

TEMPLATE 4: ACTION PLAN

Case number: 2019IT406251

Name Organisation: Sapienza University of Rome (Sapienza)

Organisation's contact details:

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Web link to published version of organisation's HR Strategy and Action Plan:

<https://www.uniroma1.it/en/pagina/human-resources-strategy-researchers-hrs4r>

SUBMISSION DATE: 10/04/2020

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS¹	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	6428
Of whom are international (i.e. foreign nationality)	531
Of whom are externally funded (i.e. for whom the organisation is host organisation)	185+37
Of whom are women	2992
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1842
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	1569
Of whom are stage R1 = in most organisations corresponding with doctoral level	3017
Total number of students (if relevant)	112,557
Total number of staff (including management, administrative, teaching and research staff)	10,643

¹ Data source: Facts and Figures - Sapienza at a Glance - 2018

RESEARCH FUNDING (figures for most recent fiscal year)²	€
Total annual organisational budget	783,678,965.11
Annual organisational direct government funding (designated for research)	64,957,893.66 ³
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	17,325,524.25
Annual funding from private, non-government sources, designated for research	6,908,096.04
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>With over 700 years of history, around 112,000 students, 4000 teachers and 2000 employees, technicians and librarians, in addition to 2000 administrative staff units in university hospitals, Sapienza is the first university in Europe. Our mission is to contribute to the development of a knowledge society through research, excellence, quality education and international cooperation. Sapienza currently offers over 270 degrees (Bachelor's and Master's), including over 30 ones taught in English, more than 200 professional master courses and almost 80 PhDs. The School of Advanced Studies provides a programme of excellence and free tuition for the best students.</p>	

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>Strengths:</p> <p>Sapienza, as indicated in its Statute (Art.1, Paragraph 5), <i>“guarantees its full and associated professors, researchers, and same-level staff autonomous research and academic freedom, equal rights and access to research funds, instruments and infrastructures, as well as appropriate coordination. The assignment of funds must be based on projects evaluated according to the criteria of the international scientific community.”</i></p> <p>Sapienza pursues its objectives, respecting human dignity, in the pluralism of ideas and transparency of information and procedures. Sapienza ensures</p>

² Data source: Annual Budget - 2018

³ The main public funding is provided by the “Fondo di Finanziamento Ordinario” (FFO), which does not bind the university or provide specific use limitations except in rare cases. Moreover, the funding is calculated by ASURTT by adding the following expense items: Funding for University Research Calls, International Inter-university Agreements, Visiting Professors Call, University Research Funding, Departments of Excellence Funding, Sapiexcellence Programme, Research Funding (from “5 per mille” public taxes, Funds for PhD Programmes and Patent Funds.

	<p>full liberty of thought and the expression of political, trade union and religious freedom. It guarantees to all personnel and students the conditions necessary to freely express and communicate their thoughts as well as by ensuring equal opportunities in the workplace and the educational environment. In 2012, Sapienza adopted the Code of Ethics that establishes the fundamental values that must inspire the university community and promote the recognition and respect of individual rights, as well as the assumption of university duties and responsibilities. In 2015, Sapienza approved the Code of Conduct to ensure the quality of services, the prevention of corruption, the respect of the constitutional rights of diligence, loyalty, fairness and exclusive service in the public interest.</p> <p>The great importance that Sapienza recognises to the value of research freedom is also evident in the large range of funding opportunities available to all personnel, in each role and category, that is directly involved in research activities. Funds are assigned according to a bottom-up and merit-based approach. In particular, funding opportunities include 3 internal calls for proposals - aimed at funding research activities, the purchase of research equipments and archeological excavations - and Sapiexcellence Programme (including the following specific subschemes: <i>Seal of Sapiexcellence; Add Sapiexcellence; BE-FOR-ERC</i>).</p> <p>Weaknesses:</p> <p>It would be advisable to provide a better spread and to enhance information related to the main internal regulations concerning rights, duties and ethical principles related to the management of research activities, also in light of the many legislative modifications addressing these issues at the national level.</p>
<p>Recruitment and Selection</p>	<p>Strengths:</p> <p>Sapienza, as required by national legislation and in particular by Law N. 240/2010, has adopted open recruiting and selection procedures based on the principles of transparency, merit, fairness and the respect of equal opportunities.</p> <p>Sapienza provides citizens, institutions, enterprises and users, in general, with a portal entirely dedicated to transparency. As per Legislative Decree N. 33/2013 (modified as Legislative Decree N. 97/2016), the portal provides information on university activities and organisation concerning institutional charges and the use of public resources.</p> <p>Sapienza, as required by National Law N. 240/2010, adopted the internal University regulations that define clear and specific recruiting procedures for each academic and researcher category:</p>

	<ul style="list-style-type: none"> ● Regulation for Recruiting Full Professors and Associated Professors, D.R. N. 1820/2019 – 13/06/2019; ● Regulation for Recruiting Type “B” Fixed-term Researchers, D.R. N. 1821/2019 – 13/06/2019; ● Regulation for Recruiting Type “A” Fixed-term Researchers, D.R. N.2578/2017 – 11/10/2017; ● Regulation for Research Fellows, D.R. N.1776/2019 - 07/06/2019; ● Regulation for PhD Research, DR N.1123/2019 - 03/04/2019. <p>Weaknesses:</p> <p>Notwithstanding the fact that recruiting procedures are open, transparent, and based on merit and equal opportunities, there still is a gap in the University capability to attract foreign researchers. For example, the documentation providing information on recruitment procedures is still mainly available in Italian, according to Italian regulations.</p>
Working Conditions	<p>Strengths:</p> <p>Sapienza implements all legislative requirements able to guarantee the best working conditions. Sapienza, as required by national legislation, adopted:</p> <ul style="list-style-type: none"> ● Regulation for Recruiting Full Professors and Associated Professors, D.R. N. 1820/2019 – 13/06/2019; ● Regulation for Recruiting Type “B” Fixed-term Researchers (tenure-track positions), D.R. N. 1821/2019 – 13/06/2019; ● Regulation for Recruiting Type “A” Fixed-term Researchers, D.R. N.2578/2017 – 11/10/2017; ● Regulation for Research Fellows, D.R. N. 1776/2019 - 07/06/2019; ● Regulation for PhD Research, D.R. N.1123/2019 - 03/04/2019. ● Regulations for Regulating Advanced Traineeships and Research Activity Traineeships - D.R. N. 3287 - 2017 [Gap Analysis, G.A. Art. 22]. ● Regulations for Telework (TeleLavoro Sapienza - TLS), D.D. N. 149/18 - 22/01/2018 [G.A. Art. 24]. ● Regulations for the Assignment of Research Activity Scholarships by Departments - D.R. N. 1622/2018 [G.A. art. 25]. ● Regulations for University Performance Funding - D.R. N. 2487/2018 - 18/10/2018 and the Regulations for Salary Increases - D.R. N. 943/2018 - 28/03/2018 [G.A. Art. 26 and 28]. ● Patents Regulations - D.R. N. 199/19 - 16/01/2019 [G.A. Art. 31]. <p>According to its Statute, Sapienza approved a Code of Ethics that defines the rules of conduct, promotes the fundamental values of legality and solidarity and reject all discriminations. The Code appoints a Guarantee Committee for equal opportunities, the improvement of worker wellbeing</p>

and against discrimination (CUG). A proposal for the modification of the Statute approved on 22/01/2019 indicates the appointment of the CUG composed of academic and technical-administrative staff.

Moreover, Sapienza since 2016 has published (as part of its Social Responsibility and Sustainability Report) a Gender Report, focused on gender balance at Sapienza and structured into three parts:

- Part one describes the composition of the student representative body by gender, highlighting parameters of merit that characterise female students over the student body as a whole;
- Part two addresses the professional community: academic staff and technical-administrative personnel;
- Part three illustrates initiatives on gender issues organised in 2018.

Sapienza, in order to promote a stimulating research and educational environment, has carried the following initiatives:

- Appointment, by D.R. N. 2334 - 18/09/2017, of the QUID - Quality and Innovation in Didactic Working Group that has designed and implemented the University Project for Teacher Training.
- Establishment of the Research and Fab Lab Services Centre, an infrastructure dedicated to research and innovation co-financed by Regione Lazio;
- Annual Call for the purchase of research equipment of common and strategic interest to Sapienza;
- Annual Report on Organisational Wellbeing;
- Kindergarten for children of university researchers and academic staff;
- Establishment of a Placement Office promoting the access of Sapienza graduates to the job market.

Weaknesses:

Sapienza has identified the need to ensure a balanced gender composition of committees, foreseen within the internal regulations for the assignment of research grants, external appointments, scholarships, research fellowships and doctorates. The university has implemented procedures to modify these regulations.

Following to a constant exchange of information between Sapienza governing bodies and the representatives of PhD students and researchers, another need emerged: more specifically it consists of the need of increasing training aimed at the enhancement of transversal professional competences of PhD students and researchers.

Moreover, the university has decided to implement actions aiming to

	<p>extend Placement Office services to PhD students and research fellows.</p> <p>Various initiatives addressing the improvement of organisational wellbeing of researchers and management staff have been tested and will be implemented soon.</p>
Training and Development	<p>Strengths:</p> <p>National legislation and Sapienza Regulations attribute the right/duty to be supported and trained to professors and researchers. As per the internal regulations, Sapienza identifies and assigns to each early stage researcher (PhD students and research fellows) a tutor that will accompany the early stage researcher throughout their career. Moreover, Sapienza provides a wide range of educational opportunities to researchers throughout their careers: ad hoc training for experienced researchers on European projects, training for researchers coordinating research projects, soft skill training for PhD students and researchers, tools and training to improve scouting capabilities for identifying international funding, training for administrative staff on management and accounting of research projects.</p> <p>Weaknesses:</p> <p>A medium/long-term strategy and planning are necessary for the various training and support initiatives (even those already implemented experimentally) in order to increase Continuing Professional Development opportunities for the researchers and to combat the fragmentation and to enhance synergies Sapienza between central administration and departments.</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):

Sapienza's HR Strategy dedicated webpage is available at the following URL:

<https://www.uniroma1.it/it/pagina/human-resources-strategy-researchers-hrs4r>

Furthermore, the web page is linked at the following URLs:

- <https://www.uniroma1.it/it/pagina-strutturale/ricerca-scientifica> (It's the Research web page and HR Strategy dedicated web page is linked also with a picture box);
- <https://www.uniroma1.it/it/pagina/ricercasapienza>
- <https://www.uniroma1.it/it/pagina/ufficio-promozione-e-servizi-di-supporto-le-iniziativa-di-ricerca>

- <https://www.uniroma1.it/it/pagina/horizon-2020>
- <https://www.uniroma1.it/it/pagina/azioni-marie-skłodowska-curie>

The mentioned links are available also in the English version of Sapienza web site, at the following URLs:

- <https://www.uniroma1.it/en/pagina/human-resources-strategy-researchers-hrs4r>
- <https://www.uniroma1.it/en/pagina/researchsapienza>
- <https://www.uniroma1.it/en/pagina/research-promotion-and-support-services-office>
- <https://www.uniroma1.it/en/pagina/horizon-2020>
- <https://www.uniroma1.it/en/pagina/marie-skłodowska-curie-actions>

Proposed ACTIONS	GAP Principle(s)	Timing (by quarter)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>From the GAP Analysis</i>			
A.1. New courses for PhD students and Researchers on Soft Skills (in particular, introductory and advanced courses on Ethics and Science)	1. Freedom of Research	Q4	Research and Technology Transfer Division International Office Legal Affairs Division	At least 1 course on Ethics and Science (at least 150 participants)
A.2. Ongoing revision of regulations for participation in EU research projects	1. Freedom of Research; 6. Financial Responsibility	Q1-Q6	Research and Technology Transfer Division International Office Legal Affairs Division	Adoption of new regulations for participation in research projects
A.3. Revision and adoption of the new Code of Ethics and Conduct, as per the principles of the European Charter for Researchers and the European Code of Conduct for Research Integrity	2. Ethical Principles; 3. Professional Responsibility	Q1-Q4	Legal Affairs Division Research and Technology Transfer Division International Office	Adoption of the new Code of Ethics and Conduct
A.4. Translation into English	2. Ethical	Q5-Q6	Communications	Availability of English-

of the new Code of Ethics and Conduct	Principles		Office	language version of the new Code of Ethics and Conduct
A.5.Planning and implementation of communication activities to promote the new code to all research categories	2. Ethical Principles	Q5	Research and Technology Transfer Division International Office Legal Affairs Division Communications Office	Implementation of at least 1 initiative to promote the new code (at least 300 participants)
A.6.Development and distribution of an informative welcome kit on internal regulations for researchers and PhD students and research fellows	5. Contractual and Legal Duties	Q5-Q8	Research and Technology Transfer Division Human Resources Division Legal Affairs Division Academic Programmes Division	Development and distribution of an informative welcome kit on internal regulations for researchers and PhD students and research fellows (estimated 7.000 kit)
A.7.Planning and organisation of periodic workshops on the management of data produced by research	7. Good Conduct in the Research Sector	Q4	Research and Technology Transfer Division Legal Affairs Division Data Protection Officer	Organisation of at least 1 workshop on the management of data produced by research (at least 150 participants)
A.8.Planning and production of a digital magazine on scientific communication for a national and international audience	8. Diffusion and exploitation of results	Q4-Q6	Communications Office International Office Research and Technology Transfer Division	Production of a digital magazine on scientific communication for a national and international audience (at least 1.000 recipients)
A.9.Development of a Patent Kit containing information, guidelines and university regulations for all researchers who wish to apply for a patent.	8. Diffusion and exploitation of results	Q1-Q2	Research and Technology Transfer Division	Development of a Patent Kit
A.10. Development of a system for monitoring and sharing all third mission activities developed by the	8. Diffusion and exploitation of results	Q1-Q4	Communications Office International Office Research and Technology Transfer	Establishment of a system for monitoring and sharing all third mission activities developed by the university

university			Division	
A.11. New transversal courses for PhD students and researchers on soft skills dedicated to scientific communication, in agreement with category representatives.	9. Commitment to public opinion	Q4	Communications Office International Office Academic Programmes Division Research and Technology Transfer Division	Organisation of at least 1 course dedicated to scientific communication (at least 100 participants)
A.12. Development of an English-language Fact Sheet on Research Fellowships Calls	13. Employment; 15. Transparency	Q1-Q3	Human Resources Division	Publication of English-language Fact Sheet on Research Fellowships Calls
A.13. Inclusion of the principle of gender equilibrium for commissions in various university regulations (Research Grants, external collaborations, scholarships, research scholarships, PhD students)	27. Gender equilibrium	Q1-Q3	Research and Technology Transfer Division Human Resources Division Legal Affairs Division	Updating of university regulations concerning gender balance as a main principle for the commission composition
A.14. Planning and development of courses on transversal competences	28. Professional Development	Q4 and Q8	Research and Technology Transfer Division	Organisation of annual courses on soft skills (at least 600 participants)
A.15. Extension of Placement Office Services (currently targeted only to new graduates)	30. Access to Professional Orientation	Q1-Q2	Academic Programmes Division	Establishment of new placement services specifically targeted to PhD students and researchers (estimated 30% increase of potential beneficiaries)
A.16. Initiatives to improve the organisational wellbeing of researchers	34. Complaints and Appeals	Q3	Organisation and Development Division	Report of analysis of the results emerged from the survey on organisational

		Q8		<p>wellbeing aimed at promoting and maintaining the physical, psychological and social wellbeing of researchers and management staff. The report will include inputs and suggestions aimed at improving researchers working conditions.</p> <p>Development and implementation of a new survey aimed at monitoring improvements of professional, psychological and social wellbeing of researchers and management staff.</p>
A.17. Quality and Innovation in Didactic Working Group (GDL-QuID)	38. Continuous Professional Development	Q3	<p>Quality and Innovation in Didactic Working Group (GDL-QuID);</p> <p>Organisation and Development Division</p> <p>Guarantee Committee (CUG)</p>	<p>Organisation of at least 1 course for Sapienza researchers and professors (estimated increase of 5% of participants)</p>

Action Plan - Gantt Chart

Action/Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Action 1				T ₁				
Action 2						T ₂		
Action 3				T ₃				
Action 4						T ₄		
Action 5					T ₅			
Action 6								T ₆
Action 7				T ₇				
Action 8						T ₈		
Action 9		T ₉						
Action 10				T ₁₀				
Action 11				T ₁₁				
Action 12			T ₁₂					
Action 13			T ₁₃					
Action 14				T ₁₄				T ₁₄
Action 15		T ₁₅						
Action 16			T ₁₆					T ₁₆
Action 17			T ₁₇					

T: Target quarter for the realization of the action

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

The Gap Analysis has verified that the system of internal regulations and practices amply comply with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as well as the national regulations.

Law N. 240/2010 and its subsequent integrations, in fact, address all aspects of professors and researchers' careers, from recruitment to economic treatment, social security, maternity/paternity leave and career progress.

The Sapienza Statute is aligned with national regulations and a range of internal regulations has been adopted to manage individual aspects related to the profession of researcher.

Moreover, specific issues related to work health and safety conditions are regulated to national

legislation and regulations with rigid prescriptions safeguarding the wellbeing of researchers.

The analysis has allowed us to identify a number of elements that could be further improved such as, for example, the increase of the number of transversal courses for PhD students and young researchers, the updating of certain university regulations (i.e., Code of Ethics and Conduct) and the implementation of actions aimed at guaranteeing a wider internal awareness about Sapienza regulations.

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: <https://web.uniroma1.it/trasparenza/disposizioni-generalis>

4. IMPLEMENTATION

General overview of the expected implementation process:

HRS4R had been fully integrated into Sapienza policies by means of the Performance Plan 2017-19 approved by the university governance. The plan includes, amongst others, an operative objective on the “Activation of the Human Resources Strategy for Researchers (HRS4R) Process” that aims to adopt the principle of the European Charter of Researchers and indicates the relative target: “Appointment of an intra-university working group and activities kick-off”. Moreover Sapienza has recently approved the new Performance Plan (2020-2022). The plan set out a specific monitoring and reporting process (with periodic deadlines) related to the implementation of the activities and initiatives foreseen in the Action Plan.

In this context, the university prioritised the appointment of a **steering committee** that, as indicated by the European Commission, was to be characterised by a wide representation of university research components, independently from career level and contract types, as well as all administrative personnel involved in researcher career and activity support. In order to guarantee full representation both on the academic and administrative-managerial levels, the steering committee will be 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-B2);
- 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 will carry 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 will be 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,
- report results to the Governance and to the entire academic community.

The steering committee, in order to constantly monitor progresses 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.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the HRS4R Strategy is presented to the European Commission and the Action Plan is approved, the Steering Committee for HRS4R Implementation will be ready to supervise project advancement and it will be supported in the implementation phase by a working group .
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The decision to include a representation of researchers in the steering committee will guarantee the participation of the research community in any action concerning the development and approval of new guidelines, protocols and regulations. Moreover, the entire university community will be updated on progress by the means of various initiatives (i.e., ad hoc events, information on specific issues and the HRS4R section of the Sapienza website).
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	<p>Most of the actions that will be implemented aim to make C&C principles more visible and better known throughout Sapienza academic community.</p> <p>So far the university has already included HRS4R amongst its performance objectives. As soon as the HRS4R implementation process will be officially kicked-off, the university will also adapt HRS4R in its main strategic documents, especially the Three-year Strategic Plan. Sapienza is also already working to adapt its strategies and actions to OTM-R procedures.</p>
How will you ensure that the proposed actions are implemented?	<p>The presence of the main representatives of university governance in the steering committee and their direct commitment to HRS4R actions are the main means able to guarantee the full implementation of the process at Sapienza University.</p> <p>The steering committee 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.</p>

<p>How will you monitor progress (timeline)?</p>	<p>The HRS4R Steering Committee will be responsible for the periodic evaluation of action plan progress as well as the identification of any necessary corrective measures to achieve the objectives in case of delays, impediments or any other circumstance requiring specific action. The HRS4R Steering Committee will regularly report to the Rector and it will be supported in the implementation phase by a working group that will periodically:</p> <ul style="list-style-type: none"> ● 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. <p>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.</p> <p>All progress will be constantly monitored, evaluated and shared with all members of the steering committee through semestral reports. The reports will also be discussed and approved during the meetings that will be held two times a year.</p> <p>The Support and Technology Transfer Division (ASURTT) will act as technical secretariat with all the other divisions involved with the objective of guaranteeing continuity of action amongst the various semesterly assessments.</p>
<p>How will you measure progress (indicators) in view of the next</p>	<p>Concerning new academic programmes for PhD students and research fellows, progress will be monitored through</p>

assessment?	<p>the number of courses organised each year.</p> <p>The indicator for the revision of internal regulations will consist of the number of the new adopted regulations and of the correspondent translation into English as well the tipology of actions implemented for communicating the new regulations throughout Sapienza.</p> <p>In terms of researchers' lifelong learning, progress will be monitored through the number of courses organised each year.</p> <p>Access to professional orientation will be evaluated through the increasing of orientation service users basin.</p>
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Additional remarks/comments about the proposed implementation process:

The Gap Analysis has not only verified that the system of internal regulations and practices amply complies with the principles of C&C, but also identified a number of elements that could be further improved such as, for example, tools to attract foreign researchers, an extension of transversal courses for researchers and PhD students (even following a debate with category representatives) and the need to update university regulations (i.e., Integrated Code of Ethics and Conduct) and improve their internal dissemination. Therefore, based on the elements identified in the Gap Analysis, Sapienza University has defined a strategy and schedule to implement specific action, along with task coordinators and correlated implementation indicators. The implementation of the Action Plan will be continuously and systematically monitored and, if required, modified and reviewed.