

**ACTION PLAN**  
**FOR THE IMPLEMENTATION OF THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS**  
**for the period between 2014 and 2020**

By the end of 2013, the University of Maribor received two evaluation reports – one from the Slovenian Quality Assurance Agency for Higher Education (SQAA) and one from the European University Association (EUA). On the basis of the reports and the Internal gap Analysis in the field of 40 European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers principles the, University formulated a time-bound action plan. The document was brought in line with the National Higher Education Programme 2011-2020, the Research and Innovation Strategy of Slovenia 2011-2020, European guidelines in the field of quality development in higher education and various strategic documents of the University of Maribor. A wide-ranging discussion on the proposals for improvement was held. The University is aware of the document's importance for eliminating deficiencies and improving its activities in various fields over the following years.

For each recommendation, one or more measures were adopted. However, it must be noted that certain measures can be implemented only in the event of sufficient and stable funding and a relevant legal basis (Higher Education Act; Research and Development Act).

The translation of the action plan for human resources is an integral part of the above mentioned document, which has been approved by all university bodies:

- 25 March 2014 (Senate),
- 9 April 2014 (Management Board),
- 23 April 2014 (Student Council).

Strategic objectives in the field of human resources development (researchers):

- promotion of academic values and development of professional and ethical practice;
- human resources development;
- active employment policy;
- development of a university culture;
- provision of adequate working conditions and social security.

3	HUMAN RESOURCES	Activities	Envisaged commencement date	Envisaged completion date	Indicators	Responsible person
3.1	Career counselling for both teaching and non-teaching staff	3.3.1. Analysis of needs and identification of contents as well as potential lecturers within UM	March 2014	December 2015	conducted analysis	competent vice rector, vice deans, Department of Academic Affairs, Quality Development Centre
		3.1.2. Offering professional support to both non-teaching and teaching staff as well as researchers with regard to career development and the acquisition of competencies	March 2014	December 2015		competent vice rector, vice deans, Department of Academic Affairs, Quality Development Centre
		3.1.3. Offering professional support to employees for the implementation of e-learning and distance learning (in the context of the envisaged centre for human resources development at UM)	May 2014	October 2020		competent vice rector, vice deans, Department of Academic Affairs, Quality Development Centre
3.2	Decreasing the teaching load of ambitious	3.2.1. Facilitating employment with reduced teaching load on the basis of scientific accomplishments	March 2014	December 2020		management of university members

	renowned researchers					
<b>3.3</b>	Developing a remuneration system for research excellence	<b>3.3.1.</b> Defining criteria/standards for the remuneration of in the field of teaching, scientific research and support services	December 2014	December 2017	established criteria	UM management
<b>3.4</b>	Balancing teaching load within and between programmes	<b>3.4.1.</b> Reforming existing study programmes in order to (1) improve contents, (2) effectively integrate them and (3) make them more attractive and better adapted to the needs of society (indirectly reducing and balancing the teaching load of employees)	March 2014	October 2016		UM management, management of university members
<b>3.5</b>	Balancing and optimising the teacher-student ratio at university members	<b>3.5.1.</b> Long-term planning of both personnel and enrolment policy	March 2014	October 2016		UM management, management of university members
<b>3.6</b>	Introducing surveys and other activities in order to improve the teaching process	<b>3.6.1.</b> Annual evaluation and improvements to the survey with regard to methodology, content and implementation of measures on the basis of results	March 2014	October 2014		competent vice rector, vice deans, Department of Academic Affairs, Quality Development Centre
		<b>3.6.2.</b> Incorporating survey results and measures introduced in the context of the survey on the performance of teaching staff into self-evaluation reports of all university members	March 2014	December 2014		competent vice rector, vice deans, Department of Academic Affairs, Quality Development Centre

3.7	Increasing mobility of teaching and non-teaching staff	<b>3.7.1.</b> Incorporating development resources for international mobility of teaching staff into the funding system, with emphasis on long-term exchange or long-term training periods abroad (at least one year, e.g. sabbatical leave)	March 2016	December 2016		UM management, Management Board
		<b>3.7.2.</b> Increasing the number of visiting professors and researchers as well as mobility of non-teaching staff	March 2015	December 2016		UM management, Management Board
		<b>3.7.3.</b> Faculties will upgrade existing study programmes/projects/summer schools with foreign human resources and develop new ones in cooperation with other faculties and universities.	March 2015	October 2015		UM management, management of university members
3.8	Human resources planning (filling of posts, promotions and appointments) for a period of at least five years at each university member	<b>3.8.1.</b> Developing a system for human resources management and a clear personnel policy	March 2014	December 2016		UM management, management of university members
		<b>3.8.2.</b> Incorporating acquired competencies in the field of learning and teaching and university operation into acts laying down the criteria and procedure for the appointment of faculty ranks	April 2014	December 2015		
3.9	Bringing certain goals specified in documents on development (personnel policy) in line with relevant measures	<b>3.9.1.</b> Revising objectives of the personnel policy and bringing them in line with UM's development strategy 2013 – 2020 and formulating an action plan	March 2014	December 2015		Rector, university bodies



3.10	Promoting academic values and the development of professional and ethical practice	3.10.1. Adoption of an ethical code	April 2014	December 2014		
		3.10.2. Monitoring and implementing the ethical code and taking academic values into account at all levels	April 2014	December 2014		