

## ACTION PLAN

**Case number:** 2023IT48945

**Name Organisation under review:** Università Politecnica delle Marche

**Organisation's contact details:** Piazza Roma 22, 60121 Ancona (AN), Italy – e.girardin@univpm.it

**SUBMISSION DATE:** 10/01/2024

**DATE ENDORSEMENT CHARTER AND CODE:** 11/01/2023

### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	925
Of whom are international (i.e. foreign nationality)	37
Of whom are externally funded (i.e. for whom the organisation is host organisation)	103
Of whom are women	393
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	481
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	183
Of whom are stage R1 = in most organisations corresponding with doctoral level	360
Total number of students (if relevant)	15.182
Total number of staff (including management, administrative, teaching and research staff)	1.488
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	196.752.329,07 €
Annual organisational direct government funding (designated for research)	18.994.432,16 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11.834.387,14 €
Annual funding from private, non-government sources, designated for research	2.541.392,15
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
Università Politecnica delle Marche (UNIVPM) is a technical-scientific university with 5 educational and research areas: Agriculture, Economics, Engineering, Medicine & Surgery, Sciences. It is organised in 5 faculties and 12 departments, 7 of which have been awarded the National Seal of Excellence by the Italian Ministry of Higher Education in the last few years.	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><i>Strengths:</i></p> <p>UNIVPM fully complies to national legislation and to European recommendations on research freedom and the ethical and professional aspects of researchers. Freedom research is included in the Statute of the University and all aspects related to professional responsibility are covered by internal regulations, like the Ethical Code, the Code for Research Integrity, and the Regulation on Industrial Property. Moreover, the University keeps researchers continuously informed about the research opportunities (procedures and funding mechanisms) available at national, European, and international levels through dedicated offices, which also support researchers during the different phases of the project implementation. The use of research funding is compliant with accountability regulations since it is managed, at both central and department level, by offices which ensure that resources are used accordingly to the reasons for which they have been allocated. In order to promote good practice in research, UNIVPM has recently established a dedicated Data Protection Office, with the aim of ensuring consistent implementation of the relative legislation.</p> <p>As for dissemination and exploitation of results, UNIVPM has a Communication Office, which designs and implements communication activities with the aim of reaching a wide audience, and a Technology Transfer Office, which promotes the collaboration with the economic and industrial system, with public and financial institutions. The public engagement of UNIVPM researchers is very high: in the last round of the national research assessment exercise (VQR 2015-2019) public engagement activity in UNIVPM was evaluated as outstanding and the University ranked the third position among the Italian Universities. UNIVPM agrees with the principles of full and open access to scientific literature and free dissemination of research results, and it recently adopted an Open Access Policy.</p> <p>UNIVPM is also very active in ensuring non-discrimination principles. In addition to the Ethics Commission which works for the respect of the Ethical Code and the Confidential Counsellor who provides advice and assistance to anyone claiming to have been a victim of discrimination, the University has a Guarantee Committee for Equal Opportunities (CUG) that defines a three-year Gender Equality Plan aimed to foster gender equality and organizational wellbeing.</p> <p>UNIVPM fully complies to the national rules on the evaluation of the quality of its activities. An internal Quality and Assurance Presidium oversees the execution of the research and teaching quality assurance</p>

	<p>procedures, and the University ensures regular assessments of researchers' professional activities. UNIVPM is particularly sensitive to the evaluation of the research quality and since May 2023 it is a member of the Coalition for Advancing Research Assessment (CoARA).</p> <p><i>Weaknesses:</i></p> <p>The results from an internal survey organized by UNIVPM in order to better identify the gaps related to the fulfillment of the C&amp;C principles, show that there is a very limited knowledge, especially among young researchers, of the European Charter for Researcher and the Code of Conduct for the Recruitment of Researchers, as well as of the UNIVPM Code for Research Integrity. Likewise, although the theme of professional responsibility is detailed in the University Ethical Code, the Code of Conduct for Employees and the Regulation on Industrial Property, there is a general limited knowledge of UNIVPM internal regulations governing this issue. The same applies to the principles underlying the General Data Protection Regulation and the European Open Science Policy. Therefore, there is the need to improve the internal communication and to increase these principles' diffusion and to favor their implementation by adopting a more efficient communication strategy. Another aspect to be improved is related to contractual and legal obligations, since all related regulations are published on the UNIVPM website only in Italian, thus limiting foreign researchers. Finally, the Open Science's requirements need to be fully implemented since an Open Access policy has been only recently adopted by UNIVPM.</p>
<p>Recruitment and selection</p>	<p><i>Strengths:</i></p> <p>UNIVPM regulations regarding the recruiting and selection procedures comply with national legislation and meet the key principles of transparency, merit, and fairness. The results of the internal survey show a high level of satisfaction regarding the way UNIVPM promotes the calls for positions at national level and according to the current legislation. Similarly, a shared belief is that the University guarantees that selection criteria, working conditions and rights, as well as the entry requirements are fully described in the calls. Also, the internal survey confirmed satisfaction on the recognition of the candidates' qualification and whole range of experience, including mobility, and the attention not to penalize candidates in case of periods of involuntary removal from research activities.</p> <p><i>Weaknesses:</i></p>

	<p>Although UNIVPM regulations meet the key principles of transparency, merit and fairness, the University lacks a specific document describing the recruitment strategy with explicit reference to these principles.</p> <p>The results of the survey reveal a general lack of information on the existing rules governing the composition of the selection Committees. Moreover, not all selection calls are correctly publicized on the Euraxess portal and most of them are available on the University website only in Italian. The criterion of gender equality in the composition of the selection committees is expressly mentioned in the regulations of the selection procedures for only some researcher figures. Although recruitment complies with the C&amp;C principles, there is no explicit reference to them in the selection calls and in the related reports. Finally, the visibility of the recruitment procedures, career opportunities and of the selection calls is very limited at the International level, in fact the UNIVPM international website (<a href="https://www.international.univpm.it/">https://www.international.univpm.it/</a>) is mainly dedicated to international students (e.g., educational offer, city/regional facility for student, transportation, ...).</p>
Working conditions	<p><i>Strengths:</i></p> <p>As evidenced by the internal survey, an overall satisfaction is expressed regarding the University's compliance with national regulations related to health and safety. Likewise, the results underline a generally positive opinion on the way UNIVPM guarantees and actively promotes the possibility for researchers to experience different mobility paths. UNIVPM guarantees professional recognition to all researchers, along with the right to access career development activities, research facilities and support services. The University's commitment in supporting gender balance and equal opportunity has been fully recognized by the interviewers, and it is also demonstrated by the establishment of the Guarantee Committee for Equal Opportunities and the Confidential Counsellor.</p> <p><i>Weaknesses:</i></p> <p>Although at UNIVPM there is a widespread culture on the value of mobility, university international ranking results indicate that the level of researchers' mobility is still low. Moreover, the awareness of the value of Open Access is still limited among researchers, as well as knowledge on its obligation in national and European projects. Although UNIVPM ensures all researchers can perform their research activity, some procedures are managed differently and with different timing and effectiveness depending on the various Departments. The results of the internal survey also show a very limited awareness on the initiatives,</p>

	services, and procedures UNIVPM established in assisting researchers in resolving work-related conflicts, disputes, and grievances.
Training and development	<p><i>Strengths:</i></p> <p>Young researchers are supported and advised by the institutionalized figure of the supervisor and can rely on several training opportunities (e.g., the e-capital initiative, the Marie Skłodowska Curie masterclass...). Many opportunities for continuing professional development are also offered, including formal or informal training, individual or collective, through both in-house training initiatives (including e-learning and webinars) and financial support for participation to external conferences and dissemination activities.</p> <p><i>Weaknesses:</i></p> <p>The internal survey underlines that UNIVPM does not ensure senior researchers pay particular attention to the supervisor activities. Furthermore, despite the university offers several training initiatives to improve researcher's skill at all levels of career, the interviewers have the perception that they are not sufficiently promoted and organized.</p>

### 3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

\*URL:

[https://www.univpm.it/Entra/Ateneo/Politiche\\_e\\_Strategie/HR\\_Excellence\\_in\\_Research/L/1](https://www.univpm.it/Entra/Ateneo/Politiche_e_Strategie/HR_Excellence_in_Research/L/1)

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<b>ACTION 1</b> UNIVPM should adopt a more efficient communication strategy, especially among	2. Ethical principles 3. Professional responsibility 7. Good practice in research	Q2, Q6	Teaching Service, Doctorate Office  Resp. A. Andresciani	Information seminars, with particular attention to PhD students and young researchers, to improve the degree of knowledge about the C&C principles.

young researchers, to diffuse the principles of the C&C and to favour their implementation.				One seminar per year / trend in participation, results of the annual online survey
<b>ACTION 2</b> UNIVPM should update its Code for Research Integrity according to the 2023 version of The European Code of Conduct for Research Integrity, which reflects the advances in AI, data protection and research impact assessment.	2. Ethical principles	Q1	Institutional Research and Third Mission (National and Institutional Research Office)  Resp. F. Campolucci	Updated version of the UNIVPM Code for Research Integrity according to the 2023 version of the European Code of Conduct for Research Integrity.  <i>On-off / results of the annual online survey</i>
<b>ACTION 3.1</b> UNIVPM should increase the awareness of researchers' professional responsibility.	3. Professional responsibility 7. Good practice in research	Q1-Q8	University Documentation Service (CAD)  Resp. S. Apis	Free access to online software/tools to prevent and fight plagiarism.  <i>On-off</i>
<b>ACTION 3.2</b> UNIVPM should increase the awareness of researchers' professional responsibility.	2. Ethical principles 3. Professional responsibility 7. Good practice in research	Q2, Q4, Q6, Q8	University Governing Bodies Support and Strategic Planning Service  Resp. R. Sacchettoni	Information/educational events and video pills on the ethical aspects of the use of AI in research and on the EU's Regulations on General Data Protection  <i>One event per year for each topic, 1 video pill per year / trend in event participation and in video pill access; results of the annual online survey.</i>
<b>ACTION 4</b> UNIVPM documents published on the institutional website, which are mostly available only in Italian, should be translated in English	5. Contractual and legal obligations 13. recruitment (Code) 14. Selection 21. Postdoctoral appointments 34. Complaints and appeals	1. Q1-Q8 2. Q1-Q4	International Projects Service  Resp. E. Girardin	1. Translation in English of the UNIVPM statute and of the most relevant documents (e.g., internal regulations on contractual and legal obligations, recruitment, complains).  <i>number of translated documents / trends in the number of candidates from abroad</i>  2. Implementation of the UNIVPM international website with information

				for researcher recruitment and career opportunities.  <i>On-off / trend in the number of candidates from abroad.</i>
<b>ACTION 5</b> UNIVPM should fully implement the Open Science policy	7. Good practice in research 8. Dissemination, exploitation of results	1. Q1, Q3, Q5, Q7 2. Q1-Q4	University Documentation Service (CAD)  Resp. S. Apis	1. Information seminars and training courses to present and promote the EU Open Science policy and the UNIVPM Open Access policy recently adopted.  <i>One seminar per year, one training course per year / trend in the number of papers published in open access.</i>  2. Activate the validation procedure for the upload of research papers to the IRIS institutional repository.  <i>On-off / trend in the number of validated research products in IRIS; results of the annual online survey</i>
<b>ACTION 6</b> UNIVPM should increase the visibility of the selection calls	13. Recruitment (Code)	1. Q1-Q2 2. Q1 3. Q1	Teaching and Research Personnel Service  Resp. S. Diano	1. Communication of recruitment calls on job advertising tools (LinkedIn)  <i>On-off / trend in the number of external candidates</i>  2. Publication of the calls on the Euraxess portal  <i>On-off / trend in the number of candidates from abroad</i>  3. link to the Euraxess portal will be provided in each recruitment call published on the UNIVPM website.  <i>On-off / trend in the number of candidates from abroad</i>
<b>ACTION 7</b> UNIVPM should prepare and	13. Recruitment (Code) 14. Selection	1. Q1-Q6 2. Q2-Q6 3. Q1-Q3	Teaching and Research Personnel Service	1. Preparation of a document on the UNIVPM OTM-R policy to

<p><i>publish on the website a document on the OTM-R policy and a comprehensive guide to OTM-R practices already existing at UNIVPM regarding all research positions.</i></p>	<p>21. Postdoctoral appointments</p>		<p>Resp. S. Diano</p>	<p>be published on the UNIVPM web site.</p> <p><i>Link to the UNIVPM OTM-R policy / results of the annual online survey</i></p> <p>2. Preparation of a comprehensive guide to OTM-R practices to be published on the UNIVPM website.</p> <p><i>On-off / results of the annual online survey; trend in the number of candidates</i></p> <p>3. Explicit reference to the C&amp;C principles in all selection calls and reports.</p> <p><i>On-off / results of the annual online survey; trend in the number of candidates</i></p>
<p><b>ACTION 8</b> <i>UNIVPM should ensure a more efficient support is given to all researchers to allow them to efficiently perform their research activities</i></p>	<p>23. Research environment</p>	<p>Q1-Q8</p>	<p>Departments Coordination Service</p> <p>Resp C. Datena</p>	<p>Standardization of the management of procedures that support research activity (i.e., ordering timing, shipping...).</p> <p><i>Number of standardized management / results of the annual online survey</i></p>
<p><b>ACTION 9</b> <i>UNIVPM should guarantee gender balance in the composition of selection committees</i></p>	<p>14. Selection 27. Gender balance</p>	<p>Q1</p>	<p>Teaching and Research Personnel Service</p> <p>Resp. S. Diano</p>	<p>Explicit requirement of gender balance in the selection committees in all recruitment regulations</p> <p><i>On-off / trend in the number of women in the selection panels</i></p>
<p><b>ACTION 10</b> <i>UNIVPM should promote the dissemination of the UNIVPM Gender Equality Plan</i></p>	<p>27. Gender balance</p>	<p>Q2, Q3, Q5, Q7</p>	<p>University Governing Bodies Support and Strategic Planning Service</p> <p>Resp. R. Sacchettoni</p>	<p>Organization of seminars, production of video pills and installation in each Department of Help-Desks with QR code, to present and promote the Gender Equality Plan.</p> <p><i>One seminar per year and one video per year; on-off / trend in seminar participation and in video pill and QR code access; results of the annual online survey.</i></p>

<p><b>ACTION 11</b> UNIVPM should promote the value of mobility</p>	<p>29. Value of mobility</p>	<p>1. Q1-Q3 2. Q2, Q6 3. Q1, Q5</p>	<p>International Projects Service  Resp. E. Girardin</p>	<p>1. Selection Committees will be recommended to give a relevant weight to the criterion of mobility for the evaluation of the candidates.  <i>On-off/ trend in the number of external candidates.</i>  2. Meetings with PhD students to promote the mobility value.  <i>One meeting per year / trend in the number of PhD students in mobility.</i>  3. Marie Curie Master Class  <i>One class per year/ trend in the number of candidates</i></p>
<p><b>ACTION 12</b> UNIVPM should provide support and training for the management of intellectual property and the evaluation of the commercial potential of the research outcomes</p>	<p>8. Dissemination, exploitation of results 31. Intellectual property rights</p>	<p>Q2, Q6</p>	<p>Institutional Research and Third Mission Service (Technology Transfer Office)  Resp: S. Orsini</p>	<p>Organization of educational and training events on intellectual property rights  <i>One event per year / trend in the number of participants</i></p>
<p><b>ACTION 13</b> UNIVPM should increase the visibility of the initiatives, services and procedures established in resolving work-related conflicts, disputes, and grievances.</p>	<p>34. Complains/appeals</p>	<p>1. Q1, Q3, Q7 2. Q2-Q5</p>	<p>University Governing Bodies Support and Strategic Planning Service (Public Relations and University Events Office)  Resp. R. Sacchettoni</p>	<p>1. Preparation of Video pills and installation in each Department of Help-Desks with QR code to disseminate the initiatives already in place  <i>One video pill per year, on-off / trend in video pill and QR code access; results from the online survey</i>  2. Preparation of a Vademecum summarizing all the procedures that deal with complains and appeals to be published on the UNIVPM website and on the Help-Desks.  <i>On-off / results from the online survey</i></p>

<p><b>ACTION 14</b> UNIVPM should take into consideration the supervision activities of researchers</p>	<p>37. Supervision and managerial duties</p>	<p>Q1-Q3</p>	<p>Teaching and Research Personnel Service  Resp. S. Diano</p>	<p>Selection Committees will be recommended to give a relevant weight to the criteria of supervision, mentorship and managerial duties for the evaluation of the candidates.  <i>On-off / results from the online survey</i></p>
<p><b>ACTION 15</b> UNIVPM should give more visibility to the initiatives undertaken to ensure a continuous professional development to researchers</p>	<p>38. Continuing professional development</p>	<p>Q3-Q4</p>	<p>Teaching and Research Personnel Service  Resp. S. Diano</p>	<p>Creation of a dedicate page on the UNIVPM website reporting all the training initiatives offered by UNIVPM to improve researcher's skill.  <i>On-off / trend in the participation to the training initiatives; results from the online survey</i></p>
<p><b>ACTION 16</b> UNIVPM should establish a direction in the assessment of research which is in line with the core commitments of the CoARA agreement.</p>	<p>11. Evaluation/ appraisal systems</p>	<p>Q1-Q8</p>	<p>International Projects Service  Resp. E. Girardin</p>	<p>Preparation and implementation of an Action Plan towards the achievement of the signed commitments.  <i>On-off / trend in the number of internal regulations aligned with the CoARA commitments</i></p>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organization 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.

According to the Italian recruitment legislation, UNIVPM complies with “Open, Transparent, Merit-Based Recruitment principles”. Most of the elements foreseen in the OTM-R toolkit are stated in National Laws, and UNIVPM internal regulations and procedures in the field of recruitment (selection calls, evaluation criteria, appointment of the selection committee...) reflect the mandatory requirements of the Law 240/2010 and Law Decree 36/2022. UNIVPM guarantees researcher attractive working conditions, providing access to research funds, instruments and infrastructures, social security benefits, health insurance and opportunities for training and career advancement, including tools and services to scout funding opportunities. All relevant information about OTM-R procedures and practices are available on the university website in the national language (Italian), while positions are advertised also in English on the Euraxess website.

The transparency of recruitment is guaranteed by the digitization of the whole procedure: calls are published on the UNIVPM website and applications are submitted through a dedicated recruitment web portal. Moreover, personnel involved in the process, both at central and departmental levels, are informed and skilled in OTM-R in compliance with National legal requirements.

UNIVPM wants to improve the existing procedures and practices, introducing corrections with reference to the attraction of foreign applicants (all produced and published documentation should be in English). Actions 4 and 6 of the Action Plan aim to translate the UNIVPM statute and the internal regulations for recruitments (at all levels, from R1 to R4) into English, as well as to publicize calls on the UNIVPM international web site, on the Euraxess portal and on other job advertising tools (like LinkedIn). In Action 7, we also plan to produce not only a document describing the UNIVPM recruitment strategy based on the principles of OTM Recruitment (to be published on the institution's website, as indicated in the OTM-R checklist), but also a Guide to OTM-R practices already applied at UNIVPM, summarizing the recruitment procedures. The Guide will be provided in "non-bureaucratic" language so that the document will serve as an intermediate communication tool between the University and international applicants. These Actions, combined with Action 11 that promotes the value of mobility, should also encourage applications of external candidates.

Regarding the appointment of selection committees, UNIVPM regulations for research recruitments do not explicitly include the criterion of gender parity in their composition. Action 9 of the Action Plan aims to update regulations to guarantee gender balance in the selection committees. Moreover, Action 10 concerns measures to promote gender equality at UNIVPM at all levels through the dissemination of the Gender Equality Plan.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: SEE ACTION 7 IN THE ACTION PLAN

#### **4. IMPLEMENTATION**

General overview of the expected implementation process:

The HRS4R Working Group (WG) composed as requested by EU of a wide representation of university research components, independently from career level and contract types, as well as of administrative personnel involved in researcher career and activity support, carried out the initial phase of the HRS4R process. The WG administered a specific survey to all the UNIVPM researchers (at all levels, from R1 to R4), organized periodic meetings and, at the same time, shared documents and contributions via digital tools. The activities of the WG consisted in analyzing the existing regulations and/or institutional practices and receiving inputs from the researchers' community and stakeholders through the administration of a survey. A discussion on the UNIVPM gaps in the application of the C&C principles was then opened, and strategic initiatives and actions to be

undertaken were summarized in an Action Plan. Results were reported to the Governance and the Action Plan was approved by the Academic Senate of UNIVPM in the session of 19 December 2023.

The Action Plan implementation will be coordinated by the Action Plan Implementation Committee (APIC), appointed by the Academic Senate and composed of the Rector's Research Delegates and the members of the UNIVPM Research Committee (also representing both R3 and R4 researchers and the 5 scientific areas characterizing the UNIVPM Education and Research activities), 4 researchers representing the other carrier levels (R1-R2), 2 representatives of the administrative services and the General Director. It should be noted that two members of the APIC are also PhD programs coordinators. APIC will be coordinated by the Rector. APIC will be supported by an operating Action Plan Working Group (AP-WG), coordinated by the General Director and composed of representatives from all the UNIVPM administrative services involved in the Plan (research, personnel, technology transfer, documentation, etc.). The General Director will formally assign the responsibility for each action identified in the Action Plan to the administrative service included in the AP-WG. If there is a need to allocate a budget for the implementation of an action, the specific request will be submitted to the Board of Directors for approval.

As soon as the Action Plan will be approved by the EC, a kick-off meeting, open to the whole academic community, will be organized by the APIC to present and discuss the methods and tools for its implementation. The monitoring of activities is planned every six months, to verify the progress, identify problems and implement corrective measures to achieve the objectives and indicators set in the Action Plan.

The AP-WG will be specifically involved in the implementation of the various actions described in the Action Plan. In addition, the coordinator will be in charge of monitoring researchers' satisfaction (after 12 months, and then every year from the start of the Action Plan), using an online survey. A Technical Report illustrating the advancement of the different actions will be prepared by AP-WG every six months.

The APIC will be in charge of:

- monitoring activities and indicators, as reported in the Action Plan;
- organizing meetings with AP-WG every six months (online or in the presence), to discuss the Technical Report and to assess the implementation of the Action Plan (deviations, additional measures, timeframe);
- proposing corrective actions;
- preparing the annual Assessment Report on the status of implementation achieved and the compliance with the Action Plan to be presented to the UNIVPM Evaluation Body for approval and then to the UNIVPM Governing Bodies.

APIC will then act as an intermediary between the decision-making bodies (the UNIVPM Governance) and all administrative structures involved in the AP-WG. APIC will supervise the project advancement and will be responsible for the whole process to the UNIVPM Governance.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

<b>Checklist</b>	
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The implementation of the Action Plan will be supervised by the APIC and supported by the AP-WG, composed of the staff of the administrative divisions involved in the Action Plan. Members of APIC and AP-WG have been officially appointed by the Academic Senate. As described above, each action in the Action Plan will be assigned to the administrative service of the University, which will be in charge of taking care of action implementation.</p> <p>Based on the AP-WG reports and periodic meetings, the APIC will monitor the development of activities, will analyze the indicators and will evaluate the implementation timeline; the APIC will also address any impediments that would come out during the implementation phase and will propose adequate technical/operative corrections. The evaluations of the APIC, validated by the Evaluation Body, will be presented to the UNIVPM Governing Bodies, which will dictate the strategic lines of the Action plan implementation.</p> <p>The monitoring of the implementation phase progress will be guaranteed by the Technical Report the AP-WG will submit half-yearly to the APIC and by the Assessment Report the APIC will submit yearly to the Governance.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The inclusion of members of the governance, PhD programs coordinators and representatives of researchers at different career levels (R1-R4) in APIC will guarantee the participation of the whole research community in the implementation of the Action Plan. Moreover, the entire UNIVPM community will be updated on progress by a transparent communication through the publication on the UNIVPM website of the Assessment Reports prepared by APIC and approved by the Governance.</p> <p>Two points previously reported merit to be underlined: first, an annual survey designed to collect the opinion of all researchers will be organized by AP-WG. Second, to give maximum communication of the initiative to our main stakeholders, the kick-off meeting will be open to all the UNIVPM research community. Moreover, as stated above, the Assessment Report prepared by APIC and approved by the Governance will be published on the UNIVPM web site.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make</p>	<p>Most of the actions reported on the Action Plan aim to make C&amp;C principles more visible and better known throughout the UNIVPM academic community. So far, UNIVPM has already included HRS4R principles amongst recruitment regulations and research-related</p>

<p>sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>policies. When the HRS4R implementation process will be officially launched, UNIVPM will explicitly refer to HRS4R policy in its main strategic documents, including the Strategic Plan and the recruitment regulations, with the specific aim of reinforcing and assuring the commitment of the governance bodies and the entire academic community to achieve these ambitious goals for progressive improvement.</p> <p>At the same time, the full implementation of the OTM-R policy will ensure more efficient support to all UNIVPM researchers and will encourage researchers from abroad to apply for position at our University.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The AP-WG will be specifically involved in the implementation of the various actions described in the Action Plan, while APIC will monitor the whole activities and will periodically report to the UNIVPM Governance on the implementation status.</p> <p>The UNIVPM Rector and General Director, as well as the governance bodies (Academic Senate and Board of Directors), strongly believe in the activities included in the Action Plan. The implementation of the HRS4R policy will be a key action included in the UNIVPM Strategic Plan. In addition, most of the indicators of the Action Plan will be integrated in the performance objectives of the involved administrative services. Therefore, the activities of the HRS4R Action Plan will become part of the routine development plans of each office involved in the Action Plan implementation.</p> <p>Moreover, the presence of the main representatives of University governance in the APIC, as well as their direct commitment to HRS4R actions, should be considered as indicator of the level of interest in the full implementation of the process.</p> <p>It should be also noticed that the academic community strongly believes in HRS4R recognition. A very large part of researchers actively participated in the internal analysis (78.5 % of the entire academic community responded to the survey), helping the Working Group to define a strategy that perfectly fits with the needs of the whole researcher community, and also with the UNIVPM performance objectives.</p>
<p>How will you monitor progress (timeline)?</p>	<p>A specific monitoring strategy has been designed to verify the achievement of milestones (timing) of the Action Plan and to implement corrective actions if problems are identified.</p>

	<p>Monitoring will be supervised by the UNIVPM Governing Bodies, through their control body (Evaluation Body).</p> <p>Periodic reporting activities are planned through:</p> <ul style="list-style-type: none"> <li>- Technical Reports (TR), prepared each six months by AP-WG;</li> <li>- Assessment Reports (AR), prepared each year by APIC, also containing the analysis of the online survey on researchers' satisfaction;</li> <li>- Monitoring Reports, prepared each year by the Evaluation Body;</li> <li>- Mixed-mode annual meeting (in the presence and/or online) between APIC and AP-WG.</li> <li>- Annual meeting between the APIC and AP-WG Coordinators and the UNIVPM Governing Bodies.</li> <li>-</li> </ul> <p>All documents and reports will be shared in a cloud storage repository.</p> <p>The monitoring of the Action Plan will proceed according to the following timeline (the starting data of the Action Plan Implementation Phase has been estimated on 1st July 2024):</p> <ul style="list-style-type: none"> <li>- Kick-off meeting, APIC/AP-WG Open meeting; July 2024</li> <li>- First interim report, <b>TR1</b>: January, 2025</li> <li>- APIC/AP-WG assessment meeting: January, 2025</li> <li>- Second interim report, <b>TR2</b>: July, 2025</li> <li>- APIC/AP-WG assessment meeting: July 2025</li> <li>- First year assessment report, <b>AR1</b>: September 2025</li> <li>- First year monitoring report, <b>MR1</b>: October 2025</li> <li>- First year meeting with Governing Bodies: October 2025</li> <li>- Third interim report, <b>TR3</b>: January, 2026</li> <li>- APIC/AP-WG assessment meeting: January, 2026</li> <li>- Fourth interim report, <b>TR4</b>: June, 2026</li> <li>- APIC/AP-WG assessment meeting: June 2026</li> <li>- Second year assessment report, <b>AR2</b>: June 2026</li> <li>- Second year monitoring report, <b>MR2</b>: July 2026</li> <li>- Second year meeting with Governing Bodies: July 2026</li> <li>- Submission of the <b>Internal Review for Interim Assessment</b>, July 2026</li> </ul>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>UNIVPM has an established monitoring, quality and evaluation body (Evaluation Body, EB), specifically dedicated to the evaluation of the efficiency, effectiveness and quality of teaching and research activities. As discussed previously, the Action Plan will be fully adopted and supported by the UNIVPM governance and will be developed in close synergy with the university's</p>

	<p>strategic programs. For these reasons, the EB will be involved in monitoring activities.</p> <p>Moreover, the UNIVPM statistics working group, already involved in the preparation of the HRS4R survey and the analysis of the survey results, will be also fully involved in the activities of implementation of the Action Plan, to provide support in the measuring of the selected indicators and in constantly monitoring the opinion of all researchers through the planned annual surveys.</p>
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Additional remarks/comments about the proposed implementation process:

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# **ANNEX TO THE ACTION PLAN**