

## TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: **2021IT617948**

Name Organisation under review: **Università della Calabria (UNICAL)**

Organisation's contact details: **Via P. Bucci, 87036 Rende (CS), Italy – [hrs4r@unical.it](mailto:hrs4r@unical.it)**

SUBMISSION DATE:

DATE ENDORSEMENT CHARTER AND CODE: **25/03/2021**

### PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues<sup>1</sup>. 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<sup>2</sup>, 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
Francesco Valentini	R3 - Associate Professor	Yes	Yes	Coordinator of the Steering Committee / Academic Senator of the University / Physics Department
Andrea Luca Attanasio	Head of the Research, Innovation and Social Impact Area (ARIIS)	Yes	Yes	Coordinator of Working Group / Research, Innovation and Social Impact Area (ARIIS)
Luigi Boccia	R3 - Associate Professor	Yes	No	Rector's Delegate for the coordination of internationalization actions for Europe / Department of Information, Modeling and Electronic Systems Engineering (DIMES)
Concetta Castiglione	R2 - Fixed-term researcher (RTD/B)	Yes	No	Representative of Fixed-term Researchers / Department of Economics,

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				Statistics and Financial Studies (DESF)
Maria Carmela Cerra	R4 - Full Professor	Yes	No	Rector's Delegate for PhD programs / Department of Biology, Ecology and Earth Sciences (DiBEST)
Domenico Conforti	R4 - Full Professor	Yes	No	Atheneum Quality Presidium (PQA) Coordinator / Department of Mechanical, Energy and Management Engineering (DIMEG)
Ines Crispini	R4 - Full Professor	Yes	No	President of the University Ethics Committee (CEA) / Department of Cultures, Education and Society (DiCES)
Giovanna Crocco	R1 – PhD Student	Yes	No	Representative of PhD Students / Department of Business Administration and Law (DiScAG)
Roberto Elmo	Head of the Human Resources Directorate (DRU)	Yes	No	Human Resources Directorate (DRU)
Giuseppe Guido	R3 - Associate Professor	Yes	No	Rector's Delegate for the Sport / Department of Civil Engineering (DINCI)
Cesare Indiveri	R4 - Full Professor	Yes	No	Rector's Delegate for the Research / Department of Biology, Ecology and Earth Sciences (DiBEST)
Sara Laurita	Head of the Statistics and reporting sector	Yes	No	Statistics and reporting sector
Marco Manna	R3 - Associate Professor	Yes	No	Rector's Delegate for monitoring the implementation of the program / Department of Mathematics and Computer Science (DeMaCS)
Giancarla Masè	General Director	Yes	No	General Director (DG)
Ortensia Parisi	R2 - Fixed-term researcher (RTD/A)	Yes	No	Representative of Research fellows / Department of Pharmacy, Health and Nutritional Sciences (DFSSN)
Simona Perfetti	R3 - Associate Professor	Yes	No	Rector's Delegate for Kindergarten (Polo d'Infanzia) / Department of Cultures, Education and Society (DiCES)

Giovanna Vingelli	R3 - Researcher	Yes	No	Rector's Delegate for equal opportunities / Department of Political and Social Sciences (DISPeS)
Agostino Conforti	Technical staff	No	Yes	Department of Political and Social Sciences (DISPeS)
Ester Corleone	Technical staff	No	Yes	Research, Innovation and Social Impact Area
Fiorella De Napoli	Technical staff	No	Yes	Research, Innovation and Social Impact Area
Gianfranco Donadio	Technical staff	No	Yes	Department of Political and Social Sciences (DISPeS)
Monica Filice	Technical staff	No	Yes	Research, Innovation and Social Impact Area
Anna Genovese	Administrative staff	No	Yes	Human Resources Directorate (DRU)
Loredana Lucia	Technical staff	No	Yes	Research, Innovation and Social Impact Area
Anna Piacentini	Technical staff	No	Yes	Statistics and reporting sector
Aldo Presta	Technical staff	No	Yes	University Communication Service
Francesca Principato	R2 - Research Fellow	No	Yes	Department of Mechanical, Energy and Management Engineering (DIMEG)
Rita Russo	Technical staff	No	Yes	Research, Innovation and Social Impact Area
Caterina Vetere	Administrative staff	No	Yes	Research, Innovation and Social Impact Area

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>3</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career, level', type of contract etc. etc.*

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP analysis.

Stakeholder group	Consultation format	Contributions
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Governance	By including representatives in the Steering Committee.	Contribution to the activities of the Steering Committee and the editing of the GAP analysis document and Action Plan.
Administrative & Technical staff	By including representatives in the Working Group. The administrative & technical staff involved in the issues related to the academic career and in supporting research activities has provided a significant overview of the practices and current state of the art concerning the 40 principles of the European Charter and Code for Researchers (C&C).	Contribution to the activities of the Working Group and the editing of the GAP analysis document, OTM-R checklist and Action Plan.
Community of Researchers (R1 to R4)	<ul style="list-style-type: none"> <li>▪ By including representatives in the Steering Committee and Working Group.</li> <li>▪ Participation in meetings and HRS4R Workshop.</li> </ul>	Compilation of Internal Survey and contribution to the editing of the GAP-analysis document.
Focus Groups (FGs)	<ul style="list-style-type: none"> <li>▪ Participation in periodic meetings.</li> <li>▪ Compilation of self-assessment matrix related to the 40 principles of C&amp;C.</li> <li>▪ Sharing documents and contributions and stimulating discussion within the academic community.</li> </ul>	<p>Steering Committee and Working Group members have been divided into six Focus Groups (FGs): four of them, FGs 1-4, related to the thematic areas of the C&amp;C, FG5 on the Action Plan and FG6 on communication strategy.</p> <p>The FGs worked to make a qualitative evaluation on researchers' perception of the implementation of the principles of C&amp;C.</p> <p>FGs 1-4 analyzed in detail strategies and policies on human resources involved in research activities at UNICAL, and verified consistency with the principles of C&amp;C, taking into account the constraints imposed by the current national legislation; the output of this analysis has been collected in a self-assessment matrix. Based on the critical points identified through the self-assessment matrix, a survey for the entire academic community has been fine-tuned.</p> <p>FGs 1-4 also contributed to the editing of the GAP analysis and OTM-R checklist.</p> <p>FG5 designed and drafted the Action Plan, on the basis of the outcomes of the GAP analysis and made sure that the Action Plan was perfectly integrated with the Strategic Plan and the Gender Equality Plan of the university.</p>

		FG6 designed and coordinated the communication strategy which supported the development of the activities, through a massive advertisement and awareness campaign, both towards UNICAL researchers and the general public.
“RED Team”	Interviews to test the draft of the internal survey.	The RED Team includes a group of 20 researchers, involved to test the draft of the internal survey (before the submission to the whole academic community). In addition to self-nominations, the group was structured following the criteria of representation of the different scientific research areas, experience and gender balance: all university departments and all research positions were involved.  RED team members also gave a relevant contribution to the activities of the FGs and editing of the GAP analysis document.
“BLUE Team”	<ul style="list-style-type: none"> <li>▪ Participation in meetings.</li> <li>▪ Dissemination of the relevant information within the UNICAL departments and promotion of the compilation of the internal survey.</li> </ul>	The BLUE Team includes a group of Young Researchers (R1-R2) selected following the criteria of representation of the different scientific research areas, departments and gender balance, involved to encourage and stimulate young and senior researchers to participate in HRS4R events and answer the internal survey.

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

UNICAL, aware that HRS4R is a long-term commitment covering several years, including joint efforts and coordination with various internal and external stakeholders, has collected the information needed through a collaborative approach, with the consultation and involvement of the stakeholder's groups. For this purpose, UNICAL has appointed a Steering Committee, overseeing the process, by a **Rector Decree n. 431/2021 dated 8-3-2021**. The composition of the Steering Committee has been structured taking into consideration the views of the Governance and the stakeholders and ensuring a wide representation of the whole academic and research community, including PhD students and early-stage researchers, paying always attention to the gender balance. Steering Committee is coordinated by a member of the Academic Senate (former Rector’s Delegate for Research Planning) and is composed of representatives of the governing bodies, the University research community (independently from career level and contract types), as well as of the administrative structures involved in the researchers' career issues and in supporting research activities. During the implementation phase, the Steering Committee will be integrated by additional members, already indirectly involved in the initial phases of the HRS4R process.

The Steering Committee is responsible for the application process for the "HR Excellence in Research Award" and coordinates all activities to develop the GAP analysis, OTM-R checklist, and Action Plan processes.

The initial phase of the activities has been oriented at providing an overview of the current state and practice under the 40 principles listed under the four thematic headings of the C&C. This preliminary work has helped to identify how UNICAL rates its performance about the 40 principles of the C&C and to find what corresponding gaps are

identified, how they will be addressed and if any barriers (like, for example, constraints by the current national legislation) are currently impeding implementation.

The Gap analysis has been the outcome of a fully participative approach, of collaborative cumulated feedback, comprising the overall views and needs of the stakeholders involved in Working Groups and Committees to develop a proper Action Plan.

The GAP analysis has been conducted by working in parallel groups (the focus groups mentioned above) following the template provided by the European Commission, thus ensuring a point-by-point analysis for each principle. This work consisted of a detailed analysis of the current implementation of the principles of C&C, which allowed the HRS4R Committees to identify:

- principles already implemented by UNICAL, whose implementation can be improved;
- principles that are not implemented because they conflict with national legislation;
- principles that are only partially or not yet implemented, for which a significant implementation action is provided.

However, where possible, mitigation mechanisms have been proposed to address the gaps between the national legislation and the terms of the European Charter.

The gap analysis is presented in Template 2 with a point-by-point description and commentary of the principles: this represents the starting point to draft the Action Plan.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process: / Please describe how the **Working Group** doing the Gap Analysis was appointed

The Working Group has been created and thereof appointed by **Rector Decree n. 431/2021 dated 8-3-2021**.

The Working Group has worked to provide an overview of the current state and practice under the four thematic headings of the C&C, to identify together with the Steering Committee how the institution rates its performance about the 40 principles of the C&C.

The Working Group has supported the management of the HRS4R dashboard within the phase of the application, as well as the current tasks, the deadline and the access to the HRS4R E-tool to upload data and to be the interface with the European Commission, on behalf of the institution, regarding the HRS4R process.

Moreover, the Working Group continuously supported the activities of the Steering Committee by:

- (i) providing technical support in the analysis of current legislation on research, in the analysis of national and local regulations, in the screening of selection procedures at any level of academic career and the regulations for participation in research projects;
- (ii) taking care of the implementation of internal and external communication strategy, designed to sensitize the academic community and the general public on the importance of implementing the C&C principles;
- (iii) supporting the Steering Committee in the organization of all meetings of the FGs, all events involving the departments related to the project and the first internal HRS4R workshop.