their scientific track record, researchers can be appointed with a lower share of teaching obligations.</p>	<p>March 2014</p>	<p>Dec. 2020</p>	<p>Decision on reducing direct teaching obligations.</p>	<p>Faculty management</p>	<p>Decisions on reducing direct teaching obligations of researchers for research purposes are archived at UM headquarters (Rectorate).</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>Set up e-records of reduced teaching obligations.</p>	<p>Jan. 2019</p>	<p>Dec. 2019</p>	<p>E-records of reduced teaching obligations</p>	<p>General Secretary, HR Department, CCUM.</p>
<p>3.3. Development of incentive system for excellence in research.</p>	<p>3.3.1. Develop and set up criteria/standards for the incentive system for UM teaching, research and support activities.</p>	<p>Dec. 2014</p>	<p>Dec. 2017</p>	<p>Set criteria</p>	<p>Management of UM</p>	<p>Partially realized. We adopted amendments and supplementations to Appendix 1 to the Criteria for appointment to ranks of Higher Education Teacher and Higher Education Officer, which now lay down a broader definition of activities that are the subject of evaluation in the teaching process (UM Journal, No. 9/2016). We are working on criteria applied in the appointment to ranks of science and research titles (working group appointed on 10 November 2016 – Decision No.0732/2016/S 415/001-IT).</p>	<p>Develop standards for the incentive system for UM teaching, research and support activities.</p>	<p>1 June 2016</p>	<p>1 Dec. 2017</p>	<p>Set standards for the incentive system for UM teaching, research and support activities.</p>	<p>Management of UM.</p>	<p>Not realized.</p>	<p>Set standards for the incentive system for UM teaching, research and support activities – ongoing.</p>	<p>Ongoing.</p>	<p>Dec. 2020</p>	<p>Set standards for the incentive system for UM teaching, research and support activities.</p>	<p>Management of UM.</p>

<p>3.4. Balance teaching obligations within programmes and between programmes.</p>	<p>3.4.1. Redevelop current study programmes into programmes with optimal design, better integration and adjusted to the needs of society (indirect reduction and balancing of teaching obligations of UM staff).</p>	<p>March 2014</p>	<p>Oct. 2016</p>		<p>Management of UM, faculty management.</p>	<p>Partially realized. The Senate of UM adopted a decision that faculties shall, within the deadline for reporting changes to study programmes, harmonize the naming of optional study programmes within the optional course list, and include in their summer curriculums at least one optional course (if they did not do so previously). The optional course shall bring at least 6 ECTS. Optional courses will enhance the connectivity of study programmes (as per minutes of the 12th ordinary meeting of the Senate of UM of 21 June 2016). The Strategic College of Deans also addressed a detailed analysis of the workload of higher education teachers and other officers at respective UM faculties (materials for the Strategic College of Deans of 28 November 2016).</p>	<p>Ongoing; the process is slow and often contingent upon available funding.</p>	<p>Ongoing.</p>	<p>30 Sept. 2020</p>	<p>Adequate HR structure in terms of appointment, references and workload.</p>	<p>Management of UM, faculty management.</p>	<p>Ensure adequate HR structure per study lines.</p> <p>Reasoning: the opinion that contact hours in respective programmes need to be adjusted to staffing needs (including overtime) is incorrect.</p> <p>Moreover, inadequate HR structure previously led to factorizing, which proved to be against the law.</p> <p>The Strategic College of Deans was presented with detailed analyses of the workload of higher education teachers and other officers at respective UM faculties (materials and minutes of meetings of the Strategic College of Deans).</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>
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<p>3.5. Balance and optimize professor-student relations at faculties.</p>	<p>3.5.1. Longer-term planning of the HR and enrolment policy.</p>	<p>March 2014</p>	<p>Oct. 2016</p>	<p>Professor-student relationships at faculties.</p>	<p>Management of UM, faculty management.</p>	<p>We analysed the current state of affairs and prepared an analysis of the professor-student relationship at faculties for the Strategic College of Deans – “Balancing and optimizing the professor-student relationship at faculties” (materials for the Strategic College of Deans of 28 November 2016).</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>
<p>3.6. Introduce surveys and other activities to improve teaching activities.</p>	<p>3.6.1. Annual assessment and improvement of survey in terms of methodology, contents and implementation of measures based on survey results.</p>	<p>March 2014</p>	<p>Oct. 2014</p>	<p>Survey statistics for purposes of improving teaching activities.</p>	<p>Vice-Rector for the field, other Vice-Rectors, Department of Education, Department for Quality and Sustainable Development.</p>	<p>Realized. The activity is implemented annually (during the spring semester) when the working group convenes and reviews reports and recommendations for changes. The matter is then addressed by the Undergraduate Studies Committee, the Statutory Committee and Senate of UM (minutes of working group meetings, committee meetings and meetings of other bodies, as well as amendments to the Rules in 2015 available at: http://www.um.si/univerza/dokumentni-center/akti/Strani/studij-na-um.aspx)</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>

	3.6.2. Integrate treatment of results and implementation of measures arising from the survey on teaching into self-evaluation reports of all faculties.	March 2014	Oct. 2014	Self-evaluation reports of faculties.	Vice-Rector for the field, other Vice-Rectors, Department of Education, Department for Quality and Sustainable Development.	Realized. Self-evaluation reports made public.	/	/	/	/	/	/						
3.7. Enhance mobility of teaching and non-teaching staff.	3.7.1. Allocate funds from the development pillar in the funding system to allow for international mobility of higher education professors and other officers, with emphasis on long-term exchange and training abroad (at least 1 year, e.g. sabbatical).	March 2016	Dec. 2016		Management of UM, Board of Governors of UM.	Administrative support departments of the Rectorate do not record data on long-term mobilities. Faculties do not report on long-term mobilities.	Plan to encourage long-term mobility and ensure co-funding; internationalization to be placed on the agenda of the Strategic College.	1 Jan. 2017	1 Dec. 2018		Number of long-term mobilities of UM staff.	International Relations Office, management of UM.	Permanent call until funding is spent; selection criteria (point grading system) SMPM, website UM/Erasmus+.	Call for applications for mobility of staff; objective: 5 long-term mobilities; based on: decision of Rector's College.	Sept.	Permanent / semester-based.	Number of long-term mobilities, ratio between long- and short-term mobilities; objective: 150 mobilities of teaching staff, at least 80 mobilities of non-teaching staff.	SMPM, coordinators at faculties.

	3.7.2. Increase the number of visiting professors and researchers and increase mobility of non-teaching staff.	March 2015	Dec. 2016		Management of UM, Board of Governors of UM.	Administrative support departments of the Rectorate only record data on professors visiting under projects Erasmus+, Erasmus Mundus, ESF, etc. Faculties report on the number of other visits during the past year when preparing the closing report for the year then ended. Proposal: UM has a web app/database to record mobilities where faculties could log data on realized mobilities, however, the app is currently not used for said purpose: http://www.um.si/projekti/projekti/Strani/Baza-projektov-UM.aspx – UK	Funding secured: approx. EUR 300,000 allocated for the purpose of increasing the number of visiting professors at UM.	Jan. 2017	Dec. 2017	Call for applications for visiting professors.	International Relations Office, management of UM.	Obtain approval of internationalization project.	Call for applications, selection, agreements, payments.	2017	Annual project.	Number of visiting professors.	SMPM, faculties.
	3.7.3. Faculties upgrade current study programmes/projects/summer schools by inviting foreign experts and develop new study programmes by engaging in inter-faculty and inter-university cooperation.	March 2015	Oct. 15		Management of UM, Board of Governors of UM.	At UM we had 6 summer schools (intensive programmes) – number as at 31 Dec. 2015 (number in 2014: 5) comprising foreign professors and students. UM does not keep records of foreign summer schools that involve professors and students of UM.	Create chart of intensive programmes.	Jan. 2017	Dec. 2017	List of foreign professors in all international summer schools approved by the Senate of UM.	International Relations Office, management of UM.	Summer school <i>Solution design</i> , summer schools CEEPUS, individual summer schools hosted by faculties.	Draw up programme and invitation, obtain funding.	Annually, June – September.	Annually.	Number of students attending, number of foreign professors attending, duration of programme (1 week/2 weeks).	SMPM, CEEPUS network coordinators, faculties.

<p>3.8. HR planning (job allocation, promotion and habilitation) at every faculty for at least 5 years in advance.</p>	<p>3.8.1. Develop an HR management system with a clear HR management policy.</p>	<p>March 2014</p>	<p>Dec. 2016</p>		<p>Management of UM, faculty management.</p>	<p>Partially realized.</p> <p>State of the art analysis conducted. Faculties delivered their HR Strategies in 2014.</p> <p>We intend to draft plans for UM study programmes, with emphasis on funding.</p>	<p>The Rector's College adopted the following decision in 2016: As per the Strategy of UM, faculties of UM shall draw up and deliver HR management plans and forecasts for all teaching and non-teaching staff for the next 5 years, which shall include personalized plans for each employee.</p>	<p>Jan. 2017</p>	<p>Dec. 2017</p>	<p>UM HR Management Policy draft.</p>	<p>Management of UM, HR Department.</p>	<p>Not realized due to remedial action relating to non-compliance of positions in terms of rank and title and implementation of new staffing table.</p>	<p>Decision of Rector's College in 2016: draw up and deliver HR management plans and forecasts for all teaching and non-teaching staff for the next 5 years, which shall include personalized plans for each employee. Revision of HR management strategies and policies of faculties and UM as a whole for the 5-year</p>	<p>Jan. 2018</p>	<p>Dec. 2018</p>	<p>5-year HR management plan drafted, including individual plans for all teaching and non-teaching staff.</p>	<p>Management of UM.</p>
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<p>3.9. Harmonize selected objectives with relevant measures in documents governing HR development (HR Policy).</p>	<p>3.9.1. Revise objectives of the HR Policy, harmonize the Policy with the Development Strategy of UM 2013–2020 and develop relevant action plan.</p>	<p>March 2014</p>	<p>Dec. 2015</p>		<p>Rector, competent bodies of UM.</p>	<p>Implementation ongoing.</p>	<p>Monitor implementation and correct measures, if necessary.</p>	<p>Jan. 2018</p>	<p>Dec. 2020</p>	<p>Strategy of UM and common action plan.</p>	<p>Management and competent bodies of UM.</p>	<p>Report on realization of action plan for the HR Management Policy for Researchers for the period ending December 2020.</p>	<p>Continuous monitoring of compliance of the HR Management Strategy with strategic objectives of UM relating to quality assurance and cost optimization in the teaching and research line.</p>	<p>Jan. 2019</p>	<p>Continuous annual process.</p>	<p>Revised action plan.</p>	<p>Management of UM.</p>
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<p>3.10. Promote academic values and develop professional and ethical practices.</p>	<p>3.10.1. Adopt Code of Ethics.</p>	<p>April 2014</p>	<p>Dec. 2014</p>	<p>Code of Professional Ethics of the University of Maribor.</p>	<p>The Senate of UM approved unanimously in their 5th ordinary meeting of 24 November 2015 the Code of Professional Ethics of UM, which lays down minimum ethical standards of conduct for UM staff (minutes of the 5th ordinary meeting of the Senate of UM).</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>Code of Ethics and Integrity for Researchers at the University of Maribor.</p>	<p>/</p>	<p>Realized. Code of Ethics and Integrity for Researchers at the University of Maribor adopted by the Committee for Science and Research on 10 October 2017 and scheduled for hearing at the Senate of UM on 24 October 2017.</p>	<p>/</p>	<p>/</p>			
	<p>3.10.2. Monitor the implementation of the Code of Ethics and comply with codified values on all levels of University operations.</p>	<p>April 2014</p>	<p>Dec. 2014</p>		<p>UM bodies, staff and external stakeholders regularly monitor compliance with the Code of Ethics.</p>	<p>Appointment of "Committee for Implementation of Code of Ethics" (Ethics Committee).</p>	<p>Jan. 2017</p>	<p>Dec. 2017</p>	<p>Members of Ethics Committee.</p>	<p>Competent UM bodies.</p>	<p>Realized – appointment of committee responsible for ensuring compliance with the Code of Professional Ethics and committee responsible for ensuring compliance with the Code of Ethics and Integrity of Researchers at the University of Maribor, Senate of UM, 24 October 2017.</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>
<p>OTM-R</p>																

<p>Charter & Code – implementation of principles</p> <p>Appoint HR Management Committee. Subject of discussion: open discussion on the implementation of principles from the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (hereinafter: Charter & Code); four clusters: ethical and political aspect (1), recruitment (2), working conditions and social security (3), training (4). Continuous monitoring of developments in the European Commission, annual reports on action plan realization and updates to action plan, internal and external evaluations, RESAVER Pension Fund, etc. Solutions developed by the working group shall be delivered to the College of Deans for amendment and approval. Following approval, solutions and decisions taken</p>		<p>31 May 2016</p>		<p>Rector's College, General Secretary.</p>	<p>Realized. The working group examined the state of affairs, took knowledge of the Charter & Code and took knowledge of impediments and reasons for deviations from principles. The group also examined action plans and took knowledge of activities realized previously.</p>	/	/	/	/	/	/	/	/	/	/	/
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by the College of Deans shall be delivered to the Senate of UM for approval. The working group reports and owes the duty of care and diligence to the Rector.

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<p>Charter & Code; OTM-R - information</p>	<p>The College of Deans of UM and College of Secretaries shall take knowledge of: - Sanctions in the event of breach of principles from the Charter & Code; - Visit from external evaluators, expected in June 2017; - Recommendations for setting up OTM-R.</p>		<p>31 May 2016</p>		<p>General Secretary</p>	<p>Realized. The General Secretary reported to faculty deans in the College of Deans meeting on the appointment of the HR management working group, on the upcoming visit by external evaluators in June 2017, and informed the Deans that they will be notified of the work of the HR management working group.</p>	/	/	/	/	/	/	/	/	/	/	/
<p>Charter & Code - competence</p>	<p>The HR Department is responsible for monitoring the implementation of the Charter & Code and HR Management Action Plan by means of regular annual self-evaluation reports on the realization of the Strategy of UM 2014-2020.</p>		<p>June 2016</p>		<p>General Secretary, HR Department.</p>	<p>Realized. The task was taken over by the HR Department.</p>	/	/	/	/	/	/	/	/	/	/	/

<p>OTM-R 4.2.2.</p>	<p>Determine monitoring indicators for the HR management line.</p>		<p>30 Oct. 2016</p>		<p>Rector's College, General Secretary, HR Department, Department for Quality and Sustainable Development, HR management working group.</p>	<p>In preparation.</p>	<p>(Continued) Determine monitoring indicators for the HR management line.</p>	<p>Jan 2017</p>	<p>Dec. 2017</p>	<p>Set of monitoring indicators in the HR management line.</p>	<p>Rector's College, General Secretary, HR Department, Department for Quality and Sustainable Development, HR management working group.</p>	<p>Realized. Indicators delivered for adoption to the Senate of UM on 24 October 2017.</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>
<p>OTM-R full implementation</p>	<p>Draft Instructions for full implementation of recommendations of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and Merit-based Recruitment of Researchers pursuant to the Charter & Code and OTM-R documents. Draft instructions shall be delivered to the working group for assessment.</p>		<p>31 Dec. 2016</p>		<p>General Secretary, HR Department</p>	<p>In preparation.</p>	<p>(Continued) Draft Instructions for full implementation of recommendations of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and Merit-based</p>	<p>Jan. 2017</p>	<p>Dec. 2017</p>	<p>Adopted Instructions on OTM-R at the University of Maribor.</p>	<p>General Secretary, HR Department</p>	<p>Realized. Instructions on OTM-R at the University of Maribor delivered for adoption to the Senate of UM on 24 October 2017.</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>

<p>OTM-R, Chapter 4.2.4, Checklist P 5, OTM-R full implementation</p>	<p>Set up an OTM-R monitoring system by having the Quality Assessment Committee supplement the self-evaluation report with criteria to be applied by the self-evaluation group when evaluating compliance of practices with recommendations and applicable instructions of UM.</p>		<p>31 Dec. 2016</p>		<p>Rector's College, Senate of UM, HR management working group, HR Department, General Secretary.</p>	<p>Task of the HR management working group.</p>													<p>Realized. Criteria were added to the Additional instructions on self-evaluation of faculties and other members of UM for the academic year 2015/2016, as presented in the 7th ordinary meeting of the Committee of 8 December 2016: DECISION No. 7: The Quality Assessment Committee shall request of faculties and other members of UM to include in their respective self-evaluation reports factors relating to the monitoring of implementation of the HR management Action Plan and implementation of recommendations of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and Merit-based Recruitment of Researchers</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>	<p>/</p>			
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<p>OTM-R full implementation</p>	<p>Inform and conduct training on recommendations and instructions of UM on OTM-R, adjusted to the staffing structure as follows: 1. Faculty Deans; 2. Faculty Secretaries; 3. Assistant Secretaries, Heads of HR Departments, HR officers; 4. Administrative staff working on projects.</p>		<p>30 April 2017</p>		<p>General Secretary, Rector's College</p>	<p>Realized. Presented in meetings of the College of Deans, College of Secretaries and other UM bodies.</p>	/	/	/	/	/	/	/	/	/	/	/
<p>OTM-R Checklist P 18; Chapter 4.1.; 4.4.1.a)</p>	<p>Draw up Equal Opportunities Policy.</p>		<p>31 Dec. 2016</p>		<p>HR management working group</p>	<p>Task of the HR management working group.</p>	<p>(Transfer) Draw up Equal Opportunities Policy.</p>	<p>Jan. 2017</p>	<p>Dec. 2017</p>	<p>Adopted Equal Opportunities Policy.</p>	<p>HR management working group.</p>	<p>Realized. The Equal Opportunities Policy is an integral part of the OTM-R Policy of the University of Maribor, by which the University commits to honour the principle of equal opportunity in the recruitment of new human resources and management of current human resources of UM.</p>	/	/	/	/	/

Realization of Action Plan for the HR Management Strategy for Researchers 2014-2017 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