



unIMC
UNIVERSITÀ DI MACERATA

l'umanesimo che innova

STRATEGIC ACTION

**Human Resource Strategy for Researchers incorporating
the Charter and Code and the OTM-R principles**

First Revision, July 2018

In 2014 the University of Macerata approved the HR Strategy and Action Plan that was elaborated on the basis of a gap analysis conducted in order to verify the status of implementation of the principles of the Charter and Code within the University itself.

In 2017, after a new gap analysis conducted on the basis of the OTM-R check list, the University of Macerata embedded the OTM-R principles in the HR Strategy and Action Plan.

The indicators proposed in this section are functional to the initial phases of the implementation of the Action plan. Within the next three years, we plan to establish also a set of impact indicators in order to assess the impact of the Action Plan.

Area 1: Content and transparency of the call for applications; candidate selection methods and assessment criteria

In 2013 the researchers of the University of Macerata filled in a questionnaire on the status of implementation of the principles of the Chart and Code in University itself.

The results of the questionnaire highlighted the need for immediate intervention on the following aspects:

- ensure more attention to the degree of autonomy, creativity and aptitude for research during the assessment phase of recruitment;
- provide information on strengths and weaknesses of candidates following selection procedures;
- increase publicity of the call for applications launched by UniMC in Italy and abroad;
- provide more information on career prospects;
- increase the level of clarity regarding the commitments that will involve the researcher once the position has been obtained;
- ensure adequate valorization of publications with co-authors.

In 2017 the working group “Excellence in Research” of the University of Macerata was entrusted to adapt the HR Strategy and Action Plan to the principles of the OTM-R.

The relevant actions were embedded in this section.

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: September 2017

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

Responsibility for implementation: Head of National Research Office

Status of implementation: Ongoing. So far, the principles related to this aspect were acknowledged with reference to: no. 4 calls for post-doc contracts, no. 4 calls for research scholarships, no. 3 calls for position for researchers, no. 7 calls for temporary research contracts.

Priority/problem no. 1.2: Lack of transparency regarding assessments during the selection process

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 strengths and weaknesses of the candidates)

Timeframe for implementation: September 2017

Indicator: number of personal assessment released by selection committees to candidates

Responsibility for implementation: Head of National Research Office

Status of implementation: In preparation. Procedures have been set up for PhD candidates and “assegnisti di ricerca”

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: March 2015

Indicator: MIUR website link on the UNIMC website

Responsibility for implementation: Head of National Research Office

Status of implementation: Completed

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

Timeframe for implementation: September 2015

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

Responsibility for implementation: Head of International Relations Office

Status of implementation: Ongoing. So far the annual call for International Visiting Fellowship has been regularly forwarded to all partner institutions and universities (n. 4 calls were forwarded to all partner institutions).

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: June 2015

Indicator: Euraxess present on the UNIMC website

Responsibility for implementation: Head of National Research Office

Status of implementation: Completed

Action 1.3.4: At the beginning of each 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: June 2015 (every year in June)

Indicator: number of meetings for doctoral students on the divulgation channels of the calls for jobs or grants

Responsibility for implementation: Head of International Research Office

Status of implementation: Ongoing. So far no. 3 meetings were organized in 2015 and no. 3 meetings were organized in 2016.

Action 1.3.5: Divulge the principles of the European Charter and Code for Researchers, inserting the Charter and Code logo and related documents into the university and department websites

Timeframe for implementation: March 2015

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

Responsibility for implementation: Head of National Research Office

Status of implementation: Completed

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 for example the inauguration of the academic year

Timeframe for implementation: September 2015

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

Responsibility for implementation: Rector

Status of implementation: Ongoing. In the considered timeframe, 2 institutional ceremonies has been held (one has been postponed due to earthquake), and the Charter and Code has been cited.

Action 1.3.7: Organize 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: September 2017

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

Responsibility for implementation: Vice Rector for Excellence in Research

Status of implementation: Ongoing. So far no. 1 event organized in 2015

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

Timeframe for implementation: September 2015 (every year in September)

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

Responsibility for implementation: Vice Rector for Excellence in Research, supported by Head of National Research Office

Status of implementation: Ongoing. In 2015 and 2016, no. 2 meeting were organized and the Charter and Code was sent to n. 227 Phd students. In 2017, no. 1 meeting was organized and the Charter and Code was sent to n. 39 phd students.

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: June 2015

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

Responsibility for implementation:

Head of National Research Office with regard to post doc contracts

Head of Human Resources Office with regard to fix-term researcher contracts

Head of Administration of Dep. of Law and Dep. of Humanities, Dep. of Educational sciences, Cultural Heritage and Tourism and Dep. of Political Science, Dep. of Economics and Law with regard to other research contracts

Status of implementation: Ongoing. All calls for application for study grants and research grants include specific references to the principles of the Charter and Code. So far no. 28 calls for application including specific references to the principles of the Charter and Code were published

Priority/problem n. 1.4:

Failure to adequately recognize inter-sector mobility experience, experience outside of the academic world and international experience in selections and promotions.

Priority level: 3

Action 1.4.1: Include national and international mobility as a selection criterion for recruitment procedures

Timeframe for implementation: March 2018

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

Responsibility for implementation:

Head of National Research Office with regard to post doc contracts

Head of Human Resources Office with regard to fix-term researcher contracts and professors’ contracts

Heads of administration of Dep. of Law and Dep. of Humanities, Dep. of Educational sciences, Cultural Heritage and Tourism and Dep. of Political Science, Dep. of Economics and Law with regard to other research contracts.

Status of implementation: Ongoing. So far n. 2 calls for phd courses, n. 4 calls for post-doc contracts, n. 4 calls for research scholarships, n. 3 calls for researcher positions, n. 7 calls for temporary research contracts were published. These calls included a specific reference to the value of the intersectoral mobility.

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: December 2018

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

Responsibility for implementation: Head of National Research Office

Status of implementation: Completed. All PhD programmes require at least 3 months of mobility.

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: September 2017

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

Responsibility for implementation:

Head of National Research Office with regard to post doc contracts

Head of Human Resources Office with regard to fix-term researcher contracts and professors’ contracts

Heads of Administration of Dep. of Law and Dep. of Humanities, Dep. of Educational sciences, Cultural Heritage and Tourism and Dep. of Political Science, Dep. of Economics and Law with regard to other research contracts

Status of implementation: Ongoing. So far n. 4 calls for post-doc contracts, n. 4 calls research scholarships, n. 3 calls for researcher positions, n. 7 calls temporary research contracts. These calls included a specific reference to the value of the intersectoral mobility.

Priority/problem n. 1.5:

Publications with a co-author are penalized in the assessment of researchers

Priority level: 2

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

Timeframe for implementation: March 2015

Indicator: guidelines approved by the Academic Senate

Responsibility for implementation: Head of National Research Office

Status of implementation: Completed. In November 2015 the Academic Senate approved a comprehensive guideline for evaluation of research output and co-authorship has been promoted as a positive aspect.

OTM-R ACTION PLAN

OTM-R 1: Publish a version of the OTM-R policy in University's website in Italian and English language

Status of implementation: completed

OTM-R 2: Update the existing University Regulations to make them consistent with the OTM-R principles

Timeframe for implementation: December 2019

Indicator: n. of updated Regulations

Responsibility for implementation: Head of Office for Internal Affairs

Status of implementation: In preparation

OTM-R 3.1: Set up multimedia products to make all those involved in selection processes acquainted with the OTM-R policy

Timeframe for implementation: December 2018

Indicator: n. of multimedia products

Responsibility for implementation: Head of International Research Office

Status of implementation: In preparation

OTM-R 3.2: Set up OTM-R related guidelines for selection committees

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of International Research Office, Head of Human Resources Office

Status of implementation: In preparation

OTM-R 4.1: Provide use of e-recruitment procedures in the Regulations for recruitment of professors, researchers, scholars and temporary researchers

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of Office for Internal Affairs, Head of National Research Office

Status of implementation: In preparation

OTM-R 4.2: Implement an e-recruitment platform to be used in the calls for position of professors, researchers, scholars and temporary researchers

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of IT Service Centre

Status of implementation: In preparation

OTM-R 5: Set up a quality control system for the OTM-R policy

Timeframe for implementation: December 2018

Indicator: on/off

Responsibility for implementation: Head of International Research Office

Status of implementation: In preparation

OTM-R 6.1: Create a link to all open positions in the University's website homepage

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of Human Resources Office, Head of Communication and Media office

Status of implementation: In preparation

OTM-R 6.2: In the Regulations for recruitment, indicate the obligation to publish all calls for open positions in Italian and English language

Timeframe for implementation: December 2019

Indicator: % of calls provided in Italian and English language

Responsibility for implementation: Head of Office for Internal Affairs

Status of implementation: In preparation

OTM-R 6.3.1: Set up a template for the calls for researchers and professors positions in Italian and English language

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of Human Resources Office, Vice Rector for Language Services

Status of implementation: In preparation

OTM-R 6.3.2: Set up a template for the calls for doctorate, scholarship and temporary research positions in Italian and English language

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of National Research Office, Vice Rector for Language Services

Status of implementation: In preparation

OTM-R 6.3.3: Set up a template for the calls for term-contract work positions in Italian and English language

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Heads of Administration for each Department, Vice Rector for Language Services

Status of implementation: In preparation

OTM-R 7: Make the university's OTM-R policy consistent with the policy to attract researchers from abroad

Status of implementation: Completed

OTM-R 8.1: Insert a non-discrimination declaration in the calls for positions (particularly with regard to intersectional discrimination)

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Vice Rector for Inclusion, Vice Rector for Equal Opportunities Policies

Status of implementation: In preparation

OTM-R 8.2: Make the calls for positions text-to-speech readable (in Italian and English language)

Timeframe for implementation: December 2018

Indicator: % of calls for positions published in text-to-speech readable format

Responsibility for implementation: Vice Rector for Inclusion

Status of implementation: In preparation

OTM-R 8.3: Guarantee diffusion and use of specific devices by groups at potential risk of discrimination

Timeframe for implementation: December 2018

Indicator: n. of activated devices (e.g. scanners, screen magnifiers, speech tools, adapted keyboards and mice etc.)

Responsibility for implementation: Vice Rector for Inclusion

Status of implementation: In preparation

OTM-R 9.1: Perform a yearly survey on researchers' wellbeing at work

Timeframe for implementation: December 2018

Indicator: response rate to survey

Responsibility for implementation: Vice Rector for Equal Opportunities Policies

Status of implementation: In preparation

OTM-R 10: Provide the selection committees with a checklist for correct evaluation of candidates

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of International Research Office, Head of Human Resources Office, Head of National Research Office, Research and Internationalization Department Units

Status of implementation: In preparation

OTM-R 11: Elaborate a template to publish calls for position, according to the recommendations of section 4.4.1 of the Report of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and

Merit-Based Recruitment of Researchers

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of International Research Office

Status of implementation: In preparation

OTM-R 12: When advertising the open position, provide information consistent with the recommendations of section 4.4.1 of the Report of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and Merit-Based Recruitment of Researchers

Timeframe for implementation: December 2019

Indicator: % of calls for position with such information provided

Responsibility for implementation: Head of Human Resources Office, Head of National Research Office, Departments' Administration Heads

Status of implementation: In preparation

OTM-R 15: Complete the computer-based online applications procedure

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of IT Service Centre

Status of implementation: In preparation

OTM-R 18: Guarantee gender balance in the selection commissions

Timeframe for implementation: December 2019

Indicator: % of commission members belonging to the less represented gender

Responsibility for implementation: Head of Office for Internal Affairs

Status of implementation: In preparation

OTM-R 19: Set up guidelines for the selection committees with an explanation of the calls criteria and a score grid

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of International Research Office, Head of Human Resources Office

Status of implementation: In preparation

OTM-R 20: Set up an automated response to confirm that applications were received successfully by the university

Timeframe for implementation: December 2019

Indicator: on/off

Responsibility for implementation: Head of IT Service Centre

Status of implementation: In preparation

OTM-R 22.1: Extend the complaints procedure to OTM-R related questions

Timeframe for implementation: October 2018

Indicator: on/off

Responsibility for implementation: Head of International Research Office

Status of implementation: In preparation

OTM-R 22.3: Report yearly on any appeals or complaints filed by staff or doctorate students_

Timeframe for implementation: January 2019

Indicator: n° of reports provided

Responsibility for implementation: Head of Quality Assurance Office

Status of implementation: In preparation

OTM-R 23: Report yearly to Academic Senate on the state of implementation of the OTM-R policy

Timeframe for implementation: January 2019

Indicator: n. of reports provided

Responsibility for implementation: Vice Rector for Excellence in Research, Head of International Research Office

Status of implementation: In preparation

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 favor 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: Formalization of deadlines for payment of compensation and reimbursement of expenses for researchers, regardless of the kind of contract

Timeframe for implementation: September 2015

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

Responsibility for implementation: Head of Office for Internal Affairs

Status of implementation: Completed

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: June 2015

Indicator: insertion of specific information on the University website

Responsibility for implementation: Head of Human Resource Office

Status of implementation: Completed

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

Timeframe for implementation: June 2016

Indicator: number of specific meetings organized

Responsibility for implementation: Head of Human Resource Office

Status of implementation: Ongoing. So far no. 1 meeting organized

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: June 2015

Indicator: Insertion of specific information on the University website

Responsibility for implementation: Head of Human Resource Office

Status of implementation: Completed

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

Timeframe for implementation: June 2016

Indicator: number of specific meetings organized

Responsibility for implementation: Head of Human Resource Office

Status of implementation: Ongoing. So far no. 1 meeting organized

Area 3:

Professional recognition; non-discrimination; research sector

Various critical points emerged with respect to compliance with the principles of the Charter. Several interventions are therefore needed, some of them are at a national level, as far as regulation constraints are concerned, some of them are at 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 among 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 items has emerged: 1) the management of claims by researchers; 2) certain behavioral 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 September 2015 (every year in September)

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

Responsibility for implementation: Vice Rector for Equal Opportunities

Status of implementation: Ongoing. So far no. 2 meetings organized

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: June 2016

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

Responsibility for implementation: Supervisor of the Area for Research and Internationalization

Status of implementation: Ongoing. With the election of a New Rector on June 2016 (he formally took his position on November 1st) a new Delegate for research was appointed. The new delegate, cooperated with the Delegate for the implementation of the code to boost activities related to this actions. A “discussion table” including representatives from all

departments was set at the end of 2016 to formulate a comprehensive proposal of guidelines for research including the use of funds.

**Priority/problem n. 3.3:
Insufficient advertising of regulations regarding researchers**

Priority level: 2

Action 3.3.1: Rationalize and publicize 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: June 2016

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

Responsibility for implementation: Vice Rector for Equal Opportunities

Status of implementation: Completed

Action 3.3.2: Advertise the regulations for the intellectual property rights of researchers

Timeframe for implementation: June 2016

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

Responsibility for implementation: Supervisor of the Area for Research and Internationalization

Status of implementation: Completed

Area 4:

Professional Development, training and mobility programs, 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 in Italy.

The most critical aspects have to do with the following points:

- 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: 2016

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

Responsibility for implementation: Rector, supported by International Research Office

Status of implementation: Ongoing. The Delegate for the implementation of the code to boost activities related to this action. A “discussion table” including representatives from all departments was set at the end of 2016 to formulate a comprehensive proposal of guidelines for research including the use of funds.

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: June 2015 (every year in June)

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

Responsibility for implementation: International Research Office

Status of implementation: Ongoing. So far n. 2 meetings organized in 2015, n. 2 meetings organized in 2016

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

Timeframe for implementation: March 2015

Indicator: Letter to the MIUR

Responsibility for implementation: Vice Rector for European Charter and Code for Researchers

Status of implementation: Completed; letter sent.

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: March 2016

Indicator: Number of awards assigned

Responsibility for implementation: Rector

Status of implementation: In preparation. The methodology for calculation of the ranking was approved by the Academic Senate. Accordingly, scores for 2015 and 2016 have been calculated and names of winners identified for each Department. The ceremony to award 2015 and 2016 has taken place at the end of 2017 (in occasion of the Research Day)

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: March 2015

Indicator: Letter to the MIUR

Responsibility for implementation: Vice Rector for European Charter and Code for Researchers

Status of implementation: Completed; letter sent

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, internationalization, grants won at international level, etc.

Timeframe for implementation: September 2018

Indicator: Number of innovative indicators established

Responsibility for implementation: Vice Rector for Teaching Activities

Status of implementation: In preparation

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: March 2018

Indicator: Implementation of the service

Responsibility for implementation: Vice Rector for European Charter and Code for

Researchers

Status of implementation: In preparation

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: June 2016

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

Responsibility for implementation: Head of International Research Office

Status of implementation: Ongoing. So far n. 1 meetings organized in 2015 and n. 1 meetings organized in 2016