



**POLITECNICO
DI TORINO**



HR EXCELLENCE IN RESEARCH

HRS4R - SELF-ASSESSMENT REPORT

ACTION PLAN

POLITECNICO DI TORINO

NOVEMBER 2013 – NOVEMBER 2015

I. INTRODUCTION

In November 2013 Politecnico di Torino has been acknowledged by the European Commission for its commitment towards the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers through the 'HR Excellence in Research' logo.

This recognition has been awarded on the basis of a detailed internal analysis (Internal Gap Analysis) of the current implementation of the principles of the Charter&Code and of a plan of actions (Action Plan) defined to put into practice the Charter and the Code more precisely and to create an academic environment of high quality and more favourable for researchers from all over the world.

According to the results of the Gap Analysis, 27 actions have been identified. In the original Action Plan submitted in 2013 and provided in attachment, a column reporting on the status of the implementation of each action has been added (**Annex 1**). In December 2015 the detailed description of the activities carried out was provided to the European Commission.

The assessors expressed a very positive evaluation on the work undertaken by POLITO:

“Gap Analysis: *A very thorough analysis has been carried out by Polito which included a comprehensive survey of the existing national and internal legal framework. It is clear that key groups have fed into the analysis.*

Institutional HR Strategy for Researchers / Action Plan: *The detailed work on the analysis is translated into a solid set of actions which includes a monitoring plan. This is exemplary planning.*

Acknowledgement / general comments: *The submission was extensive and very detailed. It shows strong commitment by the Politecnico di Torino to improve their H&R policies. Polito have undertaken an extremely thorough and wide-reaching analysis and set in motion a series of concrete actions which will, no doubt, lead to a number of improvements. The organisation of the process within Polito is particularly noteworthy involving, as it does, key personnel and departments with a clearly articulated action plan including a monitoring facility.”*

More information about the award and process can be found at: http://www.researchers.polito.it/en/hr_excellence_in_research.

As requested by the HRS4R process (step 4), Politecnico di Torino has now produced this self-assessment report to provide a description of all the actions overtaken and innovations implemented in the period from November 2013 to November 2015.

This report is the result of the work of a team chaired and coordinated by the Deputy Rector Laura Montanaro, composed of the members of the Focus Group of Researchers and the members of the Administrative Working Group.

The members of the focus group of researchers were identified in December 2012 on the basis of a call for expression of interest addressed to all professors, researchers, research fellows and PhD candidates. Among the 22 nominations received, 10 members were selected on the basis of the following criteria: 1) representation of the different scientific cultures, 2) representation of all categories of staff conducting research and 3) gender balance. As representatives of First-segment professors, the Deputy Rector was chosen to represent the governing bodies and the Director of the Doctorate School was chosen in order to recognize the driving role of the PhD

candidates in generating innovative and advanced research at our University. Since December 2012 four members have been substituted because their role has changed (one researcher is now Professor, one research fellow is now a researcher and two PhD candidates have received their Doctoral degree).

The Focus Group is composed of the following members:

	Name	Surname	Department
Institutional representatives and First- segment Professors	Laura	Montanaro	Deputy Rector
	Flavio	Canavero	Director of Doctorate School
Second-segment Professors	Milena	Salvo	Applied Science and Technology Department
	Rajandrea	Sethi	Department of Environmental Engineering, Land Use and Infrastructure
Researchers	Monica	Naretto	Department of Architecture and Design
	Gabriella	Balestra ¹	Electronics Department
Research Fellows	Marco	Simonetti	Energy Department
	Federico	Caviggioli ²	Department of Management and Production Engineering Representative of Research Fellows in the Academic Senate
PhD Candidates	Chiara	Gastaldi ³	Department of Mechanical and Aerospace Engineering
	Gianvito	Urgese ⁴	Automatic Data Processing Department

The Administrative Working Group for the Charter and the Code is composed by the task leaders of the 27 actions of the Action Plan appointed by the Heads of all Areas/Services involved.

In July 2015 during the meeting “European Charter for Researchers: 10-year commitment of the Italian University System” organized by CRUI (Conference of Rectors of Italian Universities) and Camerino University, Politecnico di Torino signed the “Camerino Declaration” to confirm the commitment to implement the HRS4R.

Between the subscribed principles:

¹ In November 2014 substituted Giuliana Mattiazzo

² In November 2015 substituted Michela Barosio

³ In November 2014 substituted Daniele Dalmaso

⁴ In November 2014 substituted Alessandro Sassone

- an open system to enroll researchers, based on transparency and quality
- the diffusion of a welcoming culture to receive european and international researchers, with the objective of facilitating talented researchers circulation in Europe
- an increased attention to policies and practices concerning gender issues in research.

Since 2011 the HRS4R contacts of POLITO have participated in all the Mutual Learning Seminar organised by the European Commission and in January 2016 will participate in the seminar “Attracting skilled researchers through a strengthened HRS4R”.

In May 2014 the Deputy Rector was also invited as speaker in the parallel session "Human Resource Strategy for Researchers" of the CESAER HR Conference at TU Delft to present the experience of Politecnico di Torino the members of Cesaer and to discuss the process to be fulfilled in order to be awarded with the ‘HR Excellence in Research Logo’.

II. INTERNAL ASSESSMENT AND MONITORING PLAN

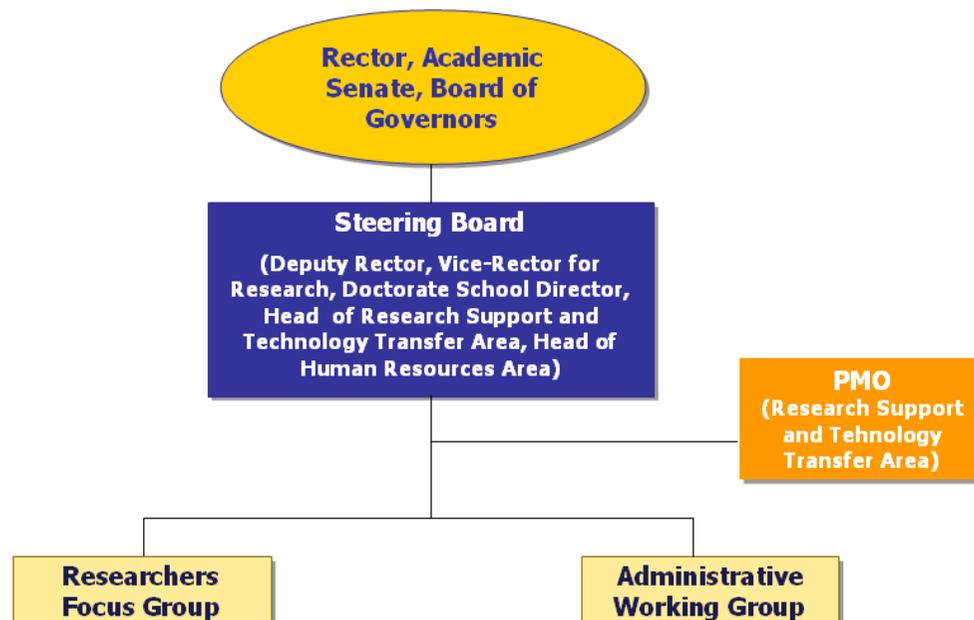
The implementation of the actions has been constantly monitored through a dedicated organizational structure described in Figure 1 and in March 2014 the Monitoring Plan was agreed.

During the first year the Administrative Working Group for the Charter and the Code has met four times (25 February 2014, 31 March 2014, 25 July 2014, 29 October 2014) and during the second year has met two times (30 June 2015, 6 November 2015), with the aim of tracking progress . The Researchers Focus Group has been consulted twice in 2014 (25 February and 20 November) and once in 2015 (6 November) to evaluate changes in the perception of researchers towards the implementation of the Charter and to receive comments and suggestions.

The University's governing bodies have been kept periodically up-to-date through the Steering Board.

The dates of all the meetings are registered in the on-line timeline created to keep track and give evidence of the main milestones and results achieved in the frame of the HRS4R process at POLITO (http://www.researchers.polito.it/en/hr_excellence_in_research/timeline). Minutes of the meetings are available at the Project Management Office that is in the Excellent Science and Researchers Mobility Office of the Research Support and Technology Transfer Area.

Figure 1



The monitoring plan and the identification of indicators for each action have enabled to verify the activities' progress.

On the basis of a common template, the following elements have been analysed for each monitoring period:

- carried out activities: completed and in progress activities;
- next activities: next period deadlines; activities to be started;
- critical points: possible critical points which need the involvement of the Steering Board; risk assessment; encountered problems that affect the work plan.

Moreover indicators for each action have been identified and verified during the whole period.

III. KEY ACHIEVEMENTS

The effectiveness of the Action Plan was strengthened by the adoption in March 2014 of the University Strategic Plan, sharing both the same strategic objectives.

Since the Action plan was first submitted in 2013, the University has seen many changes. The provision of events and support that is given to researchers has steadily increased and new provisions have been introduced. One of the most important outcomes of the HRS4R process is the high number of actions dedicated to support the **career development of researchers**, especially young researchers (**actions 2, 9, 10, 13, 16, 17, 18, 19, 22, 23, 24, 27 of the Action Plan 2013**). Of particular importance in this respect are the following three initiatives:

- in July 2015 the project “Empowerment for Employability” was adopted by the Board of Governors. The project is aimed at increasing the potential of work placement of researchers, PhD students and postdocs of Politecnico. The activities to be implemented relate to the dynamics that have an impact on the relations between candidate and company for highly specialized profiles, such as: the need to formalize clearly the area of applicability of the knowledge acquired by the candidate and to effectively communicate the technical content of his career path; the need to increase awareness of the transferability and attractiveness of the acquired qualification and skills for companies; the need to provide training in soft skills to facilitate the communication between candidate and company;
- the number of training courses in transferable skills on issues such as IPR, Open Access, fundraising, proposal writing, project management has increased and within the Institution the Doctorate School plays now the role of “tester” of the courses on “transferable skills” (http://dottorato.polito.it/en/courses_on_transferable_skills), and of the creation of a catalogue of online-available interdisciplinary courses;
- the creation of a new area of the University website dedicated to opportunities for researchers (www.researchers.polito.it), where internal and external researchers can find information on the University HRS4R process, research funding opportunities, incoming/outgoing mobility opportunities, strategic initiatives of the Politecnico di Torino (eg. Project “ERC@POLITO”, Project “H2020@POLITO”, Project “Research Talent”, etc.), course catalogue of the University in transferable skills, support services for international researchers.

As far as **fundamental research** is concerned (**actions 1 and 2**), Politecnico has launched several initiatives focused on the growth of its academic staff in terms of high-level scientific production, international visibility and participation in European opportunities and funding schemes focused on fundamental research, such as:

- the project “ERC@POLITO” was launched in December 2013 to offer support and dedicated actions to top researchers who apply for a prestigious European Research Council Grant at Politecnico. Very positive results have been obtained in the first calls of the ERC calls of Horizon 2020: in 2014 and in 2015 the participation was three times higher than the average of the Seventh Framework Programme, and, most importantly, five ERC proposals were funded, which is more than the total number of proposals funded in the whole 7FP (4 ERC proposals funded in FP7);
- the new initiative “Talent Research” (“La ricerca dei talenti”) was launched in April 2015 with dedicated funds for talented young researchers to perform highly innovative and interdisciplinary research at Politecnico di Torino.

In order to strengthen its own mission in the **enhancement of the value of research and technology transfer outcomes (action 22)**, several IPR training events have been organized and at the end of May 2014 the Technology Transfer Interdepartmental Laboratory (LabTT) was established that is supported by a specifically dedicated Vice Rector appointed in May 2015.

A detailed description of the activities carried out and of the progress against indicators has been provided to the European Commission together with this report. In the document the 27 actions have been grouped under the following headings:

- I. *Supporting fundamental research and frontier research*
- II. *Raising awareness of the code of ethics*
- III. *Supporting dissemination and protection of results*
- IV. *Supporting public engagement*
- V. *Supporting internazionalization*
- VI. *Training on transferable skills*
- VII. *Providing career advice*
- VIII. *Providing guidelines for relation with supervisors*
- IX. *Defining appropriate procedures to deal with complaints/appeals of researchers*
- X. *Eliminating architectural barriers*
- XI. *Monitoring the ratio of permanent to temporary researchers*

All 27 actions defined in 2013 have been successfully carried out and significant outcomes have been reached.

Out of 27 actions in total, 10 have been completed to date. The remaining 17 actions have been successfully developed and further developments have been planned in the new Action Plan 2015-2017.

IV. NEXT STEPS: ACTIONS FOR 2015-2017

On the basis of the outcomes of the internal assessment and monitoring plan, in Autumn 2015 an updated version of the Action Plan was designed (**Annex 4**). On December 22nd 2015, the Board of Governors approved the internal assessment report and the Action Plan 2015-2017.

Throughout this document the University has identified a number of new actions and of existing progressing actions that will ensure improvements for all University researchers' working conditions and career development.

As for the original Action Plan, the implementation of the actions will be constantly monitored through the dedicated organizational structure described in Figure 1 (p. 5).

I. Ethical and professional aspects

1. Research freedom

N ^o	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
1	Difficulties in fund raising for basic research and frontier research	To implement effectively the concept of "research freedom" in domains where the performance of research is conditioned by the difficulties in fund raising	To define actions for promoting curiosity-driven research	The Board of Governors, after consulting the Academic Senate, with the support of the Evaluation Support Service	By 2014	<ul style="list-style-type: none"> - September 2014: to define the orientation guidelines - June 2015: to verify actions which have been undertaken 	In 2014 Actions 1 and 2 merged after the adoption by the Board of Governors, upon favorable advice of the Academic Senate, of the Strategic Plan 2014-2020 "Orizzonte 2020". Promoting basic research is one of the priorities of the Strategic Plan and many actions have been defined and implemented. THE ACTION WILL CONTINUE AND WILL BE FURTHER DEVELOPED IN ACTION PLAN 2015-2017
2			To strengthen information and training activities on funding opportunities for basic research and frontier research and to identify actions to increase the participation of researchers	Research Support and Technology Transfer Area and Human Resources and Organisation Area	By June 2014	<ul style="list-style-type: none"> - January 2014: to define informational and educational paths - January 2015: to verify information and training courses which have been developed 	

2. Ethical principles

N°	IDENTIFIED PROBLEM	OBJECTIVE	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
3	Limited awareness among University staff about the adoption of an Ethics Code	To spread awareness of the Code of Ethics within the University, as well as informing the external stakeholders of the fact that the University adopts an Code of Ethics	The Code of Ethics will be added to the list of documents available on the intranet webpage MyPoli which the permanent staff and research fellows approve and sign	Human Resources and Organisation Area	Starting from November 2013	To verify the implementation of the action after 6 months	COMPLETED
4			To create a web page which shows that Politecnico has adopted the Code of Ethics	Information Technology Area and Communication, Events & External Relations Service	February 2013	September 2013 and February 2014: check on the number of accesses	COMPLETED
5			To insert a reference to the Code of Ethics in the preamble of every agreement and contract with an external organisation	Research Support and Technology Transfer Area	By 2013	Beginning 2014: to check changes in agreements and contracts	COMPLETED

3. Professional responsibility

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
6	The University does not have yet at its disposal sufficiently effective tools for the protection of unpublished works	To enhance the ability of the University to protect the unpublished works of its researchers	Feasibility study for the adoption of a software which is commercially available which serves as plagiarism checker	Library and Museum Area - Information Technology Area - Strategic and Institutional Support Service	By the end of 2014	- End of 2014: decision on possible software purchasing	<p>COMPLETED: The decision to adopt a software for detection of plagiarism has been taken</p> <p>FUTURE ACTION: adoption of the software and monitoring of the requests</p>
7			To make available the unpublished documents through open access, using best practices for attributing the non-commercial Digital Object Identifiers (DOI) for their identification	Library and Museum Area - Information Technology Area - Strategic and Institutional Support Service	By the end of 2013: entry in production of non-commercial DOI activation	November 2013: testing phase	COMPLETED

8. Dissemination, exploitation of results

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
8	Need for a consolidation of good practices in dissemination and exploitation of results	To consolidate the ongoing procedures by supplementing them with complementary activities	Integration of the PORTO system with the OpenAire for OpenAccess	Information Technology Area in collaboration with the Library and Museum Area	By the end of 2013: start production of the integration	- May 2013: Start of the testing phase - End of October 2013: End testing phase	COMPLETED
9			Widespread training on Open Access and on the related copyright issues addressed to the research staff, to the PhD students, to the administrative staff (including points 3 and 31). For PhD students also focusing on the information in order to foster the open access to publications and to doctoral thesis	Library and Museum Area - Doctorate School Council	By December 2014	Beginning 2014: Training course planning December 2014 and December 2015: check on the number of trained personnel and analysis of satisfaction questionnaires	ON-GOING FUTURE ACTIONS: In the Action Plan 2015-2017 dedicated training on open access requirements in research funding programmes will be included

9. Public engagement

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
10	Lack of specific training actions for communication aimed at a non-specialist audience	To provide training for the dissemination of scientific work using instruments that can be modified according to the audience	Starting from PhD students, training courses on effective communication of science to non-specialist audiences, enhancing the potential of Open Access as a means of interaction, involvement and access of citizens to scientific research	Communication, Events & External Relations Service	By 2013	<ul style="list-style-type: none"> - End of 2013: evaluation of the number of participating PhD students and evaluation of the extension to other categories of research staff - End of 2014: check on number and categories of trainees 	<p>ON-GOING</p> <p>FUTURE ACTIONS: In the Action Plan 2015-2017 a new action dedicated to communicating research@POLI TO will be included</p>
11			To strengthen the participation of the University in public engagement initiatives	Communication, Events & External Relations Service	Starting from 2014	<ul style="list-style-type: none"> - October 2013: definition of a plan for participation in initiatives - June 2014: check on the number of the events which have been attended 	<p>ON-GOING</p> <p>FUTURE ACTIONS: In the Action Plan 2015-2017 a new action dedicated to communicating research@POLI TO will be included</p>

12		<p>Definition of a Plan for promotion of the support offered by the Relations with Media Office for the communication of the results of scientific research to the general public through multiple channels (media, website, University social network, ...)</p>	<p>Communication, Events & External Relations Service</p>	<p>Second half of 2013</p>	<p>December 2013: definition of Promotion Plan</p> <p>December 2014: Check on the number of the scientific-content initiatives which have been promoted</p>	<p>ON-GOING</p> <p>FUTURE ACTIONS: In the Action Plan 2015-2017 a new action dedicated to communicating research@POLI TO will be included</p>
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II. Recruitment

13. Recruitment (Code)

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
13	Low percentage of research staff coming from abroad compared to the total research staff	To promote Politecnico di Torino at an international level to attract researchers from abroad	Plan for the promotion of Politecnico di Torino to attract researchers from abroad by enhancing existing excellence in terms of facilities (e.g. Cittadella, research facilities, job and support services, dedicated funding to external researchers etc.).	International affairs Area, Research Support and Technology Transfer Office, Communication, Events & External Relations Service, Human Resources and Organisation Area, Estates Facilities and Logistics Area	By January 2014	<ul style="list-style-type: none"> - October 2013: Plan definition - December 2013: development of promotional material; identification of the target of the actions and of the results 	<p>ON-GOING</p> <p>FUTURE ACTIONS: In the Action Plan 2015-2017 new actions will be implemented to promote Politecnico di Torino at an international level to attract researchers from abroad</p>

III. Working conditions and social security

23. Research environment

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
14	Sporadic presence of architectural barriers, especially in the departments	To limit or to eliminate the problem of the architectural barriers completely	Census update of the architectural barriers still existing and definition of the related "Time and economic feasibility study for the removal of the remaining architectural barriers"	Estates Facilities and Logistics Area	By 2014	- June 2014: end of Census - December 2014: delivering of the "Feasibility study"	COMPLETED

25. Stability and permanence of employment

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
15	Absence of quantitative data collection and analysis about the ratio between temporary staff	A more reliable identification of the most driving fields of research of the University , able to provide a	Periodic monitoring and reporting on the updated value of the staff ratio between	Human Resources and Organisation Area, Strategic and Institutional Support Service	By 2013	Annual monitoring from January 2014 on	COMPLETED

	and permanent staff	greater continuity of contract offers	permanent and temporary research staff				
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28. Career development
30. Access to career advice
39. Access to research training and continuous development

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	
16	Poor communication on career progression opportunities outside the University	To strengthen the strategy of the University in relation to career development, especially for temporary researchers	To extend the services offered by the Job Placement Office to temporary researchers, with particular reference to events such as Career Day and employment opportunities advertised on the related website	Job Placement Office	By 2014	- Beginning 2014: to define a procedure for extending the existing services to temporary researchers - End 2014: testing services delivered	COMPLETED
17	Need to strengthen job placement service for temporary researchers		A feasibility study of a "Project about the establishing of a counselling service", which train the researcher in	Human Resources and Organisation Area, JOB Placement office with support of Communication, Events & External Relations Service	By 2014	- January 2014: to define the "Project about the establishing of a counselling service"	COMPLETED ON-GOING AND FUTURE ACTIONS: The pilot project "Employment for

			improving skills for the job market (e.g., writing a cv, presenting on a job interview, etc.)				Employability” has been launched in 2015. Based on the outcomes of the project future actions will be implemented in 2015-2017
18	Insufficient support to individuals in identifying and learning how to communicate their competencies and skills	To strengthen the awareness of individual researchers in relation to the value of their competencies	To start courses on how to communicate and enhancement of competencies	Human Resources and Organisation Area, Job Placement office with support of Communication, Events & External Relations Service	By 2014	- January 2014: To plan information and training courses - January 2015: check on information and training courses which have been carried out	ON-GOING
19			To create an online handbook containing the guidelines for the identification and enhancement of skills and competencies, through the collaboration with industry experts	(Human Resources and Organisation Area, JOB Placement Office with support of Communication, Events & External Relations Service	By 2014	January 2015: Usability of the Handbook	ON-GOING

29. Value of mobility

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
20	Outgoing mobility support	To strengthen the support for the outgoing mobility of research staff of the University	To create a helpdesk for the research staff of Politecnico di Torino for outgoing mobility	International Affairs Area	December 2013 Creation of a helpdesk	Starting from January 2014 periodic (quarterly) monitoring of the number of answers provided by the helpdesk	COMPLETED
21	Coordinated dissemination of the various funding opportunities for incoming and outgoing mobility	To increase the number of researchers who participate in incoming and outgoing mobility	To create a web page dedicated to the different funding mobility opportunities for researchers	International Affairs Area and Research Support and Technology Transfer Area	By the end of 2013	Starting from January 2014: periodic (annual) verification of the number of accesses on the website and the number of proposals submitted	COMPLETED

31. Intellectual Property Rights

N°	PROBLEM	OBJECTIVE	PLANNED	RESPONSIBLE FOR	TIMING	MONITORING	
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	IDENTIFIED		ACTIONS	IMPLEMENTING		PLAN	
22	Support for the enhancement of research results that still can be implemented	To consolidate the ongoing procedures by enriching them with complementary activities	To intensify internal training related to IPR, creating at least one training course per year	Research Support and Technology Transfer Area	By December 2014	December 2013: training plan on IPR December 2014: check on courses offered and participants	COMPLETED AND ON-GOING: training on IPR has been delivered in 2013-2015 and will be provided in 2015-2017
23			Definition of a "Project for the creation of a support service for the author in the negotiating stage with the publisher" in relation to: new contractual formulas "Licence to publish"; "Addendum" to the Copyright Transfer Agreement for retention of the author's rights (rights of re-use); use of CC Licenses	Library and Museum Area -	By January 2014	January 2014: delivery of "Project for the creation of a support service for the author in the negotiating stage with the Publisher"	COMPLETED AND ON-GOING: Templates of new contractual formulas are now available and will be periodically updated

33. Teaching

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
24	Lack of teacher training	To create a uniform and widespread procedure that ensures the acquisition of skills and educational tools suitable for higher education	Launch of courses (even on-line) on 'teaching the teachers', 'communicating in the classroom' dedicated both to permanent research staff and to temporary research staff	Student Affairs Area and Human Resources and Organisation Area	AY 2013/2014	September 2013: definition of a training plan September 2014: analysis of the number of courses offered and of the number and the role of participants	ON-GOING

34. Complains/appeals

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
25	Lack of an impartial figure, outside the University, deputised to collect complaints and appeals.	To ensure the presence of a supervisor able to acknowledge complaints and appeals from the research staff	Feasibility study for an impartial supervisor to deal with complaints and appeals	Legal Affairs Service	By 2014	December 2014: delivery of a feasibility study	COMPLETED FUTURE ACTIONS: on the basis of the feasibility study, in 2015-2017 a University Researcher Ombudsman will be appointed

IV. Training

37. Supervision and managerial duties

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
26	Impossibility to express anonymously about the adequacy of supervisors	Creation of a satisfaction tool to monitor the PhD students and research fellows supervisors	To create an anonymous on-line questionnaire on the adequacy of the supervisor	Human Resources and Organisation Area, Doctorate School, Strategic and Institutional Support Service, Information Technology Area	June 2013	May 2013 definition of a questionnaire for research fellows June 2013: questionnaire submitted	COMPLETED AND ON-GOING: the anonymous on-line questionnaire on the adequacy of the supervisor has been created and will be periodically distributed to research fellows

40. Supervision

N°	PROBLEM IDENTIFIED	OBJECTIVE	PLANNED ACTIONS	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	STATUS
27	Real lack of uniformity in carrying out the supervisor	To optimize the operational procedures related to the	Drafting of guidelines to regulate the relationship	Doctorate School (SCUDO) / Human Resources and Organisation Area	By 2014	September-October 2013: definition of recipients of	ON-GOING: guidelines for PhD supervisors have been

	role	supervisor figure	between the temporary researcher and the supervisor (nature and length of reports, periodicity of meetings and reports, etc.)		guidelines and document structure	<p>drafted and the process of approval by the governing boards is on-going.</p> <p>FUTURE ACTION: guidelines for research fellow supervisors will be drafted in 2015-2017</p>
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