



SAPIENZA
UNIVERSITÀ DI ROMA

HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

The path of Sapienza to achieve the “Human Resources Excellence in Research” acknowledgement

UNICA webinar, 6th May 2021





HR EXCELLENCE IN RESEARCH

The acknowledgement by the European Commission

On **November 16th, 2020**, Sapienza has been awarded the "HR Excellence in Research" acknowledgement, as a recognition of its commitment in implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

Sapienza Grant Office, Research and TT Support Division, is in charge of the implementation of the Action Plan planned for the next two years

<https://www.uniroma1.it/en/pagina/hr-excellence-research-award>



Starting of the process: main steps

- **Sapienza organisational performance plan 2017-2019 - Objective "Starting of implementation of Human Resources Strategy for Researchers (HRS4R) process**
- **June 2018: establishment of HRS4R governance board**
- **September 2018: starting of internal Gap Analysis**
- **9th May 2019: The Rector signed the letter of commitment with the European Commission**
- **April 2020: Sapienza first application**
- **August 2020: request by the Commission to improve the process**
- **October 2020: new application, taking into consideration suggestions provided by the evaluators**



The reasons for starting the process

From the researchers' perspectives

- **Creating conditions for more sustainable and attractive career in R&D** at the university, such as: meeting professional needs of researchers in particular ESRs, enhancing their career development opportunities, ensuring transparent recruitment
- **Concretely making researchers drivers of Sapienza international networks**

From the University perspectives

- **Enhancing Human Resources working environment** – promoting positive changes at Sapienza
- **Fostering Transparency and openness**
- **Fostering international attractiveness** and competitiveness
- **Improving Sapienza participation in Research and Innovation funding programmes** (in particular Horizon)



The main results of Sapienza Gap Analysis

The **Gap Analysis highlighted** a set of internal rules and practices largely in line with the C&C principles but, at the same time, identified some **areas to be improved and needs/gaps**, such as, for example:

- University attractiveness towards foreign researchers
- Training opportunities and services for researchers
- Updating relevant University Regulations
- Dissemination and raising awareness on the main university regulations

The **Action Plan**, on the basis of the elements emerged from the Gap Analysis document defined a strategy aimed at eliminating evidenced weaknesses, identifying **specific implementation actions (organised in 5 main areas)**, as well as timing, respective roles/offices in charge for their implementation



Sapienza Action Plan, organised in 5 main areas (1/2)

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Area of intervention	Specific actions
1. Fostering university attractiveness towards foreign researchers	<ul style="list-style-type: none">• Development and distribution of an informative welcome kit on internal regulations for researchers, PhD students and research fellows• Development of an English-language Fact Sheet on Research Fellowships Calls
2. Enhancing cross-cutting training opportunities	<ul style="list-style-type: none">• Courses for PhDs and Researchers on Soft Skills• Planning and organisation of periodic workshops on the management of data produced by research• Courses on scientific dissemination• Courses aimed at improving the Quality of Teaching
3. Fostering university Third Mission	<ul style="list-style-type: none">• Planning and issue of a digital magazine on scientific communication targeted to national and international audience• Development of a system for monitoring and sharing all third mission activities developed by the university



Sapienza Action Plan, organised in 5 main areas (2/2)

Area of intervention	Specific actions
4. Updating relevant University Regulations	<ul style="list-style-type: none">• Revision of regulations for participation in EU research projects• Revision and issue 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• Inclusion of the principle of gender balance within commissions foreseen in all university regulations (Research Grants, external collaborations, scholarships, research scholarships, PhD students)• Extension of Placement Office services to PhDs (currently targeted only to new graduates)
5. Spreading dissemination and raising awareness on the main university regulations	<ul style="list-style-type: none">• Translation into English of the new Code of Ethics and Conduct• Activities aimed at widely promoting the new Code of Ethics and Conduct• Development of a Patent Kit including information, guidelines and university regulations for all researchers who wish to apply for a patent• Initiatives aimed at enhancing professional wellbeing of researchers



Sapienza HRS4R governance: the Steering Committee

- HRS4R process carried out by an **inclusive and participatory approach**, involving the whole research community, Sapienza governing bodies and management structures directly or indirectly dealing with HR-issues
- **Steering Committee (SC)** composed of a wide representation of the governing bodies, 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
- **Main SC tasks:**
 - Analysis of the existing regulations and/or institutional practices
 - Discussion on strategic initiatives and actions to be undertaken
 - Collecting inputs from the researchers' community and stakeholders (also thanks to the results of an online survey)
 - Reporting results to the Governance and to the entire academic community
 - Drafting the relevant documents for the application



Sapienza HRS4R new governance in the implementation phase: the Management Committee

- The Steering Committee, in order to constantly monitor progress achieved according the action plan, will be supported in the implementation phase by a **Management Committee (MC)**, including representatives from all Sapienza administrative divisions involved (Human Resources, Research and TT, Internationalization, etc.) and representatives from researchers
- **MC will monitor the implementation of the Action Plan** and in particular:
 - manage the involvement and commitment of the interested parties;
 - report to the SC and to university governance
 - drafting monitoring report
 - propose, if necessary, corrective measures or alternative plans

To conclude: a favorable context for a successful implementation of the HRS4R



- ✓ **A strong commitment from the Governance**
- ✓ **Integration between different perspectives**
- ✓ **Sinergies between academic/research personnel and management staff**
- ✓ **Considering researchers, in particular Early Stage Researchers, as a driver for the university development**
- ✓ **Using HRS4R process as way/opportunity to introduce innovative institutional changes in the university**



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Thanks for your attention!

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