

Action plan

Proposed ACTIONS

Action 1

Develop and make publicly available FMUL OTM-R policy at FMUL website in Portuguese and English. Goal: To promote a common understanding within FMUL community of FMUL Open, transparent and merit based recruitment policy.

GAP Principle(s)	Timing (at least by year's quarter/semester)
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(+/-) 5. Contractual and legal obligations

(-/+) 10. Non discrimination

(-/+) 12. Recruitment

(-/+) 13. Recruitment (Code)

(+/-) 15. Transparency (Code)

2024, Q3

(+/-) 16. Judging merit (Code)

(+/-) 19. Recognition of qualifications (Code)

(++) 22. Recognition of the profession

(++) 34. Complains/ appeals

Responsible

Unit	Indicator(s) / Target(s)
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Human Resources Department.

OTM-R policy in Portuguese and English, available at FMUL website. OTM-R annual report.

Proposed ACTIONS

Action 2

Create a mentorship Program for Early Career Researchers and Teaching staff at initial stages of their careers (lecturers, assistant professors, assistant researchers). Goal: To provide career advice and support at initial stages of academic career.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(++) 1. Research freedom

(-/+) 21. Postdoctoral appointments (Code)

(-/+) 28. Career development

(--) 30. Access to career advice

2026, Q2

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

Responsible

Unit

Indicator(s) / Target(s)

Scientific Council; GAPIC (Office supporting scientific research at initial career stages); Medical Education Department

Number of mentors and mentees enrolled. Yearly qualitative assessment report.

Proposed ACTIONS

Action 3

Organise the annual hands-on soft skills training program for researchers and teaching staff (early development of teaching skills, supervision skills; project management, team leadership, research data management). Goal: To develop capacity in soft skills in training and research to FMUL research and teaching staff.

GAP Principle(s)

(-/+) 6. Accountability

(-/+) 7. Good practice in research

(-/+) 37. Supervision and managerial duties

(+/-) 39. Access to research training and continuous development

(-/+) 40. Supervision

Timing (at least by year's quarter/semester)

2026,Q3

Responsible

Unit

Indicator(s) / Target(s)

Scientific
Council,
Medical
Education
Department

Number of training actions per topic. Number of researchers enrolled per training action.

Proposed ACTIONS

Action 4

Offer a training program in science soft skills for doctoral students (e.g. open science, research data management, science communication). Goal: To train PhD students in essential competences needed for research and academic life.

GAP Principle(s)

(-/+) 7. Good practice in research

(+/-) 36. Relation with supervisors

(+/-) 39. Access to research training and continuous development

(-/+) 40. Supervision

Timing (at least by year's quarter/semester)

2025,Q3

Responsible

Unit

Indicator(s) / Target(s)

Institute for
Advanced
Training (IFA)
Scientific
Council;
Pedagogical
Council

Number of training sessions offered. Number of PhD students attending each session.

Proposed ACTIONS

Action 5

Adopt of bilingual communication by default in email and work/institutional communication, working forms/templates.

Goal: To promote an inclusiveness working environment where non-Portuguese speakers are welcome and able to participate.

GAP Principle(s)

(-/+) 23. Research environment

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

2025,Q1(all communication)

2026,Q1 (all forms and templates)

Responsible

Unit

Indicator(s) / Target(s)

FMUL board

Communication office Human Resources

Department

All email and institutional communication are by default in English or Bilingual. All working forms/templates are Bilingual.

Proposed ACTIONS

Action 6

Create the onboarding/welcome program for researchers and teaching staff. Goal: To welcome new members of FMUL community providing the needed tools to develop their professional activities.

GAP Principle(s)

(-/+) 23. Research environment

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

2027,Q2

Responsible

Unit

Indicator(s) / Target(s)

FMUL board,
Human
resources
department, all
FMUL scientific
units/laboratories
/research
institutes.

Number of researchers and teaching staff benefiting from onboarding Yearly qualitative assessment report of onboarding programme.

Proposed ACTIONS

Action 7

Create FMUL researcher's area – an online platform where funding opportunities, relevant templates, “how to” guides, scientific meetings are available, including a scientific funding calendar. Goal: To develop a "one-stop shop" platform where teaching/research staff are able to find essential tools and resources to their daily activities in an aggregated manner.

GAP Principle(s)

(-/+) 7. Good practice in research

(-/+) 8. Dissemination, exploitation of results

(-/+) 23. Research environment

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

2025,Q3

Responsible

Unit

Indicator(s) / Target(s)

FMUL board,
Communication
office, Human
Resources
Department
Scientific
Council.

Usability assessment of the platform through user's survey (yearly reported).

Proposed ACTIONS

Action 8

Create and use standardised grids to clarify the allocation of time to each academic task/function (research/teaching). The standardised grids will be available at FMUL researchers' area and will be integrated into the annual evaluation report of FMUL's scientific activity. Goal: To achieve balanced work distribution among staff and leverage career development according to each professional stage.

GAP Principle(s)

- (-/+) 3. Professional responsibility
- (-/+) 4. Professional attitude
- (+/-) 5. Contractual and legal obligations
- (-/+) 11. Evaluation/ appraisal systems
- (-/+) 24. Working conditions
- (-/+) 33. Teaching

Timing (at least by year's quarter/semester)

2027,Q1

Responsible

Unit

Indicator(s) / Target(s)

HR department, Scientific Council, Pedagogical Council, Office for Strategy and Planning

Standard grids available online at FMUL internal researchers' area. Number of assessments of researchers/teaching staff using standard grids (to be included in FMUL annual scientific activities report).

Proposed ACTIONS

Action 9

Implement a series of sessions and training workshops, as safe reporting channels to malpractice and abuse in terms of gender, discrimination and harassment. Goal: To raise awareness on diverse forms of discrimination and strategies to address them.

GAP Principle(s)

(-/+) 10. Non discrimination

(-/+) 24. Working conditions

(-/+) 27. Gender balance

(-/+) 28. Career development

Timing (at least by
year's
quarter/semester)

2026,Q3

Responsible

Unit

Indicator(s) / Target(s)

CIIND

(Committee for
gender
equality,
inclusiveness
and non-
discrimination).

Number of training workshops. Number of attendees
per area (administrative staff, teaching staff,
researchers)

Proposed ACTIONS

Action 10

Implement a Research Integrity Strategy, including training to students and researchers, and discussion sessions all year round on research integrity topics. Goal: To stimulate the best practices in research integrity and research ethics in order to achieve research excellence in practice.

GAP Principle(s)

- (++) 1. Research freedom
- (-/+) 2. Ethical principles
- (-/+) 3. Professional responsibility
- (-/+) 4. Professional attitude
- (-/+) 7. Good practice in research
- (-/+) 32. Co-authorship
- (+/-) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

2026, Q1 (initial stage) 2028, Q2 (full implementation)

Responsible

Unit Indicator(s) / Target(s)

<p>IFA (Advanced Training Unit), Scientific Council, FMUL board, CAML PhD students committee</p>	<p>Number of initiatives; Number of attendees per activity. Qualitative assessment of implemented activities.</p>
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Proposed ACTIONS

Action 11

Create an internal funding open call to support minor researchers' costs (e.g. conferences, training courses) with a clear and transparent attribution criteria. Goal: To support researchers' costs which are beneficial to conduct research and not covered by other research funds.

GAP Principle(s) **Timing (at least by year's quarter/semester)**

(++) 1. Research freedom

(-/+) 23. Research environment

(+/-) 26. Funding and salaries

(-/+) 28. Career development

2027, Q4

Responsible

Unit

Indicator(s) / Target(s)

FMUL
board,
GAPIC
(Office
supporting
scientific
research at
initial career
stages),
Research
projects
Office

Amount of funding available yearly. Number of applications to internal funding. Executed funding in each call.

Proposed ACTIONS

Action 12

Offer training in recruitment and selection of researchers, including how to organise a call, dissemination of code of conduct in the recruitment of researchers, how to report and provide adequate feedback. Goal: To improve recruitment procedures based on Code of Conduct in Recruitment of Researchers.

GAP Principle(s)

- (-/+) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (+/-) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)
- (+/-) 17. Variations in the chronological order of CVs (Code)
- (-/+) 18. Recognition of mobility experience (Code)
- (+/-) 19. Recognition of qualifications (Code)
- (+/-) 20. Seniority (Code)
- (-/+) 25. Stability and permanence of employment
- (+/-) 29. Value of mobility

Timing (at least by year's quarter/semester)

2026, Q4

Responsible

Unit

Indicator(s) / Target(s)

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HR Department, CIIND (Committee for gender equality, inclusiveness and non-discrimination).	Number of training actions delivered. Number of attendees per training action.
Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)
Design templates for researchers and teaching staff recruitment (to be available at FMUL researchers' platform). Goal: To standardize recruitment workflow, while reducing the burden of recruitment process to all parts involved.	(-/+) 13. Recruitment (Code)	2025, Q4
	Responsible Unit	Indicator(s) / Target(s)
	HR department; Financial department; Communication office.	Recruitment templates available online at FMUL researchers' area.

Proposed ACTIONS

Action 14

Organise the CAML PhD Students Committee. Goal: To promote students' cooperation, initiative, support and sense of belonging.

GAP Principle(s)

(-/+) 24. Working conditions

(-/+) 28. Career development

(+/-) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

2024,Q4

Responsible

Unit

Indicator(s) / Target(s)

PhD students;
Institute for Advanced Training (IFA)

Having a PhD students committee.

Proposed ACTIONS

Action 15

Create the FMUL open day - open to the general public and specific targeted groups (e.g. patients associations). Goal: To disseminate scientific research developed at FMUL to non-scientific public, while promoting public engagement.

GAP Principle(s)	Timing (at least by year's quarter/semester)
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(-/+) 7. Good practice in research

(+/-) 9. Public engagement

2028, Q3

(-/+) 23. Research environment

Responsible

Unit

Indicator(s) / Target(s)

Scientific

Council; FMUL

board,

Communication

Office

Number of events by type/area organised with two or more groups/research areas.

Proposed ACTIONS

Action 16

Define and disseminate academic roles (research and teaching) functional content and their expected tasks to be performed. Goal: To clarify what is expected from each role, contributing to improve professional attitude and also career plans.

GAP Principle(s)

(-/+) 11. Evaluation/ appraisal systems

(-/+) 21. Postdoctoral appointments (Code)

(-/+) 28. Career development

(+/-) 38. Continuing Professional Development

**Timing (at least by
year's
quarter/semester)**

2025, Q2

Responsible

Unit

Indicator(s) / Target(s)

Human
Resources
department,
Scientific
Council.

Positions description and associated tasks published
online at FMUL researchers' area.

Proposed ACTIONS

Action 17

Create a technology and knowledge transfer office (to support PhD program in enterprises; promote entrepreneurship in medical research, providing training in this particular field). Goal: To strengthen the relationship- with industry and public sector to leverage research and applied research projects.

GAP Principle(s)

(-/+) 8. Dissemination, exploitation of results

(-/+) 23. Research environment

(+/-) 26. Funding and salaries

(-/+) 28. Career development

(+/-) 31. Intellectual Property Rights

(+/-) 38. Continuing Professional Development

Timing (at least by year's quarter/semester)

2028,Q4

Responsible

Unit

Indicator(s) / Target(s)

Scientific Council, Pedagogical Council, FMUL board, Research Projects Office.

Number of established partnerships. Number of PhDs in enterprises. Number of projects in partnership (research, community engagement, others).

Proposed ACTIONS

Action 18

Organise the annual Scientific meeting – FMUL annual conference (in cooperation with FMUL Research Day initiative). The meeting will showcase FMUL different research areas, every year, ensuring that all areas are represented across time. Goal: To promote interdisciplinary scientific meetings among FMUL researchers, promoting collaboration and research-promoting environment.

GAP Principle(s)

(-/+) 8. Dissemination, exploitation of results

(-/+) 23. Research environment

Timing (at least by year's quarter/semester)

2027,Q3

Responsible

Unit

Indicator(s) / Target(s)

Scientific Council, GAPIC (office supporting scientific research at initial career stages), Research Projects Office.

Number of meeting attendees. Number of research areas represented.

Proposed ACTIONS

Action 19

Develop “how to” guides for essential and standard tasks (e.g. project management, staff recruitment, acquisitions, data management, life at FMUL for doctoral students) Goal: To reduce workload by simplifying procedures made easily and accessible available to all.

GAP Principle(s)

(-/+) 4. Professional attitude

(+/-) 5. Contractual and legal obligations

(-/+) 7. Good practice in research

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

2025,Q4

Responsible

Unit

Indicator(s) / Target(s)

PhD students committee, Human Resources department, Research Projects Office.

Number of guides available at FMUL website/internal researchers' area. Qualitative feedback from users collected through user's survey.

Proposed ACTIONS

Action 20

Implement a comprehensive occupational health program in collaboration with university clinics, going beyond the legal obligation. This service will involve university clinics staff experts and nutrition laboratory to implement an occupational strategy oriented for health promotion and optimizing health at work environments. Goal: To improve staff's occupational health taking advantage of campus expertise and infrastructures.

GAP Principle(s)	Timing (at least by year's quarter/semester)
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(-/+) 24. Working conditions

2027,Q4

Responsible Unit	Indicator(s) / Target(s)
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FMUL board, University Clinics.

Number of actions implemented. Number of university clinics involved. Number of attendees/beneficiaries of each action. Feedback from attendees collected through surveys.

Proposed ACTIONS

Action 21

Strengthen Research Projects Office: by providing a newsletter with funding opportunities (calendar, target and requirements), deliver tools to ease the funding applications and create templates and workflows according to each call. Goal: To support research projects at FMUL, scaling capacity to compete in competitive funding calls

GAP Principle(s)

(-/+) 3. Professional responsibility

(-/+) 4. Professional attitude

(-/+) 23. Research environment

(+/-) 26. Funding and salaries

Timing (at least by year's quarter/semester)

2028,Q1

Responsible

Unit

Indicator(s) / Target(s)

FMUL

board;

Research

Projects

Office;

Financial

department.

Number of newsletters sent. Number of templates/workflows created and available online in FMUL internal researchers' area.

Proposed ACTIONS

Action 22

Create a specific workflow for Master and Doctoral students research projects in Ethics Committee. Goal: To facilitate and accelerate ethics clearance from ethics committee, preventing unnecessary delays in the development of research projects.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 2. Ethical principles	2026,Q4
(-/+) 7. Good practice in research	

Responsible

Unit

Indicator(s) / Target(s)

Scientific council, FMUL board

Downward trend in the time between project submission and the first response from the ethics committee.

Unselected principles:

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

The first action will be to develop and publish the OTM-R policy on the FMUL website, in English and Portuguese. This policy will benefit from the support of the recently created Commission for Gender Equality, Inclusion and Non-Discrimination.

The OTM-R will not be a static set of principles, but a dynamic guide to follow in recruitment. To this end, the policy will be developed by a diverse group including non-academic staff, researchers, teaching staff and students. The policy will be evaluated annually and reviewed at least every two years.