

## TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2019IT406251

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SUBMISSION DATE:

DATE ENDORSEMENT CHARTER AND CODE:

*Declaration of Commitment May 9, 2019. Endorsement confirmation - May 14, 2019.*

### PROCESS

The HRS4R process is carried out through an inclusive and participatory approach, aimed to involve the whole academic and research community, the Sapienza governing bodies and the management structures directly or indirectly responsible for researchers' HR-issues.

The HRS4R process, according to this approach, is leading by a **steering committee** composed of a wide representation of the governing bodies, the University research community (independently from career level and contract types, including PhDs students and early stage researchers), as well as the administrative structures involved in the researchers' career issues and in supporting research activities. The steering committee is coordinated by the Deputy Rector for Research and Technology Transfer and, in order to guarantee full representation both of the academic and administrative-managerial levels, is composed as follows:

- The Deputy Rector for Research and Technology Transfer;
- The Deputy Rector for Right to Education and Academic Quality;
- One academic member of the Board of Administrators;
- One academic representative of the Academic Senate;
- One representative for researchers (R3-R4);
- One representative for PhD students and research fellows (R1-R2);
- One representative from the Guarantee Committee;
- The Director of the Research and Technology Transfer Division;
- The Director of the Human Resources Division;
- The Director of the Organisation and Development Division;
- The Director of the Academic Programmes and Right to Education Division;

- The Director of the International Office;
- The Director of the Legal Affairs Division;
- The Director of the Institutional Affairs Division.

The steering committee, like as the working group, will be integrated, during the implementation phase, by other members, already involved in the initial phases of the HRS4R process:

- The President of the Council of Directors;
- The President of Sapienza PhD Programme Commission
- Six representatives of the Joint Scientific Committee of the Council of Directors of Department (one representative for each of Sapienza scientific-disciplinary macro-areas: A) Natural sciences, Maths, physical, chemical and biological sciences; B) Bio-medical sciences and Psychology; C) Medicine; D) Architecture, Engineering, Statistics; E) Humanities; F) Social-economic sciences and Law);

The steering committee has carried out the initial phases of the HRS4R process by means of the activities of four sub-groups (one for each of the thematic heading of the C&C), periodic plenary meetings and, at the same time, sharing documents and contributions via digital tools. The activities of the steering committee have been addressed to:

- analyse the existing regulations and/or institutional practices;
- open a discussion on strategic initiatives and actions to be undertaken;
- receive inputs from the researchers' community and stakeholders (also thanks to the results of an online survey);
- report results to the Governance and to the entire academic community;
- edit the draft of the Gap Analysis, the Self-assessment checklist for Open, Transparent and Merit-Based Recruitment (OTM-R) and the Action Plan, that have been later approved by the Academic Senate.

The steering committee, in order to conduct the gap analysis, has also used the results of the online survey aimed at strengthening valorisation and enhancement of research staff operating at Sapienza. The survey has been addressed to all the researchers and PhDs (9.824 persons). Nearly 800 persons have answered (7,9%). Disaggregating the sample, it emerges that, with reference to gender, it was constituted principally by women (55%); as for seniority, the sample consists in researchers with less than 5 years seniority (37%); finally, as for staff category, the sample consists mostly in associate professors (30%) and researchers (23%). The results of the survey have been useful to better identify the gaps related to the fulfilment of the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers. In particular the survey identified the needs of the academic and research community in terms of training opportunities and in terms of more information (and, consequently, awareness) about the strategies and the policies adopted by the Governance to improve the performance of the University.

The steering committee, in order to constantly monitor progress accomplished in the application of the corrective measures described in the action plan, will be supported in the implementation phase by a

**working group**, that is a task force composed by representatives from all Sapienza administrative divisions involved (human resources, research and technology transfer, communications, etc.) as well as from the representatives from researchers.

The working group will monitor the implementation of the Action plan and the final accounting processes. In particular it will periodically:

- monitor the degree of implementation of the action plan and the satisfaction level of the research community;
- manage the involvement and commitment of the interested parties;
- report to the steering committee, the Governance (in particular, the Deputy Rector for Research and Technology Transfer) and the entire community on the achieved implementation phase, developing a semesterly monitoring report;
- propose, if necessary, corrective measures or alternative plans, etc.

The working group will meet periodically and will be coordinated by the Research and Technology Transfer Support Division that will act as an intermediary body between the steering committee (in particular, the Deputy Rector for Research and Technology Transfer) and other administrative Divisions. Each Division will contribute to the implementation of specific parts of the HRS4R, as indicated in the Action plan, and it will report on progress in periodic plenary sessions, with a particular focus on filling in any gaps, with suggestions and proposals.

Sapienza considers the HRS4R a priority and, for this reason, the monitoring of the process has been already included within the Sapienza Performance Plan 2020-2022.

List of the persons directly or indirectly engaged in the HRS4R process and members of the steering committee:

Name	Position	Management line/ Department
Prof. Teodoro Valente	Deputy Rector	Research and Technology Transfer
Prof. Tiziana Pascucci	Deputy Rector	Right to Education and Academic Quality
Prof. Paolo Mataloni	Member of the Academic Senate	Academic Senate
Prof. Ersilia Barbato	Representative from the Guarantee Committee	Guarantee Committee – Representative Academic
Prof. Maria Carmela Benvenuto	Researcher	Representative for researchers (R3-R4)
Dr. Anna Salvina Valenzano	Researcher	Representative for PhD students and research fellows (R1-R2)
Alessandro Mei	President of the Council of Directors	Council of Directors
Marco Mancini	President of the PhD Programme Commission	PhD Programme Commission

Dr. Antonella Cammisa	Director of Division	Research and Technology Transfer Division
Dr. Andrea Putignani	Director of Division	Human Resources Division
Dr. Daniela Cavallo	Director of Division	Organisation and Development Division
Dr. Giulietta Capacchione	Director of Division	Academic Programmes and Right to Education Division
Dr. Maria Ester Scarano	Director of Division	International Office
Dr. Andrea Bonomolo	Director of Division	Legal Affairs Division;
Dr. Fabrizio De Angelis	Director of Division	Institutional Affairs Division

Information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
Governance	By including its representatives in the Steering Committee.	Contribution to the editing of the GAP-analysis document
Researchers (R1 and R2)	By including their representatives in the Steering Committee. They have opened a discussion among the researchers' community focused on HR issues, with a particular attention on aspects related to initial stages of researchers career, and have received inputs and feedbacks that have been shared with the Steering Committee. Furthermore the SC has used the results of the online survey addressed to all the researchers and PhD students and aimed at fostering valorisation and enhancement of research staff operating at Sapienza.	Contribution to the editing of the GAP-analysis document
Researchers (R3 and R4)	By including their representatives in the Steering Committee. They have opened a discussion among the researchers' community focused on HR issues and received inputs and feedbacks that have been shared with the Steering Committee.	Contribution to the editing of the GAP-analysis document

	Furthermore the SC has used the results of the online survey addressed to all the researchers and PhD students and aimed at fostering valorisation and enhancement of research staff operating at Sapienza.	
Administrative staff	By including their representatives in the Steering Committee. They have opened a discussion within the community of administrative staff involved in the researchers' career issues and in supporting research activities and they have received inputs and feedbacks that have been shared with the Steering Committee.	Contribution to the editing of the GAP-analysis document

Please describe how was appointed the Committee overseeing the process:

The Steering Committee has been appointed by the Rector, taking into considerations the views of the Governance and the stakeholders and ensuring a wide representation of the whole academic and research community including PhDs students and early stage researchers. It is, in fact, composed by representatives of the governing bodies, the University research community (independently from career level and contract types), as well as the administrative structures involved in the researchers' career issues and in supporting research activities and it is coordinated by coordinated by the Deputy Rector for Research and Technology Transfer.

The steering committee, during the implementation phase, will be integrated by other members, already indirectly involved in the initial phases of the HRS4R process, like as the President of the Council of Directors, the President of the PhD Programme Commission and six representatives of the Joint Scientific Committee of the Council of Directors of Department (one representative for each of Sapienza scientific-disciplinary macro-areas

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

The working group has been appointed by the Steering Committee, taking into considerations the contents of the of the HRS4R process, and especially of the Action Plan, on one side, and the internal functions and roles, on the other side. It is, in fact, a task force composed by representatives of the governing bodies and the University research community representatives, as well as from all the administrative divisions involved (human resources, legal affairs, research and technology transfer,

communications, etc.) as well as from the representatives from researchers. The working group will be coordinated by the Research and Technology Transfer Support Division.

The working group, during the implementation phase, will be integrated by other members, already indirectly involved in the initial phase of the HRS4R process, like as the President of the Council of Directors, the President of the PhD Programme Commission and six representatives of the Joint Scientific Committee of the Council of Directors of Department (one representative for each of Sapienza scientific-disciplinary macro-areas).