

Process Description

Case number

2022IT838957

Name Organisation under review

UNIVERSITA' DEGLI STUDI DI URBINO CARLO BO

Organisation's contact details

VIA SAFFI,2, URBINO, 61029, Italy

Date endorsement charter and code

06/10/2022

Submission date to the European Commission

04/10/2023

Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Orazio Cantoni	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rector for Research, Department of Biomolecular Sciences

Name	Position	Steering Committee	Working Group	Management line/ Department
Berta Martini	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rector for Research Staff Recruitment & Quality Assurance, Department of Humanities
Giovanni Boccia Artieri	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rector for Education & Internal and External Communication, Department of Communication Sciences, Humanities and International Studies
Ulrico Agnati	R4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	President of the Quality Assurance Committee, Department of Law
Paolo Pascucci	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Law
Giovanni Piersanti	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Biomolecular Sciences
Anna Maria Ambrosini Massari	R4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Communication Sciences, Humanities and International Studies
Manuela Berlingerì	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Humanities
Marco Menichetti	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Pure and Applied Sciences
Cesare Silla	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Economics, Society, Politics
Pierluigi Graziani	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Pure and Applied Sciences
Luca Odini	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Humanities
Edoardo Alberto Rossi	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Law
Daniela Bostrenghi	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Humanities

Name	Position	Steering Committee	Working Group	Management line/ Department
Alessandra Fraternali	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Biomolecular Sciences
Nicola Giannelli	R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Economics, Society, Politics
Chiara Contoli	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Pure and Applied Sciences
Francesca Sgrò	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Economics, Society, Politics
Stefano Brilli	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Communication Sciences, Humanities and International Studies
Stefano Amatori	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Biomolecular Sciences
Cecilia Ascani	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Law
Anna Stanziano	R2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Communication Sciences, Humanities and International Studies
Andrea Bacchiocchi	R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Economics, Society, Politics
Silvia Palladino	R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Biomolecular Sciences
Marta Salvucci	R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Communication Sciences, Humanities and International Studies
Christel Sirocchi	R1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Pure and Applied Sciences
Antonella Antonelli	Technical-Scientific and Data Processing Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Biomolecular Sciences
Silvia Bartoccini	Technical-Scientific and Data Processing Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Pure and Applied Sciences
Daniela Capponi	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Quality Assurance

Name	Position	Steering Committee	Working Group	Management line/ Department
Pierangela Donnanno	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Management Control and Strategic Planning
Anya Pellegrin	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department Secretariat (Department of Biomolecular Sciences - Department of Pure and Applied Sciences)
Maria Silvia Ferri	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department Secretariat (Department of Economics, Society, Politics - Department of Humanities)
Adele Guerra	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department Secretariat (Department of Communication Sciences, Humanities and International Studies - Department of Law)
Fiorella Guglielmi	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Research Staff Recruitment
Eugenio Pieri	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PhD
Sara Goderecci	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Research
Angela Mancini	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Research
Monica Ruggeri	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	International Relations
Viola Gheller	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	International Relations
Erika Pigliapoco	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Research & Third Mission
Alessandro Perfetto	Administrative Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Director General

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from [R1 to R4](#), as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
Researchers (R1-R4)	<p>1) The whole community of researchers was asked to fill a survey about the current implementation of the principles included in the C&C; 2) Representatives of researchers at all stages of their career were indicated as part of the working group (Researchers' Focus Group); 3) The Researchers' Focus Group was divided in four sub-groups, corresponding with the C&C thematic headings</p>	<p>1) The whole community of researchers expressed their perception of the current implementation of the C&C and their list of priorities by filling the online survey; 2) Through their representatives, researchers: * conceived and drafted the survey for internal analysis; * analysed the survey results; * identified existing gaps; * proposed new initiatives to fill the identified gaps.</p>
University governance (Rector and Director general)	<p>1) Rector and Director General were asked to appoint members of the Steering Committee and Working group in order to implement the HRS4R; 2) Both the Rector and the Director General were invited to participate in the Steering Committee's meetings, particularly those concerning the Action Plan design.</p>	<p>1) The Rector wrote the letter of endorsement of the C&C, giving impulse to the implementation of the HRS4R; 2) The Rector appointed the Steering Committee, so that it may take decisions and act as representative of the whole institution; 3) The Rector and the Director General appointed the Working group in charge of the Gap Analysis and the proposal of the Action Plan; 4) The Rector and the Director General validated the proposed Gap Analysis and approved the Action Plan.</p>
University governance (Vice-Rectors and President of the Quality Assurance Committee)	<p>1) Some of the Vice-Rectors (Research; Education and Internal & External Communication; Research Staff Recruitment & Quality Assurance), together with the President of the Quality Assurance Committee (Presidio della Qualità di Ateneo) were appointed as members of the Steering Committee; 2) The Steering Committee met regularly with the Research Office and International Relations Office Staff, in order to be constantly updated about the preparation of the documents to submit to the Euraxess portal, to discuss and approve them, possibly suggesting amendments.</p>	<p>1) The Steering Committee coordinated and oversaw the whole HRS4R Initial Phase; 2) It evaluated and discussed the Working Group's analyses and proposals; 3) It proposed improvements to the documents drafted by the Working Group; 4) It conceived the strategy to embed the HRS4R in the University's overall policy; 5) It proposed the strategy to guarantee the Action Plan's implementation.</p>

Stakeholder group	Consultation format	Contributions
University governance (Academic Senate and Administrative Board)	- Before the final submission of the requested documents in the Euraxess portal, the Gap Analysis, the OTM-R Checklist and the Action Plan, together with the Process Description, were submitted to the members of the Academic Senate and of the Administrative Board for analysis, discussion and approval.	1) The Academic Senate and the Administrative Board gave feedback on the documents submitted by the Working Group; 2) They approved all the documents to submit to the European Commission (Process Description; OTM-R checklist; Gap Analysis; Action Plan)
Administrative staff (Research Staff Recruitment Office; PhD Office; Quality Assurance Office; Management Control and Strategic Planning Office; Departments' Secretariats)	1) Members of the Administrative staff were appointed as members of the Administrative Working Group; 2) During the whole process, they met regularly and provided feedback and proposals to the Steering Committee about the HRS4R documents.	1) Analysis of the national legislation and of the existing internal regulations affecting the implementation of the C&C principles within UniUrb; 2) Analysis of current internal practices and procedures; 3) Compilation of the OTM-R Checklist; 4) Compilation of the relevant sections in the Gap Analysis; 5) Feedback on the implementation (timing and targets) of the HRS4R Action Plan.
Administrative Staff (Research Office and International Relations Office)	1) The Research Office and the International Relations Office staff coordinated the Administrative Working Group; 2) They took part to the Researchers' Focus Group and sub-groups meetings; 3) They were constantly in touch with the Administrative Working Group; 4) They revised all the produced documents and submitted them to the Steering Committee; 5) They participated in the Steering Committee's meetings.	1) Compilation of the Process description; 2) Compilation of the Gap Analysis and of the Action Plan (in cooperation with the Administrative Working Group)

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The HRS4R process was overseen and coordinated by a Steering Committee, whose members were appointed by the Rector. Members were chosen in order to represent the governance and to have decision-making power. Indeed, the Steering Committee includes the Vice-Rectors in charge of the domains directly or indirectly involved by the HRS4R, both in a short- and in a long-term perspective (Research; Education and

Internal & External Communication; Research Staff Recruitment and Quality Assurance) and the President of the University's Quality Assurance Committee.

The Steering Committee met regularly during the Initial Phase. First, it established the timeline of the successive steps, leading to the organisation's self-assessment and to the subsequent definition of the initiatives to undertake and/or to take on, to reduce the gap between current practices and the C&C principles.

Once the process was defined, the Steering Committee presented it to the whole Working Group (both the Researcher's Focus Group and the Administrative Working Group), specifying the timeline, the targets and the responsibilities of the stakeholders involved.

It examined, reviewed and validated the draft of the survey set up by the Researchers' Focus Group, so that it could be sent to the whole community of researchers in Spring 2023.

Later on, it oversaw the self-assessment phase by setting up regular meetings devoted to the discussion, modification and final approval of all the relevant documents, drafted by the Working Group. The staff of the Research Office and of the International Relations Office took part in these meetings, to report the discussions and remarks of the Working Group (both the Administrative and the Researchers' one).

In particular:

- The **OTM-R checklist** was drafted by the Administrative Working Group, in cooperation with the Research Office and the International Relations Office; it was submitted to the Steering Committee, which discussed it and approved the final version.
- The **Gap Analysis** was drafted thanks to the parallel involvement of the Administrative Working Group and of the Researchers' Focus Group: the former carried on the analysis of the existing practices and procedures, identifying existing gaps and impediments, as well as the initiatives already undertaken by UniUrb; the latter analysed and meditated on the survey results, focussing on those points which revealed partial or total disagreement. The Researchers identified the possible reasons for the disagreement and proposed possible solutions to improve the situation. The Research Office and International Relations Office compared the Groups' results and drafted the complete version of the Gap Analysis, which was submitted to the Steering Committee.
- The Steering Committee examined, discussed and gave feedback about the document as a whole and about the new proposals, taking into consideration their economic, administrative and institutional feasibility and sustainability, as well as their consistency with the University's overall policy, its strategic targets and its development plans.
- On the basis of this discussion, the Steering Committee identified the Actions to be included in the **Action Plan**, their timing, deliverables and targets, as well as the administrative unit(s) and the governance representative(s) responsible for each action.

The Steering Committee submitted the final documents to the University's Academic Senate and Administrative Board for approval, in order to guarantee the whole institution's endorsement of the envisaged actions and to ensure their feasibility in the prospected timeline.

Please describe how the Working Group doing the Gap Analysis was appointed:

The Working Group (Administrative Working Group and Researchers' Focus Group) doing the Gap Analysis was appointed with the aim to guarantee the involvement of the whole academic community in the HRS4R process. The Research Committee asked the Department Chairs to identify the potential members of the Researchers' Focus Group, which was later appointed by the Rector. The Administrative Working Group was appointed and coordinated by the Director General.

To ensure the Focus Group's representativeness, its members were chosen among Researchers at all career stages (R1-R4) and belonging to all of the University Departments. This approach made it possible to identify potential discrepancies in the working conditions and/or in the specific needs of Researchers affiliated to the various divisions of the institution, either linked to the intrinsic features of their discipline or to their different research environments.

The involvement of R1 and R2 was particularly useful to ascertain the needs and expectations of young scholars, both in terms of career development and career advice and in terms of their relationships with their Supervisors.

The Researchers' Focus Group was divided into 4 sub-groups, respectively focusing on the four thematic headings of the C&C (Ethical and Professional Aspects; Recruitment and Selection; Working Conditions and Social Security; Training and Development). This internal division allowed a more in-depth analysis of each principle and of specific areas of intervention, which proved useful to identify the existing gaps and to propose possible measures of improvement.

The appointed Administrative staff was identified within the relevant management offices, directly or indirectly linked to the HRS4R (Research Staff Recruitment Office; PhD Office; Quality Assurance Office; Management Control and Strategic Planning Office; Departments' Secretariats), in order to involve the most appropriate professional figures in the internal recognition of current practices and procedures.

The Research Office and the International Relations Office Staff were appointed as responsible for the overall implementation of the HRS4R in order to coordinate the Working Group and to report their proposals to the Governance. Therefore, these offices drafted the complete version of the Gap Analysis taking into consideration the proposals coming out from both the Researchers' Focus Group and the Administrative Working Group, to be submitted to the Steering Committee and the University Academic Bodies.