| Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| Free text -100 words max | Retrieved from the GAP Analysis | | | |
| Considering the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, the action will involve designing and delivering small and large group training programmes and their promotion to researchers, with training modules tailored to specific needs, with continuous follow-up. | 3 5 7 8 10 11 21 39 | 2026/09 | HR Directorate | Number of training courses<br><br>Number of training hours<br><br>Number of participants in training courses |
| The action aims to improve our research and innovation processes, promote the responsible use of AI technologies, and strengthen intellectual property protection. An integral part of the action is to promote researcher empowerment in the context of AI. | 1 2 4 24 | 2025/09 - Drafting principles for the use of AI<br><br>2026/09 - Developing research and innovation processes in line with EU guidelines | Directorate-General for Coordination | Emerging principles on AI, update regulatory documents<br><br>Integrating EU AI processes into our processes |
| Supporting employees' personal and professional development through the development of a career counselling strategy (based on a survey), soft-skills training for career development, recognition of self-learning and its integration into the appraisal system | 27 28 30 39 22 25 26 | 2 training 2025/09<br><br>2 training 2026/09<br><br>Career advice strategy 2026/09 | HR Directorate | GAP analysis<br><br>Designing new training programmes to support internal career development<br><br>Number of training courses delivered<br><br>Number and satisfaction of participants in training (Exit questionnaire).<br>Completion of the strategy |

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| *Promoting researcher and teacher mobility at the university, supporting it through campaigns and programmes. Furthermore, to identify programmes to encourage and support intersectoral mobility, recognise mobility in teaching/research jobs, and develop university incentives.* | *18 29 22* | *1 campaign launched 2025/03* <br> *1 training 2025/03* <br> *1 training 2025/09* <br> *1 training 2026/03* | *International Directorate, HR Directorate* | *Organisation of mobility incentive programmes* <br> *Number of events implemented* <br> *Number of participants in events.* <br> *Number of researchers participating in mobility* |
| *Further development of the Intellectual Property Management Knowledge Base, information events and training.* <br> *Renewal of the Intellectual Property Management Policy,* | *31 32* | *Developing the knowledge base 2025/09* <br> *Implementation of events 2025/09 and 2026/09* | *Innovation Centre* | *The number of events carried out and the number of participants.* <br> *Number of consultations held online or in person.* |
| *Improving the organisational culture by incorporating and supporting grassroots initiatives and employee suggestions that encourage active participation in decision-making, developing innovative solutions and commitment to common goals.* | *30 35 25* | *Creating a platform* <br> *1) 2025/09* <br> *Review feedback received quarterly* <br> *1) 2025/06* | *HR Directorate* | *The number of opinions received.* <br> *Creating a feedback platform* <br> *Incorporation of opinion into the decision-making process of the relevant sector* |
| *Implement the University's Equal Opportunities Plan according to the action plan and deadlines. Develop a new GEP following the closure of the current one.* | *27 24* | *Annual report publication 2025/09* <br> *2026/09* <br> *New GEP strategy 2025/09* | *HR Directorate, Equal Opportunities Committee* | *Monitor the implementation of the GEP strategy and prepare and publish an annual report.* <br> *Develop and publish the new GEP strategy.* |

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| *Adoption of a Recruitment and Selection Handbook and OTMR policy to complement and clarify the Employment Requirements System, to be implemented uniformly at the university level* | *12 13 15 27* | *2026/09* | *HR Directorate* | *Creation of a Recruitment and Selection Handbook*<br><br>*Development and publication of OTM-r policy* |
| *Ensure the best person for the job fills vacancies by publishing job advertisements on a wide range of platforms* | *12 13* | *Ongoing* | *HR Directorate* | *Increase the number of job advertisements*<br><br>*Increase the quantity and quality of applicants* |
| *Preparing Selection Committees for new recruitments through training, including new tools and methods in the selection process* | *14 16* | *Ongoing* | *HR Directorate* | *The members of the Evaluation Committees are trained to select the most suitable candidate based on an objective assessment*<br><br>*Training material for selection of best candidates*<br><br>*Development of an Interview assessment matrix* |
| *Improving the HR onboarding process for new lecturer/researcher staff to ensure successful integration, contributing to faster onboarding, and learning about the organisational regulatory system and practices for providing grievance redress.* | *34* | *2025/06* | *HR Directorate* | *Smoothing the integration of new colleagues*<br><br>*Integration work plan*<br><br>*Setting up a training programme for new entrants* |
| *Reviewing the teaching organisation between campuses, providing administrative support for teaching tasks and knowledge transfer between experienced and novice teachers to improve the balance between teaching and research. Knowledge transfer between experienced and novice teachers to improve the balance between teaching and research activities.* | *33* | *2026/09* | *Directorate for Education* | *Cleaning up our training portfolio*<br><br>*Number of courses created for e-learning subject sharing*<br><br>*Number of experience-sharing meetings organised by subject leaders* |