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UNIVERSITÀ DI MACERATA

**l'umanesimo che innova**

# STRATEGIC ACTION

Human Resource Strategy for Researchers incorporating the  
Charter and Code

## Human Resource Strategy for Researchers incorporating the Charter and Code

### Area 1:

#### Content and transparency of the call for applications; candidate selection methods and assessment criteria

The results of the questionnaire highlight the need for immediate intervention as follows:

- more attention to the degree of autonomy, creativity and aptitude for research during the assessment phase;
- information on the strong and weak points of candidates following selections;
- increased publicity of the call for applications launched by UniMC in Italy and abroad;
- more information on career prospects;
- more clarity regarding the commitments that will involve the researcher once the position has been obtained;
- adequate valorisation of publications with co-authors.

#### Priority/problem no. 1.1:

##### Failure to consider non-academic skills in the assessments of merit

Priority level: 2

**Action 1.1:** Assessment of non-predominantly academic skills (knowledge of languages, IT skills, work experience in a non-academic field, etc...)

Timeframe for implementation: 3<sup>rd</sup> year, 3<sup>rd</sup> Q

Indicator: Insertion of non-predominantly academic skills in the call for applications for fixed term researchers (RTD), doctorate candidates and research collaborators.

**Individual/Office responsible for implementation:** Cinzia Raffaelli, National Research Office

#### Priority/problem no. 1.2:

##### Lack of transparency regarding assessments during selection

Priority level: 2

**Action 1.2.1:** At the end of the procedure for the conferral of research grants and research contracts, all candidates receive a personal evaluation summary report (including assessment of strong and weak points).

Timeframe for implementation: 3<sup>rd</sup> year, 3<sup>rd</sup> Q

Indicator: number of commission's personal assessment released to candidates

**Individual/Office responsible for implementation:** Cinzia Raffaelli, National Research Office

#### Priority/problem no. 1.3:

##### Failure to adequately promote calls for application

Priority level: 3

**Action 1.3.1:** Increase the visibility of the calls for application launched by Ministry for University and Research (MIUR), through a link to the calls for application website of the MIUR and putting it in an evident position on the UNIMC website.

Timeframe for implementation: 1<sup>st</sup> year, 1<sup>st</sup> Q

Indicator: MIUR website link on the UNIMC website

**Individual/Office responsible for implementation:** Cinzia Raffaelli, National Research Office

**Action 1.3.2:** Forward the calls for application launched by UNIMC to the universities with which UNIMC has an agreement.

Timeframe for implementation: 1<sup>st</sup> year, 3<sup>rd</sup> Q

Indicator: number of calls for application forwarded to the universities with which UNIMC has an international collaboration agreement.

**Office responsible for implementation:** Antonella Tiberi, Office for International Relations

**Action 1.3.3:** Include the link to Euraxess Job website in the calls for application section of UNIMC website and university portal.

Timeframe for implementation: 1<sup>st</sup> year, 2<sup>nd</sup> Q

Indicator: Euraxess present on the UNIMC website

**Individual/Office responsible for implementation:** Cinzia Raffaelli, National Research Office

**Action 1.3.4:** At the beginning of every doctorate cycle, organize at least 1 meeting to illustrating the divulgation channels of calls for job or research grants that are accessible to doctoral candidates and graduates at an international level.

Timeframe for implementation: starting 1<sup>st</sup> year, 2<sup>nd</sup> Q (every year on 2<sup>nd</sup> Q)

Indicator: number of lessons within the doctoral cycle on the divulgation channels of the calls for jobs or grants

**Individual/Office responsible for implementation:** Barbara Chiuconi, International Research Office

**Action 1.3.5:** Divulge the principles of the European Charter and Code for Researchers, inserting it into the university and department websites.

Timeframe for implementation: 1<sup>st</sup> year, 1<sup>st</sup> Q

Indicator: European Charter and Code for Researchers inserted into the University Website and UNIMC department websites.

**Individual/Office responsible for implementation:** Cinzia Raffaelli, National Research Office

**Action 1.3.6:** Refer to the European Charter and Code for Researchers and the need to divulge its principles during institutional ceremonies at the University, such as the inauguration of the academic year.

Timeframe for implementation: 1<sup>st</sup> year, 3<sup>rd</sup> Q

Indicator: number of institutional ceremonies where the European Charter and Code for Researchers is cited

**Individual/Office responsible for implementation:** Luigi Lacchè, Rector

**Action 1.3.7:** Organise at least 2 events with academics and other important personalities to disseminate the principles of the European Charter and Code for Researchers at UNIMC

Timeframe for implementation: starting 1<sup>st</sup> year, 2<sup>nd</sup> Q (ending 3<sup>rd</sup> Q, 3<sup>th</sup> year)

Indicator: number of meetings with academics and important persons within the first 3 years

**Individual/Office responsible for implementation:** Francesca Spigarelli, Vice Rector for Excellence in Research

**Action 1.3.8:** At the beginning of every doctorate cycle, organize 1 meeting to illustrate the principles of the European Charter and Code for Researchers, and to provide every new doctoral candidate with a copy of the Charter

Timeframe for implementation: starting 1<sup>st</sup> year, 3<sup>rd</sup> Q (every year by 3<sup>rd</sup> Q)

Indicator: number of participants to the event (with copies of the Charter delivered)

**Individual/Office responsible for implementation:** Francesca Spigarelli, Vice Rector for Excellence in Research, supported by Cinzia Raffaelli (National Research Office).

**Action 1.3.9:** Adapt every call for application for study grants and research grants to the principles of the charter, inserting specific references to it, and including the relative link.

Timeframe for implementation: 1<sup>st</sup> year, 2<sup>nd</sup> Q

Indicator: number of call for applications with a specific reference to the European Charter and Code for Researchers

**Individual/Office responsible for implementation:**

Cinzia Raffaelli, National Research Office with regard to post doc contracts

Daniela Donati, Human Resources Office with regard to fix-term researcher contracts

Anna Simonelli (Dep. of Law and Dep. of Humanities), Adriano Morelli (Dep. of Educational sciences, Cultural Heritage and Tourism and Dep. of Political Science), Marco Marziali (Dep. of Economics and Law) with regard to other research contracts.

#### **Priority/problem n. 1.4:**

**Failure to adequately recognise inter-sector mobility experience, experience outside of the academics world and international experience in selections and promotions.**

Priority level: 3

**Action 1.4.1:** Include national and international mobility as a selection criterion

Timeframe for implementation: 4<sup>th</sup> year, 1<sup>st</sup> Q

Indicator: number of calls where “national and international mobility” selection criteria are inserted (for grants, contract holders and fixed term researchers)

**Individual/Office responsible for implementation:**

Cinzia Raffaelli, National Research Office with regard to post doc contracts

Daniela Donati, Human Resources Office with regard to fix-term researcher contracts and professors' contracts

Anna Simonelli (Dep. of Law and Dep. of Humanities), Adriano Morelli (Dep. of Educational sciences, Cultural Heritage and Tourism and Dep. of Political Science), Marco Marziali (Dep. of Economics and Law) with regard to other research contracts.

**Action 1.4.2:** Make it obligatory to spend a period during the doctoral cycle within public/private structures or national or international research institutes.

Timeframe for implementation: 4<sup>nd</sup> year

Indicator: number of PhD programmes where mobility of at least 3 months is compulsory

**Individual/office responsible for implementation:** Cinzia Raffaelli, National Research Office

**Action 1.4.3:** Valorize international mobility experience and inter-sector experience for the access to research positions and subsequent career advancements

Timeframe for implementation: 3<sup>rd</sup> year, 3<sup>rd</sup> Q

Indicator: Insertion of mobility experiences as a selection criterion in the calls for application

**Individual/Office responsible for implementation:**

Cinzia Raffaelli, National Research Office with regard to post doc contracts  
Daniela Donati, Human Resources Office with regard to fix-term researcher contracts and professors' contracts.  
Anna Simonelli (Dep. of Law and Dep. of Humanities), Adriano Morelli (Dep. of Educational sciences, Cultural Heritage and Tourism and Dep. of Political Science), Marco Marziali (Dep. of Economics and Law) with regard to other research contracts.

**Priority/problem n. 1.5:  
Publications with a co-author are penalised in the assessment of researchers**

Priority level: 2

**Action 1.5.1: Do not penalise publications with co-authors in the assignment of funds to support research within the University**

Timeframe for implementation: 1<sup>st</sup> year, 1<sup>st</sup> Q

Indicator: guidelines approved by the Academic Senate

**Individual/Office responsible for implementation:** Cinzia Raffaelli, National Research Office

**Area 2:  
Employment stability, financing and salaries**

Researchers show a general disagreement on these issues, with the exception of the regulations regarding health and safety in the workplace.

In particular, disagreement has been expressed regarding: the salary (which also constitutes the first of the priorities indicated by the researchers); the stability and continuity of employment conditions; and availability of information regarding supplementary social insurance and social security.

On the basis of the priorities expressed, more attention must be paid towards the following aspects:

- financial incentives;
- improvement of the stability of working conditions;
- information on supplementary social security, in particular in favour of younger researchers (researchers and doctoral candidates).

**Priority/problem n. 2.1:  
Lengthy waiting times for payments / reimbursements**

Priority level: 4

**Action 2.1.1:** Formalisation of deadlines for payment of compensation and reimbursement of expenses for researchers, regardless of the kind of contract

Timeframe for implementation: 1<sup>st</sup> year, 3<sup>rd</sup> Q

Indicator: publication of an internal regulation – valid for all Departments - for deadlines of payment (including reimbursement of expenses)

**Individual/office responsible for implementation:** Giorgio Pasqualetti, Office for Internal Affairs

**Priority/problem n. 2.2:  
Stability and continuance in employment**

Priority level: 4

See the actions outlined in area 4.4.

**Priority/problem n. 2.3:  
Lack of knowledge of social security regulations**

Priority level: 2

**Action 2.3.1:** Improvement of availability of information regarding social security rights on the University website

Timeframe for implementation: 1<sup>st</sup> year, 2<sup>nd</sup> Q

Indicator: insertion of specific information on the University website

**Individual/office responsible for implementation:** Daniela Donati, Human Resource Office

**Action 2.3.2:** Organisation of specific meetings with experts on themes regarding social security for researchers

Timeframe for implementation: 2<sup>nd</sup> year, 2<sup>nd</sup> Q

Indicator: number of specific meetings organised

**Individual/office responsible for implementation:** Daniela Donati, Human Resource Office

**Priority/problem n. 2.4:  
Lack of information on the issue relative to supplementary social security**

Priority level: 2

**Action 2.4.1:** Improvement in availability of information regarding complementary social security, diversified according to the types of researchers involved

Timeframe for implementation: 1<sup>st</sup> year, 2<sup>nd</sup> Q

Indicator: Insertion of specific information on the University website

**Individual/office responsible for implementation:** Daniela Donati, Human Resource Office

**Action 2.4.2:** Organisation of specific meetings with experts on the themes of complementary social security

Timeframe for implementation: 2<sup>nd</sup> year, 2<sup>nd</sup> Q

Indicator: number of specific meetings organised

**Individual/office responsible for implementation:** Daniela Donati, Human Resource Office

**Area 3:  
Professional recognition; non-discrimination; research sector**

Various critical points emerge with respect to compliance with the principles of the Charter; these require intervention on a national level, as far as regulation is concerned, as well as on university level.

Among the most important principles of the Charter, it is noteworthy that “non-discrimination” is the most disregarded, specifically with reference to age and gender. Within this context, there is also the significant problem of the difficulty in reconciling work and family for the majority of women.

As for independence and the freedom of researchers, there is dissatisfaction, especially by younger researchers. To change current situation, a long term and effective strategy is needed.

The issue concerning the working environment is less critical, in terms of the need for more stimulating and supportive working conditions.

In addition, researchers urgently need reinforced tools (e.g. library resources) and services (e.g. internal services for English) to support their activity. To further stimulate the researchers, it is important to increase the number of meetings that: 1) highlight the strategic value of research; 2) explore opportunities for financing; 3) encourage networking among researchers (inside and outside the university).

Lastly, a consistent lack of information about the following has emerged: 1) the management of claims by researchers; 2) certain behavioural rules in research activity (for example those relating to the use of funds for research); 3) regulations on copyright and publications.

### **Priority/problem n. 3.1:**

#### **There are forms of discrimination on the basis of age and gender**

Priority level: 4

**Action 3.1.1:** Organization of one seminar per year on the theme of gender and age, to involve graduate students, dean, department directors, as well as the local community.

Timeframe for implementation: starting 1<sup>st</sup> year, 3<sup>rd</sup> Q (every year, 3<sup>rd</sup> Q)

Indicator: Organization, within the 4 years, of 4 events

**Individual/office responsible for implementation:** Ines Corti, Vice Rector for Equal opportunities

### **Priority/problem n. 3.2:**

#### **Absence of regulations relating to the manner in which funds are to be used**

Priority level: 3

**Action 3.2.1:** Approve a regulation on the use of funds for research, to be advertised appropriately on the website of UNIMC

Timeframe for implementation: 2<sup>nd</sup> year, 2<sup>nd</sup> Q

Indicator: regulation enacted and published in the research section of the website

**Individual/office responsible for implementation:** Annarita Pietrani, Supervisor of the Area for Research and Internationalization

### **Priority/problem n. 3.3:**

#### **Insufficient advertising of regulations regarding researchers**

Priority level: 2

**Action 3.3.1:** Rationalise and publicise the regulations relative to claims made by researchers and the management of the same, also with reference to conflicts that may come about with their supervisors.

Timeframe for implementation: 2<sup>nd</sup> year, 2<sup>nd</sup> Q

Indicator: Insertion of informative notice on website and sending an e-mail with information to all researchers

**Individual/office responsible for implementation:** Ines Corti, Vice Rector for Equal opportunities

**Action 3.3.2:** Advertise the regulations relative to the intellectual property rights of researchers

Timeframe for implementation: 2<sup>nd</sup> year, 2<sup>nd</sup> Q

Indicator: Insertion of information section within the Research Area of the website

**Individual/office responsible for implementation:** Annarita Pietrani, Supervisor of the Area for Research and Internationalization

#### Area 4:

#### Professional Development, training and mobility programmes, supervision and teaching

The results of the questionnaire highlight several critical points that require significant attention, both on a University level and on a Ministerial level, especially in the light of the debate underway regarding the processes and methodologies of research assessment and researcher evaluation.

The most critical aspects have to do with the following:

- the periods of temporary mobility, which are not sufficiently promoted and financially supported;
- the training activities to develop teaching skills;
- the systems for the assessment of the activity of researchers.

Other aspects regarding which there is a significant level of dissatisfaction among researchers have to do with the “mentor culture” and the poor remuneration of teaching activity as well as the failure to consider teaching activities within the assessment and professional promotion systems of researchers.

#### Priority/problem n. 4.1:

#### There are very few opportunities for international and inter-disciplinary mobility

Priority level: 3

**Action 4.1.1:** Promote internal two-year calls for application to facilitate opportunities for geographical and inter-disciplinary mobility

Timeframe for implementation: 2<sup>nd</sup> year

Indicator: number of early stage researchers and assistant professors in mobility for at least 3 months abroad

**Individual/office responsible for implementation:** Luigi Lacchè, Rector, supported by the Barbara Chiuconi, International Research Office

**Action 4.1.2:** Increase knowledge among researchers of the possibilities associated with participation in competitive European calls for application for enhancement of career.

Timeframe for implementation: starting 1<sup>st</sup> year, 2<sup>nd</sup> Q (every year on 2<sup>nd</sup> Q)

Indicator: number of meetings to illustrate calls for application and possibilities for financing

**Individual/office responsible for implementation:** Barbara Chiuconi, International Research Office

**Action 4.1.3:** Formally request the MIUR to value (rather than penalise) intra-sector mobility and disciplinary mobility in the career progression phases and qualification criteria

Timeframe for implementation: 1<sup>st</sup> year, 1<sup>st</sup> Q

Indicator: Letter to the MIUR

**Individual/office responsible for implementation:** Francesca Spigarelli, Vice Rector for European Charter and Code for Researchers

#### Priority/problem n. 4.2:



**The teaching activity is not sufficiently recognised from a monetary and professional point of view**

Priority level: 4

**Action 4.2.1:** Set up internal awards for every degree course for the best teacher and the best teaching researcher to be assessed by students. The award consists of a plaque to be awarded at the beginning of the Academic Year

Timeframe for implementation: 2<sup>nd</sup> year, 1<sup>st</sup> Q

Indicator: Number of awards assigned

**Individual/office responsible for implementation:** Luigi Lacchè, Rector

**Action 4.2.2:** Formally request from MIUR that the quantity and quality of teaching are valued in the career progression processes and qualification criteria

Timeframe for implementation: 1<sup>st</sup> year, 1<sup>st</sup> Q

Indicator: Letter to the MIUR

**Individual/office responsible for implementation:** Francesca Spigarelli, Vice Rector for European Charter and Code for Researchers

**Priority/problem n. 4.3:**

**The internal assessment systems of researchers' activity should be improved**

Priority level: 2

**Action 4.3.1:** Set up a panel of activity indicators for researchers, which might take into account scientific productivity, the quality and quantity of teaching, participation in activities and institutional roles, internationalisation, grants won at international level, etc.

Timeframe for implementation: 4<sup>th</sup> year, 3<sup>rd</sup> Q

Indicator: Number of innovative indicators established

**Individual/office responsible for implementation:** Stefano Polenta, Vice Rector for Teaching activities

**Priority/problem n. 4.4:**

**Access opportunities to continuous development of skills and knowledge are unsatisfactory and limited**

Priority level: 2

**Action 4.4.1:** Create a Mentor Club (Service for Mentoring) to support young and early stage researchers

Timeframe for implementation: 4<sup>th</sup> year, 1<sup>st</sup> Q

Indicator: Implementation of the service

**Individual/office responsible for implementation:** Francesca Spigarelli, Vice Rector for European Charter and Code for Researchers

**Action 4.4.2:** Promote the participation in international social networks dedicated to research (such as academia.edu, researchgate.net) among researchers, and in particular, early stage researchers

Timeframe for implementation: 2<sup>nd</sup> year, 2<sup>nd</sup> Q

Indicator: no. of early stage researchers registered with such social networks

**Individual/office responsible for implementation:** Barbara Chiuconi, International Research Office.