



Universidad de Murcia ACTION PLAN (Updated May 2022)

An action plan is defined as: *‘A sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan **has three major elements** (1) **Specific tasks**: what will be done and by whom; (2) **Time horizon**: when will it be done; (3) **Resource allocation**: what and who is available for specific activities.*

The **40 principles assessed in the Gap Analysis** span 4 areas of the C&C (Ethical and Professional aspects; Recruitment and Selection; Working Conditions and Social Security; Training and Development). UMU has described the ‘state of play’ under these headings.

The UMU’s updated Action Plan for the HRS4R covers the period 2022-2025. All actions included in the initial Action Plan have been completed. Two of them are still “in progress”, one has been marked as “extended”, and eight new actions are scheduled to be carried out in the new period.

The timeline covers three years up to the final review. Timing is indicated by quarters of a year.

- Action Plan includes short-term interventions and long-term systemic actions that bring about culture change;
- Actions include indicators and/or targets for success that underpin the quality of the outputs and outcomes;
- Quantitative targets have been included in the Action Plan where appropriate and relevant

Web link to the UMU’s HR Strategy dedicated webpage: <https://www.um.es/en/web/hrs4r/>



The UMU's updated Action Plan (2022-2025)

	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
1	<p>Improve some sections of the UMU website:</p> <p>a) The Research and Teaching website (https://www.um.es/web/pdi/normativa) including national, sectoral or institutional regulations in relation to the contractual and legal obligations that apply to UMU researchers.</p> <p>b) English version of the e-recruitment tool "Convocum".</p>	5, 13, 21, 34	Q3 2019 point a; Q3 2020 point b	Human Resources Area in collaboration with Applied Information and Communication Technologies Area (ATICA) and General Services for University Information (SIU).	Web update day	COMPLETED
2	<p>Translation into English of the internal UMU policies and documents linked to the HRS4R activities and the relevant sections of UMU website.</p>	5, 15	Q3 2020	Vice-rectorate for Internationalization in collaboration with Vice-Rectorate for Quality, Culture and Communication	Publication date in UMU website. Pages available in English.	COMPLETED
3	<p>Publication of a quarterly Newsletter "HRS4R-UMU", where the relevant aspects related to the way in which the UMU complies with and advances in the principles of the charter and code of conduct will be transferred to the research community.</p>	2, 5, 7, 8, 9, 24, 30, 32, 33, 34, 37, 38	Starting on Q3 2019 every 3 months.	Vice-rectorate for Internationalization -Operum	N ^o of newsletter sent. 10% opening rate of the newsletters.	COMPLETED
4	<p>Define a unified, open, transparent and merit-based recruitment policy document for the UMU.</p>	11, 12, 13, 15, 16, 20	Q2 2021	Human Resources Area Vice-rectorate for Teaching Vice-rectorate for Research and Knowledge Transfer Vice-rectorate for internationalization	Date of approval by UMU's government of a common policy document strategy for the implementati	COMPLETED



	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
					on of OTMR policy.	
5	Development of a new feedback evaluation report for the human resources selection processes at UMU.	5, 11, 14, 15, 16	Q2 2020	Human Resources Area Vice-rectorate for Teaching	Nº of complete feedback reports send to the candidates. Nº of new measures created to verify compliance with existing regulations.	COMPLETED
6	Creation of a general merit model rule that can be downloaded by those responsible for the selection processes and which contemplates the aspects recommended in the code.	5, 11, 12, 15, 16, 18, 21, 29	Q4 2022	Human Resources Area Vice-rectorate for Teaching	New template for job positions. Nº of job vacancies advertised in the new template.	IN PROGRESS
7	Publication of positions linked to international research projects in Euraxess	5, 11, 15, 16	Q1 2020	Human Resources Area Vice-rectorate for Teaching	Nº of calls published in Euraxess	COMPLETED
8	Involvement of the Gender Unit in the evaluation and selection commissions for recruitment of researchers.	14, 27	Q1 2020	Unit for Equal Opportunities for Women and Men, Human Resources Area Vice-rectorate for Teaching Vice-rectorate for Research and Knowledge Transfer	Nº of selection and evaluation commission monitored.	COMPLETED
9	Broaden the assumptions allowing for the consideration of interruptions in the research career without sanction, including especially stays in other sectors (industry/other	17	Q2 2020	Human Resources Area Vice-rectorate for Teaching Vice-rectorate for Research and Knowledge Transfer	Approval by UMU's government of new rule for job positions available on	COMPLETED



	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
	academic sectors) and training, to adapt them to the current needs of the UMU.			Vice-rectorate for internationalization	the UMU website.	
10	Inclusion of the recognition of mobility in the standard scale model. It will be taken into account that all categories of PDI have the option of being able to carry out mobility.	18, 29	Q2 2020	Human Resources Area Vice-rectorate for Teaching Vice-rectorate for Research and Knowledge Transfer Vice-rectorate for internationalization	Approval by UMU's government of new rule for job positions available on the UMU website.	COMPLETED
11	Improvement of the document on "recommendations/good practices in the performance of the selection boards for official staff" , which could be extended/adapted to the recruitment of staff assigned to research projects. It will be provided in Spanish and English.	11, 14, 19	Q2 2023	Human Resources Area Vice-rectorate for Teaching Vice-rectorate for Research	Date of publication of the document.	IN PROGRESS
12	Preparation of a welcome pack in Spanish and English for researchers, indicating the institutional norms, their references and links and information about training possibilities and norms related to IPR issues. This information could be presented (in the form of a brochure or in digital format) to the researchers when they sign their contracts with the UMU.	8, 23, 31	Q3 2020	Vice-rectorate for Internationalization -International Welcome Point-Operum	Welcome pack available at UMU website. Nº of welcome packs distributed.	COMPLETED
13	Set up a Research Career Development Service (RCDS) to help researchers plan, within the resources available at regional, national and international level, all those activities that foster job stability both outside and within the academic environment.	8, 25, 28, 30, 39, 40	Q2 2021	Vice-rectorate for Employment, Entrepreneurship and Society Vice-rectorate for Research	Nº of assessments given by the RCDS.	COMPLETED
14	To propose a mediation figure, prior to the University Ombudsman , to settle possible disputes between	34, 36, 40	Q2 2021	Vice-rectorate for Studies Vice-rectorate for Research and	Day of the official appointment of that figure.	COMPLETED



	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
	doctoral students and tutors or thesis directors (Coordinator of Doctorate Programme, Doctorate Commission).			Knowledge Transfer Academic Management Area_EIDUM		
15	<p>Redesigning of the training offer for doctoral students at the UMU. This includes better coordination between courses, a wider offer and a commitment to online training.</p> <p>a) firstly, the training offer for doctoral students will be analysed in order to identify possible training gaps</p> <p>b) in a second step, the training offer in English will be updated and improved, taking into account the gaps detected and including relevant topics in line with the HRS4R strategy.</p>	31, 38	<p>a) Q4 2023</p> <p>b) Q4 2024</p>	<p>Vice-rectorate for Studies, Academic Management Area_EIDUM, Vice-rectorate for Lifelong Learning</p>	Nº courses of any subject (technical and transversal) available in English.	EXTENDED
16	<p>Training sessions on the HRS4R Seal of Excellence. Periodic sessions per faculty and/or per audience type (R1-R4 and administrative staff), presenting the main outcomes of the strategy and the ongoing action plan. They will also serve as a meeting point where HRS4R managers and the research community can exchange views in person, and/or through a final question session.</p>	2, 5, 7, 8, 9, 24, 30, 32, 33, 34, 37, 38	Yearly from January to March.	Vice-rectorate for Research	<p>Nº of training sessions.</p> <p>Nº of attendees.</p>	NEW
17	<p>Analysis of UMU's strategic plans and general policies. The main milestone in 2025 will be the embedding of the OTM-R policy into the university's day-to-day operations. Although much progress has been made with the Action 4 work log document, it is now proposed:</p>	11, 12, 13, 15, 16, 20	a) Q2 2024	<p>Institutional Management Unit, Human Resources Area</p> <p>Vice-rectorate for Teaching</p> <p>Vice-rectorate for Research</p>	Date of approval by UMU's government of the revised plans and policies in which de HRS4R and OTM-R	NEW



	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
	<p>a) to review and analyse, in detail and in time, the main UMU policies in order to start incorporating these criteria in a general way. The most important thing will be to review the HR plans and policies.</p> <p>b) to establish discussions with UMU responsible of each plan, elaborate the HR updated documents and a final document which compile the OTM-R policy main lines, that will be approved by the corresponding governing boards. A Focus Group related to OTM-R policy will be created with the involvement of UMU representatives and external expert, if needed.</p>		b) Q1 2025		policies are fully embedded.	
18	Incorporating OTM-R organically at UMU. As a continuation of action 17, once the main policies of UMU are analysed, everything related to the HRS4R strategy will be included in the gender and ethics plans of the university and approved by the corresponding boards.	11, 12, 13, 15, 16, 20	Q2 2025	Institutional Management Unit, Human Resources Area Vice-rectorate for Research	Date of approval by UMU's government of the revised gender and ethics plan in which de HRS4R and OTM-R policies are fully embedded.	NEW
19	Opening of an e-mail box/contact form for questions about the HRS4R. In order to continue improving communication with the research community, a contact form will be designed for each category of the seal where, anyone can send their doubts or suggestions.	2, 5, 7, 8, 9, 24, 30, 32, 33, 34, 36, 37, 38, 40	Q3 2022	Institutional Management Unit	Date of creation of the contact form. Number of questions received.	NEW
20	Opening of an anonymous general channel for complaints and appeals The	2, 5, 7, 8, 9, 24, 30, 32, 33, 34, 36,	Q3 2024	Institutional Management Unit University	Date of approval by UMU's	NEW



	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
	<p>University Ombudsman is a figure whose mission is to look after the rights and freedoms of the researchers, students, and administration and service staff. An e-mail box/contact form for complaints and appeals by university community on a confidential basis, already exists</p> <p>https://general.um.es/general/defensor.buzon). It is expected to go a step further and implement an anonymous complaints and suggestions channel, in line with the application of the EC Directive 2 19/1937</p> <p>https://www.boe.es/doue/2019/305/L00017-00056.pdf</p>	37, 38, 40		Ombudsman office	<p>government of the instruction</p> <p>Date of creation of the new contact channel</p>	
21	<p>Communication plan that includes information of an institutional nature in relation to the HR Seal within the UMU's own policies.</p> <p>Design of a global communication plan, which includes, in addition to our newsletter, posts on social networks and in the media, to ensure that the strategy reaches all stakeholders. The creation of short videos explaining the actions to be uploaded on YouTube will be considered, in addition to reviewing the relevant content already shown quarterly in our newsletter.</p>	2, 5, 7, 8, 9, 24, 30, 32, 33, 34, 37, 38	Q2 2024	Institutional Management Unit, Vice-rectorate for Research, Vice-Rector for Research Transfer, Communication and Scientific Dissemination	Nº of newsletter, post on social networks, short explanatory videos reviewed and published.	NEW
22	<p>Increase the number of different positions published in Euraxess. In its quest to improve transparency and the recruitment of excellent human resources, we will continue to work to increase the number of positions published in Euraxess. In this way, in addition to those corresponding to European projects, which have already</p>	5, 11, 15, 16	Q1 2024	Human Resources Area Vice-rectorate for Teaching	Nº of calls published in Euraxess	NEW



	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator	Current status
	been published for years, we will include other national and regional calls for proposals with an international dimension.					
23	<p>Training sessions on the Research Development Career. Specific and periodic training sessions on research development career opportunities will be given to R1-R4 UMU researchers. The Career Development Platform developed by UMU will be explained (https://www.um.es/en/web/hrs4r/formacion/carrera_profesional) and selected UMU graduates will be involved in explaining their experience in the development of the career in the academic and business environment. These sessions will also serve as a meeting point where researchers and speakers can exchange views in person</p>	8, 25, 28, 30, 39, 40	Yearly from Q3 2023	Vice-rectorate for Students and Employment, Vice-rectorate for Research	N ^o of training sessions. N ^o of attendees.	NEW