Revised HR Strategy Action Plan for researchers for purposes of implementing the principles of the European Charter of Researchers and Code of Conduct for the Recruitment of Researchers, and recommendations on Open, Transparent and Merit-based recruitment practices (OTM-R) for the period 2017-2020

No.	Subject	Measure	Due date	Indicator	Officer/body responsible for implementation
1.	*Charter & Code* – implementation of principles	Appoint and integrate permanent HR Management Committee that will continue the work of the Working Group for HR Management. Subject matter: • Monitoring the implementation of the Policy and Instructions for implementation of Policy of UM, based on principles of the European Charter of Researchers and Code of Conduct for the Recruitment of Researchers (hereinafter: Charter & Code). • Continuously following new developments of the European Commission, annual reports on the realization of the Action Plan and updates to Action Plan, internal and external evaluations, RESAVER Pension Fund, etc. The Committee shall report on their work to the Rector and shall owe the duty of diligence and care to the Rector. Work reports shall be addressed by the College of Deans and Senate of UM.	31.11.2017	Decision on appointment of HR Management Committee.	Rector's College General Secretary

2.	*Charter & Code* - implementation of principles – Principle 34 (Complaints/appeals)	Introduce appropriate procedures, if possible by appointing an impartial person who will be responsible for handling complaints or appeals of researchers relating to their work. Objective: In complaint and appeal procedures, researchers shall be ensured confidential and informal assistance in resolving labour disputes, disagreements and complaints, all for the purpose of facilitating fair and impartial treatment of complaints within the institution and improving the quality of the work environment in general.	September 2018	Decision on appointment of impartial person for dealing with complaints or appeals of researchers.	Rector's College, General Secretary, Department of Legal, HR and General Affairs, HR Management Committee
3.	*Charter & Code* - implementation of principles – Principle 28 (Career development)	Identify potential impediments, arising from the organizational culture of UM, which may hinder successful career development of researchers, and propose relevant organization-related remedial measures. Objective: Understand factors that hinder the career development of researchers, which are the result of characteristics of the organizational culture and subcultures of the University of Maribor, and propose relevant organizational measures to remedy said factors.	September 2018	Conducted study and focus groups, Developed proposals on remedial measures.	Rector's College, HR Management Committee

4.	*Charter & Code*; OTM-R - information	The College of Deans of UM and College of Secretaries of UM shall take knowledge of: - Importance of proper implementation of principles of the Charter & Code; - Planned sanctions in the event of breach of principles of the Charter & Code; - Elaboration of the importance of implementing OTM-R for ensuring quality and competitive advantage of UM.	15.03.2018	Minutes of the College of Deans meeting, Minutes of the College of Secretaries meeting.	General Secretary
5.	OTM-R 4.2.2.	Organize data capture and digitization of HR-related KPIs.	Permanent task; data capture as at 31. 12.	Set up IT support for continued annual HR-related data capture.	Rector's College, General Secretary, Department of Legal, HR and General Affairs, Department of Quality and Sustainable Development, Computer Centre of UM (CCUM)
6.	OTM-R in full	Align UM documents with the *Instructions on OTM-R at the University of Maribor*.	31. 5. 2018		General Secretary, Department of Legal, HR and General Affairs
7.	OTM-R in full	The HR Management Committee shall monitor and supervise on a systematic basis the quality of implementation of the OTM-R Policy and Instructions at UM, and report to the Rector twice per year.	15. 7. 2018 30. 1. 2019	Report on quality of implementation of OTM-R Policy and recommendations.	HR Management Committee

8.	OTM-R Chapter 4.2.4, Checklist, Point 5.	Continued monitoring system to control the compliance of OTM-R quality standards; the Quality Assessment Committee shall lay down and implement in the self-assessment reports criteria applied to determine the compliance of practices at UM with recommendations and instructions adopted by UM.	31.12.2018	Self-assessment report of the Quality Assessment Committee, OTM-R statistics – HR KPIs.	Rector's College, Senate of UM, Quality Assessment Committee, HR Management Committee, Department of Legal, HR and General Affairs, General Secretary
9.	OTM-R Quality control system – Point 3	Organize training course on the contents of the Charter & Code, OTM-R Policy at UM and Instructions on OTM-R at UM for: 1. Faculty Deans, 2. Faculty Secretaries, 3. Assistant Secretaries, Heads of HR departments and HR officers, 4. Administrative officers working on projects.	30.04.2018	Number of training courses held, Number of training course participants.	General Secretary, Rector's College
10.	OTM-R Checklist – Point 3	Employee training on the topic of OTM-R.	31.12.2018	Number of employee training courses on OTM-R, Number of training course participants.	General Secretary, Rector's College, Department of Quality and Sustainable Development
11.	OTM-R Checklist – Point 4	Design and develop e-recruitment tool.	30.06.2018	Specification of web tool for (all) recruitment stages.	General Secretary, Rector's College, CCUM, Department of Legal, HR and General Affairs, Department of Quality and Sustainable Development

12.	OTM-R Checklist – Point 11:	Develop single template to be used for publishing vacancies on EURAXESSS portal and other relevant recruitment forums (e.g. LinkedIn, career fairs, etc.).	30.06.2018	Specification of web tool for (all) recruitment stages, Number of training courses on activity held for relevant stakeholders.	General Secretary, Rector's College, CCUM, Department of Legal, HR and General Affairs, Department of Quality and Sustainable Development
13.	OTM-R Checklist – Point 14:	Examine and draft a user manual for other tools (except for EURAXESS) used for publishing vacancies and developing related KPIs.	30.06.2018	Draft user manual for other tools used for publishing vacancies and develop relevant KPIs.	General Secretary, Rector's College, CCUM, Department of Legal, HR and General Affairs, Department of Quality and Sustainable Development
14.	*Charter & Code* – implementation of principle 12 (Recruitment) & OTM-R	Amend public call criteria, per which adequate habilitation is currently required for employment, to habilitation-related criteria, as laid down by the Rules on appointment to ranks at UM.	30.06.2018	Number of foreign researchers R2-R4 (growth trends).	General Secretary, Rector's College, Department of Legal, HR and General Affairs
15.	OTM-R Checklist – Point 21	Unify practice of sending feedback during the recruitment process to candidates invited for interviews.	30.06.2018	Percentage of candidates who received feedback (total).	General Secretary, Department of Legal, HR and General Affairs

16.	*Charter & Code:* Principle 26 (Funding and salaries); Principle 28 (Career development); Principle 23 (Research environment)	Initiative to the funding body and notification to significant decision-making stakeholders in order to ensure stable funding environment for research activities. Notify partners under the Slovenian Rectors Conference on restrictions to research potential reported on by researchers that are the result of underfunding of research. Objective: Amendment of Higher Education Act (ZVIS) – proposal to introduce budget based funding of research activities, which would, if a similar approach were adopted in teaching activities as well, ensure job stability and development of researchers' careers, and secure investments in modern research equipment and renovation of facilities.	June 2018	Initiative for budget based funding (BBF) of research activities. Long-term: growth of share of researchers working under (min) 5-year employment contracts and researchers under permanent employment, and decline in share of researchers working under short-term (up to 1 year) employment contracts.	Management of UM
17.	Implementation of Charter & Code in all lines of operation of the University of Maribor	Align action plans of UM and their implementation, in particular plans relating to education and research activities, with the HR action plan (focusing on the implementation of principles of the Charter & Code).	December 2018	Harmonized action plans and implementing measures – attaining synergy.	Management of UM, HR Management Committee
(unfinished activities from Realization of Action Plan for the HR Management Strategy for Researchers 2014-2017)					

3.2. Reduce teaching obligations of ambitious and successful researchers.	3.2.1. Based on their scientific track record, researchers can be appointed with a lower share of teaching obligations.	Set up e-records of reduced teaching obligations.	Dec. 2019	E-records of reduced teaching obligations	General Secretary, HR Department, CCUM.
3.3. Development of incentive system for excellence in research.	3.3.1. Develop and set up criteria/standards for the incentive system for UM teaching, research and support activities.	Set standards for the incentive system for UM teaching, research and support activities – ongoing.	Dec. 2020	Set standards for the incentive system for UM teaching, research and support activities.	Management of UM.

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).	Call for applications for mobility of staff; objective: 5 long-term mobilities; based on: decision of Rector's College.	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.	Call for applications, selection, agreements, payments.	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.	Draw up programme and invitation, obtain funding.	Annually.	Number of students attending, number of foreign professors attending, duration of programme (1 week/2 weeks).	SMPM, CEEPUS network coordinators, faculties.
3.8. HR planning (job allocation, promotion and habilitation) at every faculty for at least 5 years in advance.	3.8.1. Develop an HR management system with a clear HR management policy.	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 period 2019-2024.	Dec. 2018	5-year HR management plan drafted, including individual plans for all teaching and non-teaching staff.	Management of UM.

Revised HR Strategy Action Plan for researchers for purposes of implementing the principles of the European Charter of Researchers and Code of Conduct for the Recruitment of Researchers, and recommendations on Open, Transparent and Merit-based recruitment practices (OTM-R) for the period 2017-2020 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
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