



Sharing experiences on the Human Resources Strategy for Researchers (HRS4R)

Verona, 4th December 2019

Chiara Biglia

*Head of Excellent Science and
Researchers Mobility Office
Research Support Division*

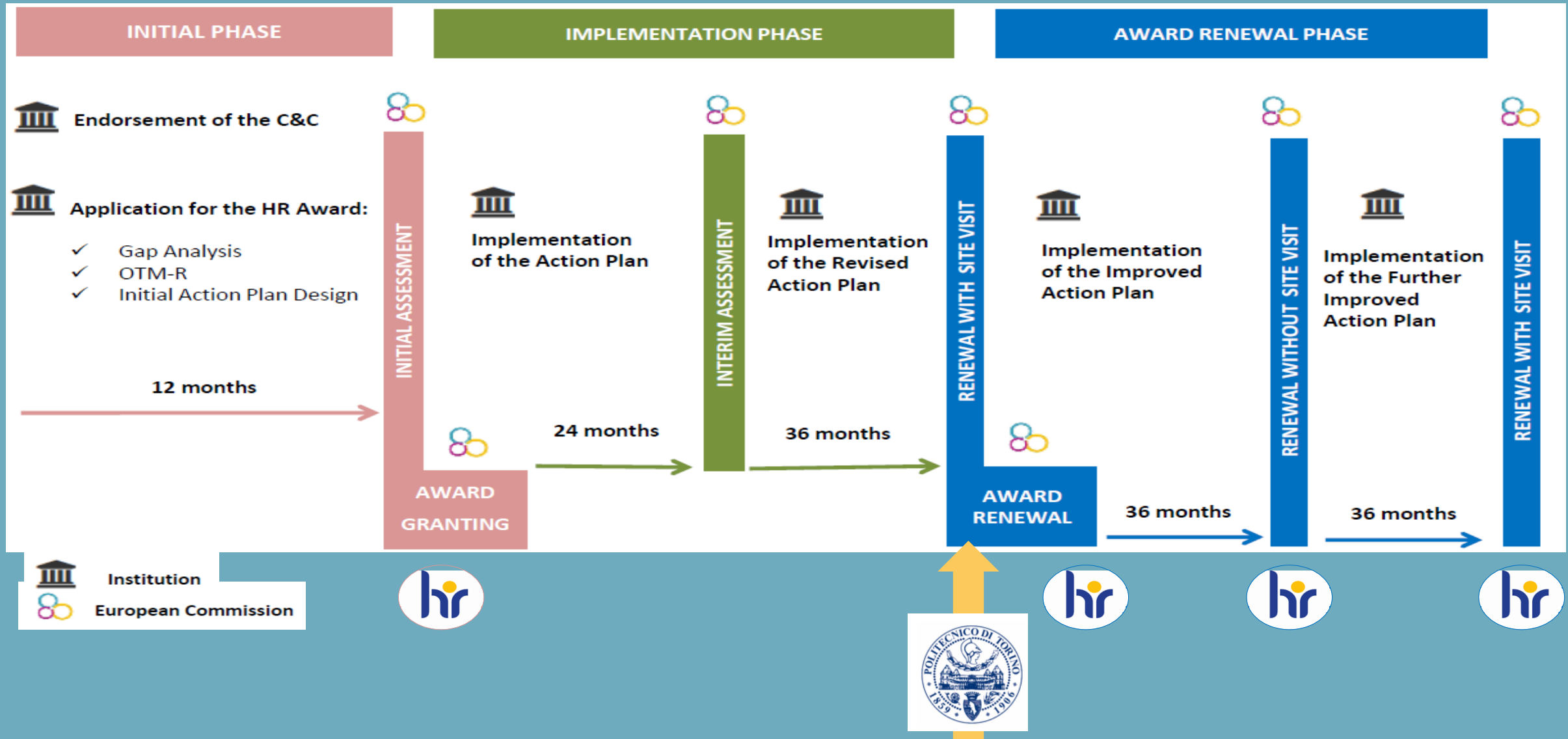
Politecnico di Torino



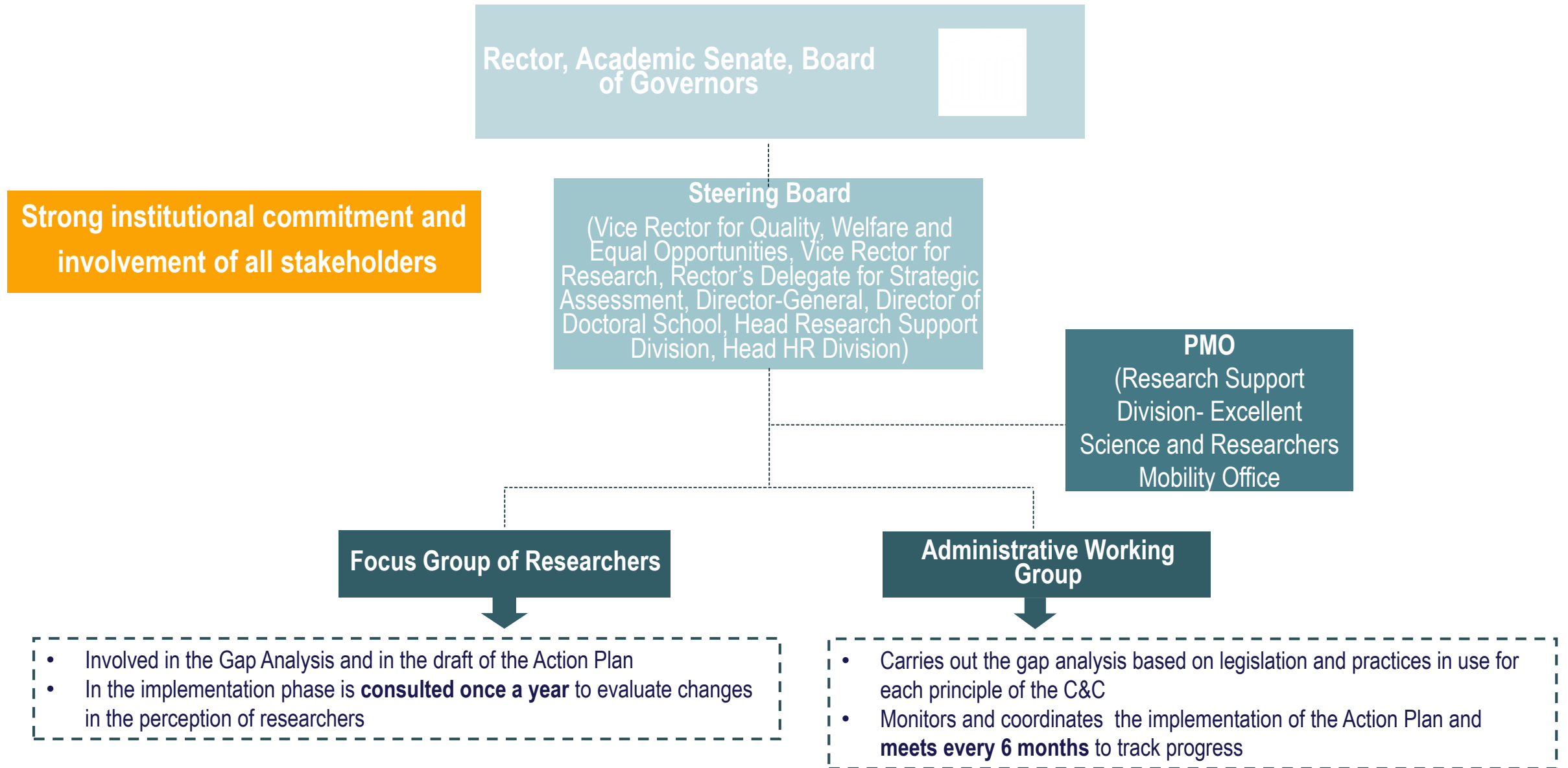
Presentation outline

- The implementation of the HRS4R at PoliTO
- Open, Transparent and Merit-based Recruitment
- Actions to support the next step of the career of PhD candidates
- Why (not) participate in HRS4R?
- Sharing experiences at national level

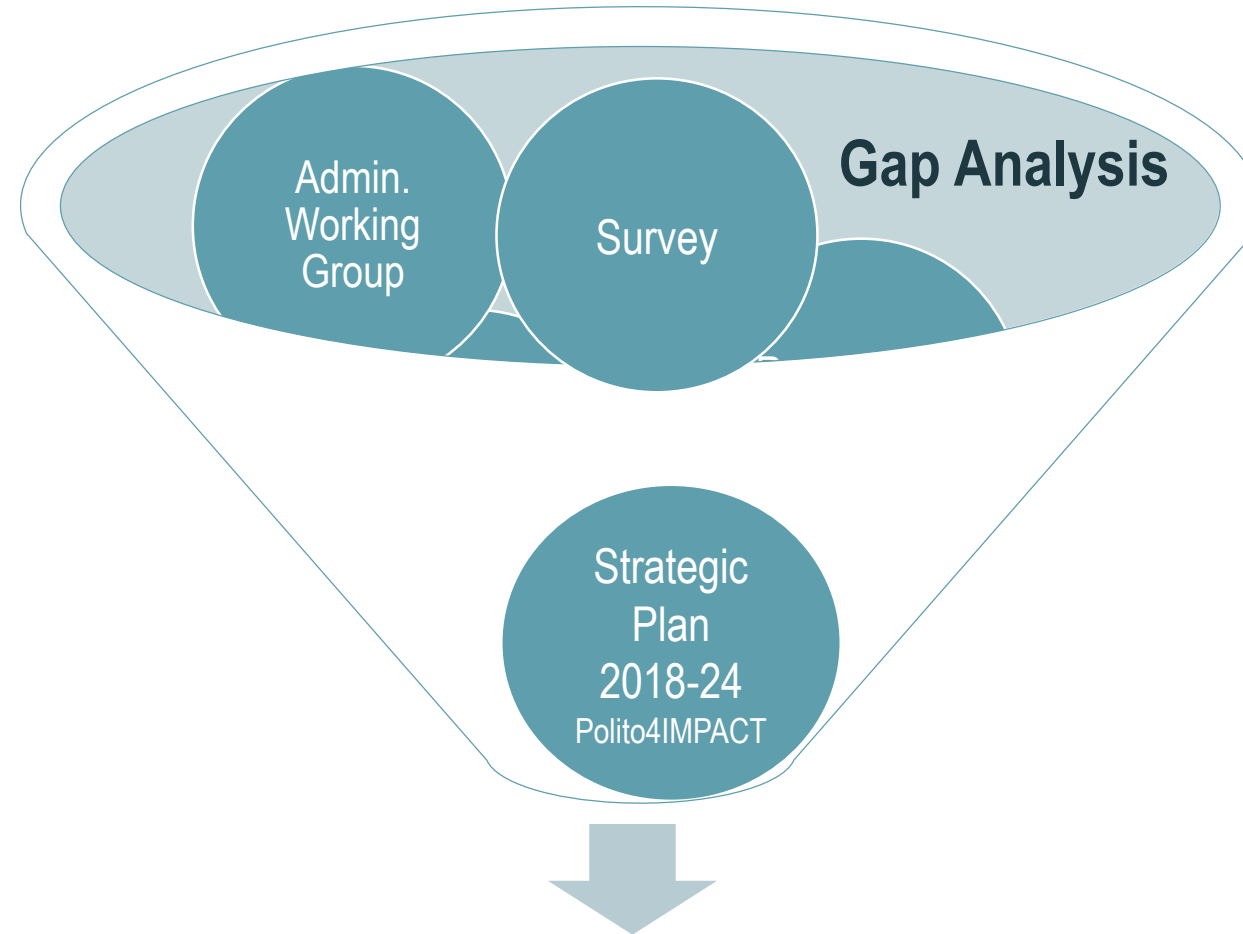
The implementation of the HRS4R at PoliTO



HRS4R@PoliTO - Organizational Structure



Methodology – Action Plan 2019-2021



Action Plan 2019-2021 (27 actions)
approved by the Governing Bodies on July 17th 2019

The involvement of researchers at large - Internal Survey 2018

➤ **Recipients:** **2109** members of the Scientific Community (PhD candidates, research fellow, researchers, professors)

➤ **Objective:** 1) **raise awareness** on the C&C; 2) **give researchers the opportunity to express their views** on aspects of working conditions and environment that are usually little explored 3) **assess the perception of the scientific community** of PoliTO concerning the implementation of the principles of the C&C

➤ **Timing:** **27 September – 21 October**

➤ **4 sections:** A) Ethical and Professional Aspects; B) Recruitment and Selection; C) Working conditions and Social Security; D) Training and Development

RESPONDENTS
733 researchers
(34,76%)

A. Principles of the European Charter for Researchers - Ethical and Professional Aspects

Question: *With respect to your experience at Politecnico di Torino, please rate your level of agreement with the following sentences*

	Strongly disagree	Disagree	Agree	Strongly agree	No answer
Research freedom The University actively promotes freedom of thought and expression of all researchers, including the early stage & early career researchers, recognizing however the limitations that could arise from research context and research methodologies					
Ethical principles The University encourages researchers to adhere to recognized ethical practice and fundamental ethical principles, including sectoral or institutional Codes of Ethics appropriate to their discipline					
Professional responsibility The University encourages researchers to make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere, in line with the principles of research integrity					

Taking into consideration the views and needs of researchers

FOCUS GROUP OF RESEARCHERS

➤ In September 2018 a new call for expression of interest addressed to all professors, researchers, research fellows and PhD candidates was launched to renew and strengthen the Focus Group of Researchers

Da: Vice Rettore per la Qualità, il Welfare e le Pari Opportunità <vicerettore.qualita@polito.it>
A: Chiara Biglia
Cc:
Oggetto: Carta Europea dei Ricercatori a PoliTo - Survey e Focus Group / European Charter for Researchers at PoliTo – Survey and Focus Group

Inviato: mercoledì 26/09/2018

Dear colleagues,

since 2013 the European Commission recognizes Politecnico di Torino with the "HR Excellence in Research" Award, on the basis of an Action Plan aimed to implement the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Within this framework, Politecnico di Torino has implemented an array of new initiatives, including a specific website dedicated to opportunities for researchers, support actions for the mobility of researchers and the development of transferable skills, actions to raise awareness on Ph.D. supervision and research integrity, projects to boost the skills acquired at the University such as the "E4E Project - Empowerment for Employability".

We need the contribution of the entire scientific community of Politecnico to build a new Action Plan (2019-2021) and obtain the renewal of the Award. We kindly ask you to take part in this effort in two ways:

- fill in an anonymous survey to assess the implementation of the principles of the European Charter for Researchers at Politecnico di Torino. The survey is available until 21 October 2018 at this link:

<https://wwwtest.polito.it/surveys/index.php/222669?token=dIVU7EekuAWgwPb&lang=it&lang=en>

- submit your expression of interest to be part of the Focus Group of Researchers by October 5 to: carta.europea@polito.it. The Focus Group will analyse the results of the questionnaire and contribute to draft the new Action Plan.

For any inquiries or support please write to carta.europea@polito.it.

I warmly invite you to participate in this consultation, in the hope that this process can contribute to the creation of an even more cohesive community and an inclusive and dynamic research environment,

The Vice Rector for Quality, Welfare and Equal Opportunities

Taking into consideration the views and needs of researchers

FOCUS GROUP OF RESEARCHERS

- All 30 expressions of interest received have been accepted
- The members represent: 1) all the 11 Departments; 2) all categories of staff conducting research (R1-R4) and 3) gender balance is respected
- Representatives of Full professors: one Head of Department and the Former Director of the Doctoral School
- The Chair of the Focus Group of the Researchers is the Vice Rector for Quality, Welfare and Equal Opportunities
- 3 meetings of the Focus Group between Nov 2018 and July 2019 to:
 - analyze the results of the survey
 - propose future actions

Taking into consideration the views and needs of researchers

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STEERING BOARD

- Strong Institutional commitment is one of the main factors for the success of PoliTo HRS4R. The Strategic Plan 2018-2014 explicitly confirms the commitment to the implementation of the Charter&Code
- The whole process has always been led and supervised by an Institution's high-level representative: the Deputy Rector chaired the Steering Board and the Researchers' Focus Group from 2013 to 2018. In March 2018 the newly elected Rector appointed a Vice-Rector for Quality, Welfare and Equal Opportunities that is also in charge for the HRS4R. It is the first time ever that PoliTo has a Vice-rector in charge for Welfare and Equal Opportunities
- 2 meetings of the Steering Board in December 2018 and July 2019 to:
 - analyze the results of the survey and the actions proposed by the Focus Group of Researcher
 - draft the Action Plan 2019-2021, consistent with the Institutional Strategic Plan 2018-2024

To coordinate and monitor the implementation of the actions:

- a **common template** has been distributed to all the persons in charge of the implementation of the actions
- **biannual meetings** of the Administrative Working Group are scheduled, reporting thereupon to the Steering Board
- the **Researchers Focus Group is consulted once a year** to evaluate changes in the perception of researchers towards the implementation of the Charter and suggest new actions
- Governing Bodies are **periodically updated**



Progress report template (every 6 months)

Action:

Monitoring period: from ... to ...

Leader: ... **Other Members:**

Carried out activities

- Milestones achieved
- Completed activities
- In progress activities

Next activities

- Next period deadlines
- Activities to be started

Critical points

For carried out activities:

- Encountered problems that have affected the work plan

For next activities:

- Critical points that need the involvement of the Steering Board
- Possible risks

Indicators

Indicators must be identified for each Action

‘SMART’ Indicators:

Specific

Measurable

Available/Achievable in a cost effective way

Relevant for the programme

available in a **T**imely manner



STATE OF THE ART: through the identified indicators take a picture of the situation at the start of the action

PERIODIC MONITORING: update of indicators

Internal communication strategy

- Communication of the HRS4R initiative through the **magazine Poliflash**
- HR Excellence in Research **logo** appears on everything that relates to HRS4R actions
- Logo on the homepage of the **Institutional website** and creation of the section **Opportunities for Researchers**
- **Training** to participants to Horizon 2020 call for proposals
- **Periodic update** to Governing Bodies to receive institutional support
- **“Call for candidates”** open to all research staff to be part of the Researchers Focus Group





POLITECNICO
DI TORINO



Opportunità per i Ricercatori

HR Excellence in Research

Funds & Training

Careers

Welcome @Polito

Success Stories

Contatti



La valorizzazione dei ricercatori di talento, in particolare i giovani, nella definizione e nello sviluppo di progetti di ricerca fortemente innovativi, la capacità di confrontarsi con le realtà dei paesi stranieri e di diventare centro di attrazione per studiosi internazionali sono azioni che si inseriscono a pieno titolo tra le priorità strategiche del Politecnico di Torino.

In quest'ottica, l'Ateneo ha recentemente varato iniziative mirate a supportare la ricerca di qualità, in particolare multidisciplinare, il rafforzamento della comunità scientifica internazionale, la partecipazione dei migliori ricercatori a progetti di ricerca fondamentale prestigiosi quali l'ERC e la valorizzazione dei risultati della ricerca

< DICEMBRE 2019 >						
L	M	M	G	V	S	D
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOVITÀ



dal 25 settembre 2019 al 7 febbraio 2020

**Comunicare la Ricerca
con i Social Media**

*Aula Formazione via Boggio,
Politecnico di Torino*

11 dicembre 2019

**Chiusura bando H2020 -
BUILDING A LOW-
CARBON, CLIMATE
RESILIENT FUTURE:**

Action Plan 2015 – 2018 – Some results

1. Supporting curiosity driven research (ARI)

→ 5 new initiatives

2. Promoting responsible research and innovation (GESD, BIBLIOM, IT, ARI)

→ Adoption of the software for detection of plagiarism
→ MOC on research integrity and actions to support RRI
→ Joined the Network of Universities for Public Engagement

3. Supporting dissemination, exploitation and protection of results (ARI, TRIN, BIBLIOM)

→ Training and support on IPR
→ Support for Dissemination and Communication in H2020
→ Adoption of Open Access Policy

4. Promoting communication of research and research environment (ARI, CORE, GESD)

→ Adoption of the project “Promoting research and research environment”
→ Organization of the first PoliTO ‘Research Day’
→ New webpages on *Research Success Stories*
→ Training on communication skills

5. Creating a university researcher ombudsman (AFLEG)

→ Researchers Ombudsman appointed

6. Supporting career development (GESD, ARI, Q-VAL)

→ Training for researchers
→ 2 initiatives to improve employability of PhD candidates and research fellows
→ Train the Trainer initiative
→ Pilot to support mobility of PhD candidates

7. Ensuring professional supervision (GESD, ARI, Q-VAL,)

→ Guidelines for PhD supervisors
→ Training on PhD Supervision
→ Survey for research fellows and temporary researchers

8. Attracting qualified international researchers (INTE, ARI, RUO)

→ Call for Visiting professors
→ Welcome kit

9. Promoting gender equality (RUO, ARI)

→ Gender balance in Governing Boards
→ Participation in EU calls for gender equality plan

Open, Transparent and Merit-based Recruitment of Researchers

OPEN



Open, Transparent and Merit-based Recruitment

- PoliTO performed a review of its current recruitment procedures and practices using the **checklist** provided by the EC
- The checklist includes about 23 questions to support a review on:
 - The OTM-R system in general
 - The Advertising and Application phase
 - The Evaluation and Selection phase
 - The Appointment phase

The OTM-R checklist: a few sample questions

➤ About the **OTM-R System** (in general):

- 3. Is everyone involved in the process sufficiently trained in the area of OTM-R?
- 7. Is our current OTM-R policy in line with policies to attract researchers from abroad?

➤ About the **Advertising and Application** Phase:

- 14. Do we make use of other job advertising tools?
- 15. Do we keep the administrative burden to a minimum for the candidate?

➤ About the **Evaluation and Selection** Phase:

- 18. Are the committees sufficiently gender-balanced?

➤ About the **Appointment** Phase:

- 20. Do we inform all applicants at the end of the selection process?
- 21. Do we provide adequate feedback to interviewees?

Polito OTM-R checklist

OTM-R Checklist for Politecnico di Torino					
	Open	Transparent	Merit-based	Answer: Yes completely/Yes substantially/ Yes partially/No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	NO	<i>The Politecnico di Torino obtained the HR Excellence award (2013) before the stricter procedure for Open, Transparent, Merit-based Recruitment (OTM-R) took effect (2015). Various elements of the OTM-R policy are already elaborated in existing regulations and Strategic documents. To date, POLITO has not yet written an overarching OTM-R policy. However, the underlying principles are already being applied. Efforts are being directed towards developing an overarching OTM-R policy containing all of the OTM-R elements.</i>
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes completely	<i>Guidelines related to recruitment and selection procedure are available online, both in Italian and in English, at the following link: https://careers.polito.it/. The guidelines summarize the regulatory framework related to recruitment and selection processes for all available positions: full and associate professors, fixed-term researchers and research fellows. All regulations related to recruitment procedures and practices are published, in Italian, at the following link: https://www.polito.it/ateneo/documenti/?id_documento_padre=123892 Information related to selection and admission to pHD programmes are available online, both in Italian and in English, at the following link: http://dottorato.polito.it/en/admission</i>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes completely	<i>Administrative staff involved in the OTMR process (recruitment and selection of professors, researchers and research fellows) regularly attend upgrading and training courses managed by external companies. HR Department provides adequate training and support to the members of the selection committees also through a Vademecum that summarize the</i>

IMPLEMENTED ACTIONS

- **E-recruitment tools** are available for all research positions
- In order to attract researchers from abroad, PoliTO has advertised an “**expression of interest online procedure**” for full and associate professors positions, **open to external candidates** with the aim of attracting the best scholars/researchers
- Regarding policies to provide **attractive working conditions for researchers**, since 2016 grants for basic research for all tenured faculty members and starting grants for tenure-track assistant faculty members have been introduced. Moreover, Politecnico di Torino has implemented several measures aimed at improving the quality of life, such as: the nursery "Policino" located inside the University, a baby-sitting service that facilitates the return to work after maternity, support services for elderly family members and counseling for staff in temporary difficulty, the foreign citizens office. The University monitors the quality of life in the workplace through surveys addressed to all the personnel of the University. A questionnaire on working conditions is filled out each year by doctoral candidates and every two years by research fellows and temporary researchers

FUTURE ACTIONS INCLUDED IN THE ACTION PLAN 2019-2021

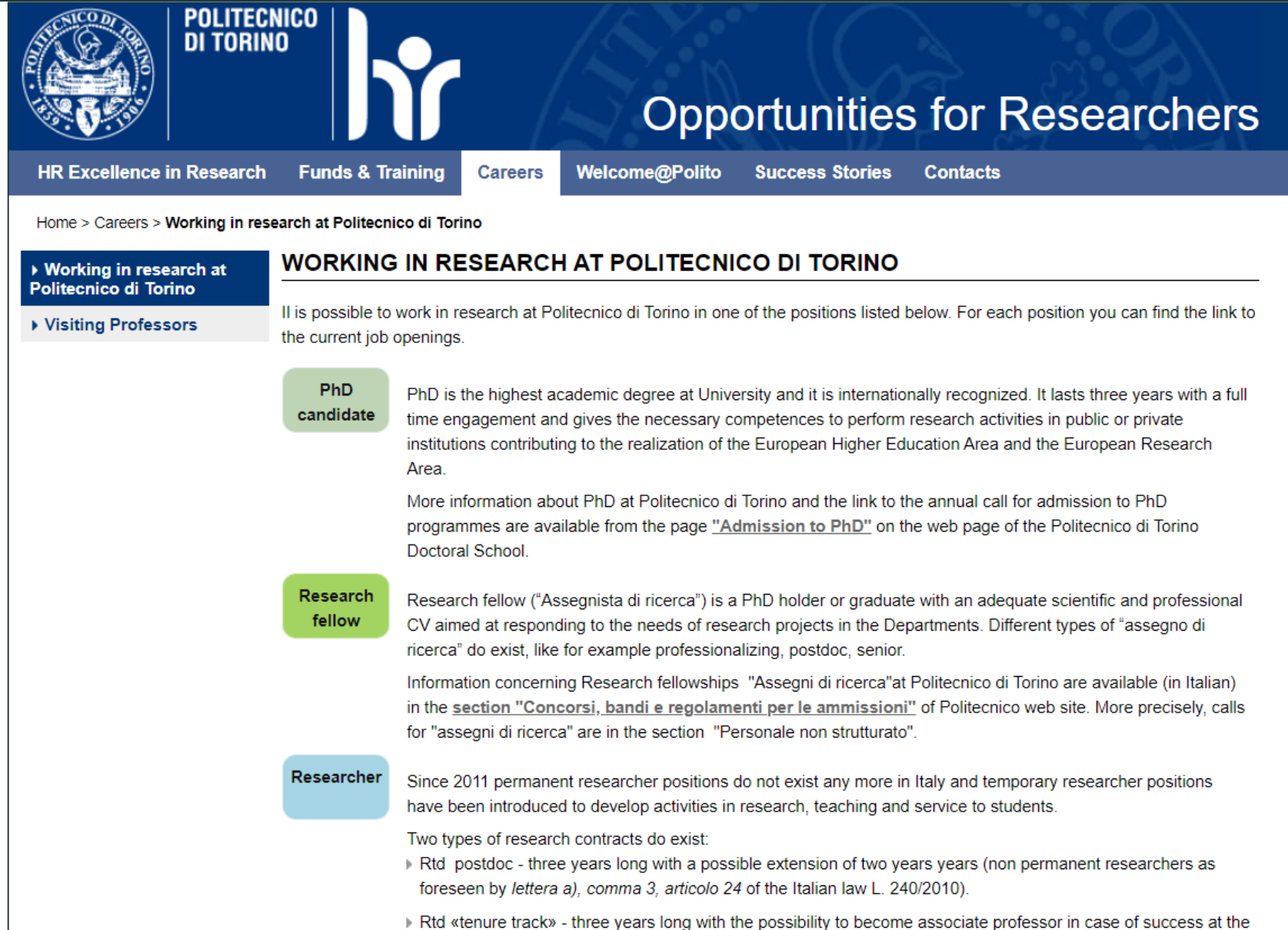
- Actions to **attract researchers from abroad** (Actions 1 and 19 e.g. in September 2019 PoliTO submitted a proposal for the call H2020-MSCA-COFUND-2019)
- Actions to **prevent unconscious bias** in the selection process (Action 16)
- **Guidelines related to recruitment and selection procedures** have been prepared in Italian and in English and will shortly be available online in a new dedicated section at the link: <https://careers.polito.it/> (Action 18)
- Provide **information on the planning of research positions** to researchers with temporary contract (Action 17)
- Approval of a **Gender Equality Plan** (action 20)

Actions to support the next step of the career of PhD candidates



The question of the PhD representatives in the Focus Group

«What's the next step of an academic career?»



The screenshot displays the Politecnico di Torino website's 'Opportunities for Researchers' section. The header includes the university's logo, name, and a stylized 'hr' logo. Navigation links include 'HR Excellence in Research', 'Funds & Training', 'Careers', 'Welcome@Polito', 'Success Stories', and 'Contacts'. The breadcrumb trail reads 'Home > Careers > Working in research at Politecnico di Torino'. The main heading is 'WORKING IN RESEARCH AT POLITECNICO DI TORINO'. A sidebar on the left lists 'Working in research at Politecnico di Torino' and 'Visiting Professors'. The main content area states that it is possible to work in research at the university in various positions. It then lists three categories: 'PhD candidate', 'Research fellow', and 'Researcher'. Each category has a brief description and a link to more information.

PhD candidate

PhD is the highest academic degree at University and it is internationally recognized. It lasts three years with a full time engagement and gives the necessary competences to perform research activities in public or private institutions contributing to the realization of the European Higher Education Area and the European Research Area.

More information about PhD at Politecnico di Torino and the link to the annual call for admission to PhD programmes are available from the page "[Admission to PhD](#)" on the web page of the Politecnico di Torino Doctoral School.

Research fellow

Research fellow ("Assegnista di ricerca") is a PhD holder or graduate with an adequate scientific and professional CV aimed at responding to the needs of research projects in the Departments. Different types of "assegno di ricerca" do exist, like for example professionalizing, postdoc, senior.

Information concerning Research fellowships "Assegni di ricerca" at Politecnico di Torino are available (in Italian) in the [section "Concorsi, bandi e regolamenti per le ammissioni"](#) of Politecnico web site. More precisely, calls for "assegni di ricerca" are in the section "Personale non strutturato".

Researcher

Since 2011 permanent researcher positions do not exist any more in Italy and temporary researcher positions have been introduced to develop activities in research, teaching and service to students.

Two types of research contracts do exist:

- » Rtd postdoc - three years long with a possible extension of two years years (non permanent researchers as foreseen by *lettera a)*, *comma 3*, *articolo 24* of the Italian law L. 240/2010).
- » Rtd «tenure track» - three years long with the possibility to become associate professor in case of success at the

Project “Chi ri-cerca trova!” (Whoever re-searches finds)

- In 2017 and in 2018 the Doctoral School launched an experiential workshop focusing on the employability development of Ph.D candidates that are in their final year
- The aim is to provide the participants with accurate tools to define their own professional pathway, thus enabling them to match their personal skills and motivation with a deeper knowledge of market dynamics
- There have been 3 editions and about 90/100 doctoral students have participated

Workshop on PhD supervision

- 2 groups of 12 supervisors each
- At the beginning of their career as associate professors
- Representing different Research Departments
- Gender balance



The poster features a central photograph of a male and female scientist in white lab coats and safety glasses, working together in a laboratory. The female scientist is using a microscope. The background is a light beige color. At the top, there are four logos: the Politecnico di Torino seal, the text 'POLITECNICO DI TORINO', the 'ScuDo' logo with the tagline 'Scuola di Dottorato - Doctoral School' and 'WHAT YOU ARE, TAKES YOU FAR', and the 'hr' logo with the tagline 'HR EXCELLENCE IN RESEARCH'. A dark blue banner at the bottom contains the workshop title and details in white text.

Workshop "PhD Supervision"
23-24 Aprile, 2018 Ore 9-17
Sala Conferenze DET (5°Piano) - C.so Castelfidardo 42/a
Politecnico di Torino

Workshop on PhD supervision - OUTCOMES

After the workshops, participants have continued to meet

They have developed some practical tools with the aim:

- to improve the efficiency of the supervisor's mentoring role and improve the PhD candidate productivity
- to clarify mutual expectations
- to help to manage critical situation in a professional way
- to adopt best practices in supervising the PhD candidates recognized at international level



Workshop on PhD supervision - OUTCOMES

Two documents (simple and quick):

Expectations Questionnaire

- questionnaire with evaluation scale to clarify the relationship between supervisor and PhD candidate

Memorandum of Understanding

- synthesis document
- one copy is loaded on “portale dello studente”



Workshop on PhD supervision - OUTCOMES

OPERATIVE INSTRUCTIONS

Two phases:

- phase 1: Expectations Questionnaire independently filled by PhD student and supervisor
- phase 2: discussion between supervisor and PhD student to compare the answers reported in phase 1; finalize the Memorandum of Understanding and upload on website



Soft skills catalogue – Doctoral School

Area	Course title	Hours	Teaching Method	Calendar
Communication	- Public Speaking	5	MOC available*	13-20-27 September h. 9-13 see schedule
	- Public Speaking II	12	Courses taught in class**	
	- Writing Scientific Papers in English	15	Courses taught in class**	
Personal Development / Working with others	- Communication	5	MOC available*	13-20-27 September h. 14-18 7 and 28 January, 18 February, 18 March, 5 April
	- Communication II	12	Courses taught in class**	
	- Self Management: techniques for work environment	10	Videoconference**	
	- Time management	2	MOC available*	I ed. 4 October h. 9-13 II ed. 4 October h. 14-18
	- Uso degli strumenti e delle strategie per un efficace uso del tempo	4	Courses taught in class**	
Professional Development	- Project Management	5	MOC available*	see schedule
	- Lean Startup e Lean Business for l'Innovation Management	20	Courses taught in class	
	- The new Internet Society: Entering the Black-box of Digital Innovation	6	MOC available*	
	- Responsible research and innovation, the impact on social challenges	5	MOC available*	
	- Research integrity	5	MOC available*	
IP and entrepreneurship	- Entrepreneurship and start-up creation from University Research	40	Courses taught in class	see schedule
	- Entrepreneurial Finance	5	MOC available*	
Humanities / Ethics / Critical Thinking	- Etica informatica	20	Courses taught in class	9-23-30 January, 13-27 February see schedule
	- Epistemologia della macchina	20	Courses taught in class	

Why (not) participate in HRS4R?



Why (not) participate in HRS4R?



CESAER

SHARING EXPERIENCES WITH THE
HUMAN RESOURCES STRATEGY FOR RESEARCHERS

WHITE PAPER DATED 23RD MAY 2018

SARAH BENSCHOP (DELFT UNIVERSITY OF TECHNOLOGY)

CHIARA BIGLIA (POLITECNICO DI TORINO)

GORDON SCOTT (UNIVERSITY OF STRATHCLYDE)

KAREN VANDEVELDE (GHENT UNIVERSITY)

Benefits:

- Encourages **interaction and integration between academic staff and Central Administration Departments**, bringing them together to share information on existing activities. It identifies overlaps and common needs and optimises workflows.
- Carrying out the Gap Analysis **brings academic and support staff together** to reflect on strengths and weaknesses and helps to identify joint concerns and opportunities.
- Allows for **engagement across all categories of researchers** to define new activities tailored to the different career stages and to assess the effectiveness of existing ones.

CESAER (<http://cesaer.org/en/home/>) is the Conference of European Schools for Advanced Engineering education and Research

Why (not) participate in HRS4R?



CESAER

SHARING EXPERIENCES WITH THE
HUMAN RESOURCES STRATEGY FOR RESEARCHERS
WHITE PAPER DATED 23RD MAY 2018

SARAH BENSCHOP (DELFT UNIVERSITY OF TECHNOLOGY)
CHIARA BIGLIA (POLITECNICO DI TORINO)
GORDON SCOTT (UNIVERSITY OF STRATHCLYDE)
KAREN VANDEVELDE (GHENT UNIVERSITY)

Benefits:

- For those universities, whose HR Department offers only administrative services addressed at solving contractual issues, HRS4R is an **opportunity to start developing career support actions**
- Provides the **opportunity to be part of an international network** and share best practice with innovative and ambitious universities on issues such as career development and supervision.
- **Supports the attraction of competitive research funding**, i.e. HRS4R can be used to support applications for grants requesting researcher support and development.

Why (not) participate in HRS4R?



CESAER

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Benefits:

- **Reduces the burden of proof** for researchers showing their engagement in H2020 projects and proves their commitment to fulfilling the requirements of Article 32 in the Model Grant Agreement.
- **Brings essential HR policies** - such as recruitment, development, social status and ethics - **into the foreground of institutional policy-making**, which otherwise may be regarded as peripheral concerns.
- For institutional leaders, adopting the strategy can act as a **public expression of your organisation's support for researchers**. It acts as a **framework** for understanding and implementing policies and practices to improve the research environment.

Sharing experiences on HRS4R at national level



CA' Foscari University of Venice 

Council for Agricultural Research and Economics (CREA)  (21.03.2018)

Fondazione Bruno Kessler (FBK)  (04.10.2018)

IEMEST 

Istituto Nazionale di Oceanografia e Geofisica Sperimentale (OGS) 

Politecnico di Milano 


Politecnico di Torino 

Università degli Studi dell'Insubria  (25.02.2019)

Università degli Studi di Padova 

University of Bologna 

University of Camerino 

University of Florence (UNIFI)  (04.10.2018)

University of Foggia 

University of Macerata 

University of Palermo 

University of Udine 



HR EXCELLENCE IN RESEARCH

To date, 16 Italian institutions have received the Award, of which 12 are Universities

https://euraxess.ec.europa.eu/jobs/hrs4r#show_ITALY

Sharing experiences on HRS4R at national level

- 2017-2019 a **Working Group of the 12 Italian HRS4R Acknowledged Universities** was established within the association of General Directors of the Italian Universities Administrations (<http://www.codau.it/>)
- **15 members** (13 work in research support services)
- Objectives:
 - **Exchange of best practices** adopted for the implementation of HRS4R
 - **Creation of a network of HRS4R administrative staff contacts** to support the fulfilment of the actions required by the EC
 - **Sharing benefits and obstacles** with respect to participation in HRS4R, both to encourage other universities to take the path and to raise awareness at national and European level

Members of the WG

	UNIVERSITY	CONTACT PERSON	ROLE
1	Bologna	Verdiana Bandini	Responsabile ARIC – Settore programmi e progetto europei
2	Cà Foscari	Dario Pellizzon	Dirigente Area Ricerca
3		Silvia Zabeo	ARIC - Settore Finanziamenti individuali
4		Monica Gussoni	Dirigente Area Risorse Umane
5	Camerino	Annalisa Albanesi	Research , Technology Transfer & Project Management Area
6	Firenze	Cristina Dolfi	Responsabile Progetti di Ricerca
7	Foggia	Michele Mazzone	Area Pianificazione e Controllo Strategico
8	Insubria	Raffaella Vittori	Servizio Ricerca
9	Macerata	Barbara Chiuconi	Responsabile Ufficio Ricerca internazionale
10	Padova	Viviana Gialain	Responsabile Settore Finanziamenti Individuali
11	Palermo	Giuseppe Piazza	Responsabile Unità Operativa Finanziamento per la ricerca
12	POLIMI	Stefania Suevo	Servizio Ricerca
13	POLITO (WG coordinator)	Chiara Biglia	Responsabile Ufficio Ricerca di Eccellenza e Mobilità dei Ricercatori
14	Udine	Sandra Salvador	Responsabile Area Servizi per la ricerca
15		Francesca Tonacci	Area Servizi per la ricerca

December 4th, 2019



Thank
You

Chiara Biglia

Head of Excellent Science and
Researchers Mobility Office
Research Support Division
Politecnico di Torino

Contact

chiara.biglia@polito.it

europoli@polito.it