



**UNIVERSITÀ DEGLI STUDI
DI CAGLIARI**



EURAXESS

Action Plan

Case number

2022IT861497

Name Organisation under review Università degli Studi di Cagliari/University of Cagliari

Organisation's contact details: Direzione Ricerca e Territorio/ Research and Territory Division

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1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2.891
Of whom are international (i.e. foreign nationality) *	112
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	37
Of whom are women *	1536
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	973
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	256
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1662
Total number of students (if relevant) *	23.877
Total number of staff (including management, administrative, teaching and research staff) *	3.817
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	232.736.730
Annual organisational direct government funding (designated for research)	132.431.789
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	8.216.146
Annual funding from private, non-government sources, designated for research	252.700

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

UniCa is the largest public HEI in Sardinia, partner of the EDUC Alliance. UniCa offers 83 degree programmes, 19 PhD international programmes, 38 specialization schools, encourages multidisciplinary investigation. Research is organized into 15 Departments specialized in life sciences, linked to the University Medical Hospital, STEM, social sciences, and humanities. Service centers and administrative Divisions support research and entrepreneurial missions. CeSAR and Polilab are the research service centers, in biomed/natural sciences and engineering respectively; CREA promotes innovative entrepreneurship projects as in Heinnovate tool. Euraxess service center supports researchers mobility. In 2023 UniCa has established the interdisciplinary research center on gender studies.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*

**Strengths and Weaknesses (max. 800 words)**

The University of Cagliari has pursued over time all the principles of the ethical and professional aspects of the C&C. According to its Strategic Plan 2022-2027, UniCa presents itself to its community and the territory as a “*primary site for free research and higher education, elaboration of critical thinking and dissemination of knowledge*”. To these aims, UniCa tackles its objectives, including those of the third mission and public engagement, in compliance with the Constitution of the Italian Republic and adherence to the principles of the Magna Charta of the European Universities. Thus, with its regulations, from the Statute to the Code of Ethics and Conduct to the more recent Gender Equality Plan, UniCa fulfils five out of the eleven principles, while has evaluated five of the other principles as almost but not fully implemented, and one partially implemented.

Strengths

UniCa fully recognizes research freedom (RF) and supports it at an international level as well, for which a series of initiatives have been undertaken. Aspects related to professional responsibility and professional attitude, beside the national laws and regulations, are further addressed by specific UniCa internal rules, focusing on Industrial property, the creation of spin-offs, and the Patent Regulation. Regarding the non-discrimination principle, UniCa aims at creating the conditions whereby researchers at all career stages, students, staff, and all workers associated with the University are treated equitably regardless of “gender, ethnic or social origin, physical appearance, age, genetic features, religious, personal or political beliefs, citizenship, economic conditions, disability, sexual orientation, personal health conditions, including pregnancy, role/position outside the University”, as reported in the Code of Ethics and Conduct.

As for the evaluation/appraisal system, in compliance with the National Agency for the Evaluation of Universities and Research Institutes (ANVUR) guidelines, UniCa has set up an integrated system for the Quality assurance involving all aspects of the academic life.

Based on UniCa statute provisions, several academic bodies supervise and have different competences on ethics and professional aspects: the Ethics Committee, the Disciplinary board, the Manager responsible for the prevention of corruption and transparency. All these bodies are represented in the HRS4R structure and in the Technical Working Group on Ethics and Professional Aspects.

Weaknesses

Mainly represented by the fact that the international dimension of UniCa has increasingly grown in the last decade without being accompanied by a corresponding adjustment of its internal, as well as external communication strategy; the leading criticisms, that transversally span through the whole Ethical and Professional Aspects thematic, involve:

- the lack of an English version of the entire body of UniCa regulations;
- the need to reinforce training and information strategies on open science, and open data;
- awareness of ethics issues and research integrity needs to be improved;
- the incomplete outline of an open science policy;
- the underestimation and/ or lack of awareness of the utility of the public engagement to increase UniCa public and social commitment and enhance the dissemination of the results.

Recruitment and selection*

**Strengths and Weaknesses (max. 800 words)****Strengths:**

National Law 240/2010 enforces an open and transparent recruitment system; all positions, including doctoral ones should be made publicly available on the institutional website, in the national database of the Ministry for University and Research and on Euraxess.

UniCa guarantees selection procedures that comply with the requirements set out in the Italian legislation and in university regulations, with clear indications regarding how to participate and the evaluation criteria. Advertisements for academic positions clearly outline the requirements, necessary knowledge and skills, and evaluation procedures.

The possibility of career development for researchers is provided in compliance with the rules of conduct set out in the Code of Ethics and Conduct of UniCa. Disadvantaged groups are equally treated; equal treatment and non-discrimination are also guaranteed.

There is gender balance in all UniCa selection committees with specific attention to women's rate of representation.

All UniCa selection procedures can be developed face to face or remotely.

Based on UniCa PhD regulation, all UniCa PhD programmes must reserve at least one PhD position with 3-year scholarship for foreign candidates. Positions reserved for them may increase depending on the availability of resources. Nevertheless, foreign candidates have the same rights as national ones to apply to the regular positions of the PhD calls.

Administrative offices involved in the recruitment procedures are adequately trained and qualified. The work within the TWG on recruitment and selection procedures has strengthened the network between administrative and academic staff, improving the knowledge on technical administrative processes for selections.

UniCa has appointed a Rector's delegate for social integration and rights of people with disabilities. The delegate oversees UniCa strategy for the inclusion and coordinates the activities of the S.I.A.(Service for inclusion and learning) disability office.

Weaknesses:

In general, the Italian system is considered hardly accessible to foreign candidates, mainly relying on national markets and with norms and regulations privileging the hiring of national candidates, especially for tenure-track positions. Under this respect, UniCa reflects the national trend.

UniCa regulations, the Code of Ethics and Conduct and the recruitment calls are not entirely translated into English and the information on the website is not fully accessible to potential foreign candidates.

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and the European Framework for Research Careers are not explicitly mentioned in UniCa official documents.

UniCa complies with national laws for recruitment and selection; consequently, it cannot choose its recruitment criteria independently from the national legislation framework. However, UniCa has signed the COARA agreement with the aim of reforming research assessment. Although UniCa selection procedures of researchers are public, open and based on merit, up today UniCa does not have an OTM-R policy in place.

Working conditions*

**Strengths and Weaknesses (max. 800 words)****Strengths:**

UniCa strictly follows and enforces the National legislation concerning occupational health and safety in all its research activities. The adherence to these regulations is mandatory and rigorously applied by the institution, thus offering both behavioral and technical guidelines to ensure compliance. Additionally, UniCa conducts occupational risk assessments, manages safety audits, and provides safety training and health surveillance programs. These measures are in place to monitor the well-being of staff and students who are exposed to potential risks.

As part of its Strategic Plan for 2022-2027, UniCa aims to enhance the quality of its research spaces. This includes investing in the redevelopment and optimization of existing facilities to improve their functionality, livability, and overall appearance. The plan also entails expanding the total area dedicated to research activities.

Researchers are supported by offering e-learning modules to enhance their understanding of library services and providing access to electronic bibliographic resources. UniCa assures that all researchers, even at the beginning of their career, have access to facilities and support services.

Mobility programs funded by regional law 7/2007 allow internationalization both for UniCa academic staff (Young Researchers Mobility Program MGR, outgoing) and for Visiting Professors and Scientists invited at UniCa for teaching and research (incoming).

Furthermore, UniCa establishes for PhD candidates a mandatory stay of 6 months abroad while researching for their PhD thesis and guarantees a 50% increase of the grant while abroad.

The recognition of the profession is assured by university regulations, and by the code of ethics and conduct.

UniCa regulates work-related conflicts, disputes, and grievances, with the aim of promoting fair and equitable treatment within the institution. A range of bodies (e.g. the Ethics Committee, the Student Independent Guarantor Authority, the University Guarantee Committee) help to solve disputes.

Gender policies are advanced, particularly thanks to the adoption of a Gender Equality Plan (GEP), as the main operational tool for dealing with gender inequalities in all areas of research, education, and vocational training. Moreover, in 2023 an Interdisciplinary Gender Research and Studies Center (CEING) has been established: this center of excellence aims at coordinating research and educational activities based on the frame of gender mainstreaming, and at supporting the participation to innovative

national and international research paths. CEING represents an interactive study and research space in which high-profile specialist skills will be permanently involved, representing all the disciplinary areas from the social, legal, political and economic sciences to psychological and pedagogical disciplines, humanistic studies, life sciences, medicine, up to all STEM disciplines.

Intellectual property is respected. National legislation is clear and mandatory and applied at UniCa.

The exchange of knowledge between the University and the entrepreneur system is supported by the service center CREA and by the technology transfer office of the Research and Territory division. UniCa participated to HEINNOVATE experience, a project aimed to analyze the innovative potential of knowledge in industry.

Weaknesses:

The shortage of spaces, especially in some Departments, can produce negative effects, particularly for early-stage researchers, limiting not only the possibilities of organising their research activities, but also their life-work balance. Based on the internal analysis, it has been identified that there is still a gap in the research environment, as researchers perceive a shortage of equipment and insufficient spaces for conducting their research, at least in some Departments. The central administration offices and departments need specific guidelines to acquire and meet the newly recruited researchers settings in terms of suitable spaces and equipment. Additionally, there is a need for support in assisting these researchers in formulating their own research plans, and support research funding.


A structured communication system that effectively informs researchers about important issues related to their career development should be established. Similarly, the communication system concerning national and international calls for proposal is not properly structured.

Early-stage researchers (R1 and R2) representatives to Department Councils not always disseminate information and deliberations to their reference groups/peers.

Self-awareness about their research role needs to be implemented in PhD candidates: in fact, they often perceive themselves only as students while they are researchers as well.

The current regulation for R2 foresees the assignment of a supervisor to each R2 researchers in the Departments. However, R2 and R3 researchers need a mentoring strategy, to support them in their career development.

Although University has several bodies for preventing discriminations, the system of complains and appeals needs to be systematized and clarified: UniCa needs to appoint a figure that resolves conflicts affecting the wellbeing of employees.

Training and development* **Strengths and Weaknesses (max. 800 words)****Strenghts**

The Italian Ministry of University and Research provides Universities with guidelines for the design and management of doctoral training in compliance with the Standards for Quality Assurance in the European Higher Education Area (EHEA). This aspect, on which the Italian National Agency for the evaluation of Universities and Research Institutes (ANVUR) will provide due guidance to universities, will be gradually adopted and verified during the periodic evaluation of doctoral programmes.

UniCa Regulation of Doctoral Programmes defines the framework of the educational and training process of the Ph.D. candidates in full accordance with the National regulation (D.M. 226/2021), and provides:

- high scientific qualification of the Ph.D. programme coordinators and of the members of the Ph.D. board.
- Each doctoral candidate is assigned a supervisor and at least one co-supervisor with clearly defined roles and qualifications.
- Each year, an in-depth verification of the Ph.D. candidates' achievements by the Doctoral Programme Board is required.
- A mandatory stay abroad for all PhD candidates, of minimum 6 months (stay abroad can last from 6 to 18 months, particularly in case of a joint supervision agreement) to enhance the international perspectives of the doctoral career.
- Innovative/Industrial Ph.D. programmes indicate a mandatory secondment in a company to foster the Ph.D. candidates' research development, to ensure a connection between the academic and the industrial environment, representing a potential gateway to the labour market.
- The Doctoral Advisory Council of the Doctoral programmes is organizing multidisciplinary and transversal seminars and educational courses to improve the R1 researchers' skills and connections with labour market.

UniCa regulation for R2 researchers states that each position is associated to a specific research project and supervisor, responsible for monitoring periodically the researcher's activity through the activity log. Additionally, an annual report on the researcher's accomplishments is required.

In 2022, the Academic Senate and the Administrative Board approved a three-year project named "Continue DISCENTIA" to continuously develop the educational and managerial skills of academics at each stage of their career.

Since 2019, UniCa is partner of the European Universities Alliance EDUC "European Digital UniverCity" (Erasmus+). Objectives are promoting new models for physical and virtual mobility of students, researchers, and staff, and confronting society's challenges in an innovative and multidisciplinary way. Since 2020, UniCa has been also involved in the H2020 project EDUC-SHARE

project (H2020) the research and innovation part of EDUC, to strengthen strategic research across European High Education institutions and to link the European Research Area (ERA) and European Education Area (EEA).

Weaknesses

- UniCa still needs to define an operative Guideline for the QA system of the doctoral programmes.
- UniCa lacks uniformity in managing PhD educational, training and verification activities.
- UniCa needs to formally define the role of supervisors concerning their interaction with the R2 researchers and the process for tracking their achievements.
- The roles and duties of supervisors of R1 and R2 researchers and senior researchers' mentoring and management activities, to support the researchers' careers at all levels, need to be recognized and regulated.
- UniCa initiatives for continuously developing the researchers' skills are not well known by the academic community.
- UniCa lacks full coordination among the various proposals for the continuous education of the academic personnel.
- Educational and training activities for developing managerial, mentoring, and organizational skills are optional even for researchers with relevant executive roles in the university.
- The initiatives to create communities of practice involving researchers from various disciplines to promote interdisciplinarity, multidisciplinary, and transdisciplinarity are not well-defined.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://web.unica.it/unica/it/hrs4rstrategy.page>

https://web.unica.it/unica/it/hrs4r_documents_process.page

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Update and translate into English the Code of Ethics and Conduct of UniCa, introducing the research integrity definition.

GAP Principle(s)

(+/-) 2. Ethical principles

Timing (at least by year's quarter/semester)

S2 2024

Responsible

Unit

Indicator(s) / Target(s)

Ethics
Committee

Governing
Bodies

Manager for the
prevention of
corruption and
transparency
(RPCT)

I:Availability on UniCa website of the updated code approved and translated. I:Number of downloads of the updated document.

Proposed ACTIONS

Action 2

Plan and organize training courses for all researchers (R1-R4) on research integrity, intellectual property rights, ethics, professional attitude, and data management to increase awareness over professional responsibility

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

(-/+) 6. Accountability

Timing (at least by year's quarter/semester)

S2 2027

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organization,
Performance
Division

Doctoral Advisory Council Percentage of trained researchers especially R1 and R2

Coordinators of
PhD programmes

Departments

Proposed ACTIONS

Action 3

a) Appointment @UniCa of the Open Science Committee in charge of the development and adoption of an academic open science policy b) Draft of guidelines for researchers on how to manage and store research data, in compliance with the GDPR, FAIR principles, responsible research and innovation principles, and societal engagement.

GAP Principle(s)

(-/+) 6. Accountability

(+/-) 7. Good practice in research

Timing (at least by year's quarter/semester)

a)S2 2025

b)S2 2026

Responsible

Unit

Indicator(s) / Target(s)

Quality, Library services and museums division;

Research and Territory Division;

Digital Infrastructures and Data Division;

Privacy Office

a: Appointment of the Open Science Committee and approval of the Open Science policy of UniCa b: Approval and publication on UniCa website of the guidelines

Proposed ACTIONS

Action 4

Provide administrative support to researchers in drafting the data management plans requested by European projects

GAP Principle(s)

(-/+) 6. Accountability

(+/-) 7. Good practice in research

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

Research
and
Territory
Division

Number of Data Management Plans drawn up in collaboration with the competent office

Proposed ACTIONS

Action 5

Implementation of a common form for the intermediate and final reports of R1, R2, R3 researchers to be given to researchers at the beginning of the enrollment

GAP Principle(s)

(-/+) 6. Accountability

Timing (at least by year's quarter/semester)

S2 2024

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organization,
Performance
Division;

Drawing up and adoption of the form

Departments;
PhD office

Proposed ACTIONS

Action 6

Create a section of the UniCa website to emphasize good practice in research. After a survey among researchers for collecting expectations, the results will guide UniCa to publish the information relevant to good practice in research readily available in a dedicated section of the UniCa website also in English

GAP Principle(s)

(+/-) 7. Good practice in research

Timing (at least by year's quarter/semester)

S2 2025

Responsible

Unit

Indicator(s) / Target(s)

Research and Territory Division;
Quality, Library services and Museums Division;
Communication, Students and general services Division;

Implementation of the dedicated website page/Publication of the contents regarding the information relevant to good practice

Proposed ACTIONS

Action 7

UniCa will organize initiatives (seminars, workshops) on the thematic of results dissemination and exploitation, and on public engagement to enhance the awareness of researchers

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

S2 2025

Responsible

Unit

Indicator(s) / Target(s)

Research and Territory Division;
Communication, Student and General Services Division;
Quality, Library services and museums Division;

Number of initiatives (2 per year) on PE, dissemination and exploitation of research results

Proposed ACTIONS

Action 8

Increase the budget assigned to the Quality, Library Services and Museums Division with additional resources to support Open Access (OA) publications

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

Administration and Finance Division

Quality, Library services and museums Division

Percentage increase of OA publications funded with the increased OA budget

Research and territory Division

Proposed ACTIONS

Action 9

Reinforcement of PE activities by: a) Implement an integrated PE communication plan including the information regarding the public engagement and, more generally speaking, the third mission. b) Creation of a dedicated section in the new UniCa magazine to give evidence on activities of public engagement, classifying contents and making them more visible through SEO (Search Engine Optimisation) strategies and social media institutional profiles.

GAP Principle(s)

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

a) S1 2025 b) S2 2026

Responsible Unit

Indicator(s) / Target(s)

Communication,
Students and General
Services Division

Vice Rector for
communication and
visual identity

Governing Bodies

a) Approval and availability on UniCa portal of the "Integrated PE Communication Plan" b) Creation of at least one release per year

Proposed ACTIONS

Action 10

Translation into English of: - a) the recruitment regulations for R2, R3, and R4 positions and publication on the UniCa website to improve their visibility to foreign candidates. - b) both the recruitment calls for R3 and R4 positions and UniCa website pages where the same calls are published.

GAP Principle(s)

(+/-) 12. Recruitment

Timing (at least by year's quarter/semester)

S2 2024

Responsible

Unit

Indicator(s) / Target(s)

Personnel, Organisation, and Performance Division

a)Publication of regulations in English on the UniCa website, number of downloads b)Publication of recruitment calls in English on the UniCa website. English text in the website pages dedicated to recruitment procedures.

Proposed ACTIONS

Action 11

Quote the reference to the European Charter for Researchers and the Code of Conduct for their recruitment (C&C) and to the European Framework for Research Careers in UniCa documents for the researchers' recruitment

GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organisation, and
Performance
Division;
Governing Bodies;

Reference of the C&C and European Framework for
research careers in UniCa documents related to
researchers recruitment

Proposed ACTIONS

Action 12

Draft of the OTM-R institutional policy based on the completion of the OTM-R checklist and setting up a quality control system.

GAP Principle(s)

(+/-) 13. Recruitment (Code)

Timing (at least by year's quarter/semester)

S2 2025

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organisation, and
Performance
Division;
Quality Assurance
Presidium;
Governing Bodies

OTM-R Policy approval and publication on the University website

Proposed ACTIONS

Action 13

Update of the Code of Ethics and Conduct by including a commitment to prevent unconscious biases by members of selection committees, as requested by its GEP. Upon members' acceptance of the appointment within the selection committees, make them declare that they have read the Code of Ethics and Conduct and the articles of reference

GAP Principle(s)

(+/-) 14. Selection (Code)

Timing (at least by year's quarter/semester)

S2 2024

Responsible

Unit

Indicator(s) / Target(s)

Rector's Delegate
for gender equality;
Manager
responsible for the
prevention of
corruption and
transparency;
Ethics Committee;

Publication of the revised Code of Ethics and Conduct.
Addition of the declaration of acknowledgment of the Code of Ethics and Conduct in the selection committee meeting minutes.

Proposed ACTIONS

Action 14

In all the recruitment regulations (from R2 to R4, where not already considered), and in the corresponding calls, according to the OTM-R standards, the following experiences and achievements will be properly considered:

- Cooperation with foreign and international organizations and research centers. -
- Teaching at foreign Universities or highly qualified international research centers, even considering virtual mobility experiences.
- Achievement of international awards.
- Working experiences performed both in Italy and abroad, in the public as well as in the private sector when they enrich the CV for the specific position
- Value of intersectoral mobility.

GAP Principle(s)

(+/-) 17. Variations in the chronological order of CVs (Code)

Timing (at least by year's quarter/semester)

S2 2024

(+/-) 18. Recognition of mobility experience (Code)

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organisation,
and
Performance
Division;
Governing
Bodies

Approval by the University Governing Bodies of the revised regulations and call contents to include the expected criteria.

Proposed ACTIONS

Action 15

Once doctoral candidates formalize their registration within the Institution, the PhD office provides electronically a full copy of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C) and the European framework for research career. As far as they are concerned, supervisors are instructed (by the Doctorate coordinators) to make their PhD candidates aware of the C&C principles and to contribute to their implementation inside the institution. Doctoral candidates will also be informed on the availability of the budget specifically assigned for research purpose to each of them within the PhD programme.

GAP Principle(s)

(+/-) 22. Recognition of the profession

(+/-) 26. Funding and salaries

Timing (at least by year's quarter/semester)

S2 2024

Responsible

Unit

Indicator(s) / Target(s)

PhD Office	All Doctoral candidates receive the documents; the PhDs level of satisfaction regarding the availability of the budget evaluated through a questionnaire.
PhD	
Coordinators	

Proposed ACTIONS

Action 16

Implementation of UniCa Departments websites with the creation of profiles of all the members of the Departments, including doctoral candidates and R2 researchers supervised by a faculty of the Department. It is mandatory that the Departments' website include the publication of the PhD candidates' and postdoc profiles, underlying their role as R1 and R2 researchers including an abstract of the thesis/research project they are working on.

GAP Principle(s)

(+/-) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

S1 2025

Responsible Unit

Departments;
Communication,
Students, and
General Services
Division

Indicator(s) / Target(s)

All R1 and R2 researchers' profiles in the Departments' website

Proposed ACTIONS

Action 17

Preparation of the guidelines to enhance the suitability of working spaces, and protection equipment to each newly hired researchers.

GAP Principle(s)

(+/-) 23. Research environment

Timing (at least by year's quarter/semester)

S2 2025

Responsible

Unit

Indicator(s) / Target(s)

Prevention
and
Protection
Service
Departments

Publication of the guidelines in the UNICA website

Proposed ACTIONS

Action 18

Where not foreseen within the funding of the position, provide a starting grant to R3 researchers. Add the provision to the regulation of R3 recruitment.

GAP Principle(s)

(+/-) 26. Funding and salaries

Timing (at least by year's quarter/semester)

S2 2025

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organization,
Performance
Division,
Governing
Bodies

Approval and publication of the amended regulation on UniCa website

Proposed ACTIONS

Action 19

An initial pilot project will involve three UniCa Departments, on a voluntary basis, to test the mentorship programme by formally assign a senior researcher/expert to R2 and/or R3 researchers depending on Department's priorities. The mentors will advice them on career perspectives through the design of a personalized career development plan (PCDP), including training needs, research progress monitoring, mobility phases, etc..

GAP Principle(s)

(+/-) 23. Research environment

(+/-) 26. Funding and salaries

(+/-) 28. Career development

Timing (at least by year's quarter/semester)

S1 2026

Responsible

Unit

Indicator(s) / Target(s)

Departments

Personnel, Organization, Performance Division
 Number of appointed mentors. Draft and adoption of the Personal Career Development Plan for R2 and R3 researchers of three candidate Departments.

Proposed ACTIONS

Action 20

Departments encourage representatives of R1 and R2 in Department Council to pass on information and deliberations to those they represent to allow all researchers to be constantly informed about the strategies and decisions of their Departments

GAP Principle(s)

(+/-) 28. Career development

(+/-) 30. Access to career advice

Timing (at least by year's quarter/semester)

S2 2024

Responsible

Unit

Indicator(s) / Target(s)

Departments
(Heads and
Councils)

Number of complains by R1 and R2 received by the HRS4R UniCa structure.

Proposed ACTIONS

Action 21

Foster communication activities on career development by: - Creating a mailing list system to receive in a structured manner (precise areas of interest) all new opportunities for employment or research funds. -Organizing periodical information seminars focused on the following contents: a) continuation of the career in the Italian academy and the reference legislation on recruitment and national scientific qualification b) functioning of the academic career in the countries of the European Union. c) functioning of the main tools for disseminating scientific results and research

GAP Principle(s)

(+/-) 28. Career development

(+/-) 30. Access to career advice

Timing (at least by year's quarter/semester)

S1 2026

Responsible

Unit

Indicator(s) / Target(s)

Research and territory Division;
Vice-Rector for Research;
Communication, Students and general services Division;
Digital Infrastructures and Data Division

I:Setting of the mailing list updates; I:Number of seminars' attendees

Proposed ACTIONS

Action 22

Extend the existing service for Job Placement to PhD candidates (R1)

GAP Principle(s)

(+/-) 28. Career development

(+/-) 30. Access to career advice

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

Research
and
Territory
Division

Job placement service active also for R1

Proposed ACTIONS

Action 23

Add a new article to UniCa Code of Ethics and Conduct to affirm researchers' right to publish their own research results independently from their supervisors

GAP Principle(s)

(+/-) 2. Ethical principles

(+/-) 32. Co-authorship

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

Personnel,
Organization,
Performance
Division;
Governing Bodies;
Ethics Committee;

Amended Code published in UniCa website, number of downloads.

Proposed ACTIONS

Action 24

By extending the principle 34 to other cases of misconduct (such as discrimination, mobbing, sexual moral o psychological harassment) the University Guarantee Committee (CUG) evaluates, upon Governing Bodies approval, the introduction of the Confidential Counsellor as foreseen in the Commission Recommendation 92/131/EEC).

GAP Principle(s)

(++) 24. Working conditions

(+/-) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

UniCa

Guarantee
Committee
(CUG)

After CUG evaluation, appointment of the Confidential
Counsellor

Proposed ACTIONS

Action 25

Extending the competences of the Student Independent Guarantor Authority to disputes raised by doctoral candidates by using the best practices already consolidated for students

GAP Principle(s)

(+/-) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

S1 2025

Responsible

Unit

Indicator(s) / Target(s)

Governing

Bodies

Student

Independent

Guarantor

Authority

Introduction in the Student Independent Guarantor Authority webpage of the clarification that the doctoral candidate as well can raise disputes.

Proposed ACTIONS

Action 26

Improving relation with supervisors by: a) Developing a standard procedure that applies to all doctoral programmes, which will focus on evaluating and monitoring the research progress of R1 researchers. b) Defining a standard procedure for evaluating and monitoring the progress of research outcomes for recognised researchers (R2).

GAP Principle(s)

(+/-) 36. Relation with supervisors

(-/+) 37. Supervision and managerial duties

Timing (at least by year's quarter/semester)

A) S1 2025

B) S2 2025

Responsible

Unit

Indicator(s) / Target(s)

Quality Assurance
 Presidium;
 Research and
 Territory Division;
 Personnel,
 Organization,
 Performance
 Division ;
 Education and
 Orientation Division;
 Governing Bodies;
 PhD Coordinators'
 Board

Approval of the Standard Quality Assurance documents
 by Academic boards.

Proposed ACTIONS

Action 27

Supervision and managerial duties will be improved by: a) Training activities organized by a UniCa multidisciplinary team for the Faculty staff with managerial positions to develop management, organizational and mentoring skills. Participation in these activities should be mandatory for the academic members in relevant management positions (e.g., department Heads, PhD coordinators, and supervisors) to ensure good supervision quality. b) Updating of the internal regulations for PhD candidates (R1) and Postdocs (R2) researchers to formally engage supervisors and co-supervisors in actions of support and supervision towards them.

GAP Principle(s)

- (-/+) 37. Supervision and managerial duties
- (+/-) 38. Continuing Professional Development
- (+/-) 40. Supervision

Timing (at least by year's quarter/semester)

- a) S1 2025
- b) S1 2026

Responsible

Unit

Indicator(s) / Target(s)

Departments
 Personnel,
 Organization,
 Performance
 Division
 PhD office
 Quality
 Assurance
 Presidium
 Research and
 Territory Division

a) Implementation of training activities by 2025 b) Update of regulations for the enhancement and recognition of tutorial activities/date of approval

Proposed ACTIONS

Action 28

UniCa and its Departments will plan workshops and seminars tailored for researchers' training needs, according to seniority level and experience, as well as their continuity and refinement on the basis of audience participation and feedback.

GAP Principle(s)

(+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

S2 2026

Responsible

Unit

Indicator(s) / Target(s)

Quality

Assurance

Presidium

Departments

Number of events per year

Proposed ACTIONS

Action 29

UniCa will centralise the communication of existing activities by creating specific web content accessible to all the Departments in the UniCa portal dedicated to promoting professional training, workshops, EU and extra EU initiatives, and programmes for developing educational and managerial skills and e-learning activities.

GAP Principle(s)

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

S1 2026

Responsible

Unit

Indicator(s) / Target(s)

Communication,
Students and
General Services
Division;
Research and
Territory
Division,;
Personnel,
Organization,
Performance
Division;

I: Definition of a communication plan with the contribution of the web editor and interested structures/ drafting date I: Approval date

Unselected principles:

(++) 1. Research freedom (++) 3. Professional responsibility (++) 4. Professional attitude (++) 10. Non discrimination

- (++) 11. Evaluation/ appraisal systems (++) 15. Transparency (Code) (++) 16. Judging merit (Code)
- (++) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)
- (++) 25. Stability and permanence of employment (++) 27. Gender balance (++) 29. Value of mobility (++) 31. Intellectual Property Rights
- (++) 33. Teaching (++) 35. Participation in decision-making bodies

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

University of Cagliari has applied to the HR Excellence in Research award, fully conscious that is a long-term commitment driven by quality assurance, not only improving research working conditions/environment of enrolled academic staff but also increasing attractiveness towards external researchers at any level of career development. UniCa in its regulations and selection notices for recruiting R1, R2, R3 and R4 researchers' profiles applies open, transparent and comparable procedures for both recruitment and career progression, inserting in the calls clear and objective information on the modalities and timing of the selection, the criteria for the evaluation of candidates, in line with the provisions of Law 240/2010. The latter, at national level, already promotes an OTM-R recruitment system, requiring all positions calls to be available publicly on Universities website, on the Ministry's portal and on the Euraxess jobs portal. However, UniCa has not a unique and comprehensive OTM-R policy covering all the aspects for recruiting and selecting researchers. As reported in the gap analysis, the policy will be drafted during the implementation phase with the development of a quality control system. Several offices and University bodies will be involved: primarily the Personnel, Organization, Performance Division with the support of the PhD office, the Ethics Committee and the Manager responsible for the prevention of the corruption and transparency; then it will be approved by the Governing Bodies, published in Italian and in English on UniCa website and shared with UniCa Academic community. The Quality assurance Presidium will be involved for the development of the quality control system.

The completion of the OTM-R checklist has supported UniCa to self-assess and better focus on its weaknesses and strengths, in relation to the three phases of the recruitment and selection procedures as reported in the toolkit document.

With reference to the three phases of the recruitment process, UniCa has detected the following:

Weaknesses:

- Lack of a document explicating the University policy on Open, Transparent and Merit-based Recruitment of researchers at any stage.

- No reference to the European Charter for Researchers and the Code of Conduct for their recruitment (C&C) as well as to the European Framework for Research Careers are present in the documents for the researchers' recruitment and selection.
- Regulations for R2, R3 and R4 profiles recruitment are currently available only in Italian. The planned actions overcome the gap increasing attractiveness towards foreign candidates.
- Not well defined internal policies to attenuate the limitations from the national law affecting the attractiveness of available positions for researchers from abroad, in particular with respect to R3 and R4 positions.
- Lack of approved templates for advertising positions.
- Elements of the toolkit for OTM recruitment are not all covered.
- A quality control system for OTMR is not in place

Strengths:

- For R1 candidates both regulations and annual calls are already in English. Calls are published on Euraxess portal.
- E- tools for recruitment are already adopted by UniCa practice for all researcher profiles, allowing also for smooth administrative procedures.
- Non-discrimination and equal treatment are envisaged as fundamental principles in the Statute and in the Code of Ethics and Conduct.
- Mechanisms governing the appointment and composition of selection committees are detailed in all UniCa regulations.
- Implementation of the Gender Equality plan has led to gender balance in all selection committees with specific attention to women's rate of representation. The regulations for the recruitment of R1 R2, R3 and R4 profiles, prescribe that no more than 2/3 of the selection committee are represented by members of the same gender.
- Qualification of the personnel involved in the recruitment procedures is prescribed..

Within the framework of the OTM-R Checklist and the action plan, the following actions have been identified:

- UniCA Code of Ethics and Conduct, recruitment regulations for R2, R3, and R4 positions will be translated in English along with the call for R3 and R4.
- Reference to the C&C and to the European Framework for Research Careers will be added to all documents for the researchers' recruitment.
- Based on internal recruitment regulations, calls, transparency documents, Code of Ethics and Conduct, draft the document of the OTM-R institutional policy also setting up a quality control system.
- Revision of UniCa Code of Ethics and Conduct to align it with the contents of UniCa GEP and with an article dedicated to the behavior of appointed members of evaluation committees to prevent unconscious biases.
- Revision of regulations and call contents of R3 and R4 to include the expected criteria as reported above.

Moreover, great attention will be paid to include the above-mentioned actions in the framework of UniCa institutional strategic plan 2022-2027 revision.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

Although UniCa does not have an OTM-R policy yet, the linked document already covers broadly the OTM-recruitment aspects:
<https://web.unica.it/unica/protected/342572/0/def/ref/GNC80975/>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

On July 7th 2005 in Camerino, the University of Cagliari (UniCa), member of the Conference of Rectors of the Italian Universities (CRUI), signed the “European Charter for Researchers” and the “Code of Conduct for the recruitment of researchers”. In 2022 November 8th, UniCa has formally reiterated its commitment by entering the HRS4R process, considering it as an opportunity to improve working conditions, increasing its attractiveness towards talented researchers and improving recruitment practices based on OTM-R criteria, within the national legislations framework. Furthermore, on November 17th, 2022 UniCa joined the Coalition for Agreement on Research Assessment (CoARA) and decided to enter the Italian National Chapter of such a coalition.

Based on the fact that quite a few proposed actions align with University’s strategic plan, Unica Divisions/Offices and Academic Bodies will anyway begin implementing several actions starting early 2024 especially as for the development and approval of an Open Science strategy and the training activities for researchers.

Based on the outcomes of the assessment and recommendations of the consensus report, the Steering Committee (SC) will take into account the comments and suggestions and will oversee the revision or the implementation of the Action Plan with the support of the Technical Working Groups and Researchers Focus groups of UniCa internal structure for HRS4R strategy previously appointed.

The SC will inform about the outcomes of the assessment the Governing Bodies and the entire University community through the University website, mailing lists service, UniCa social networks, especially targeting UniCa researchers community and particularly early stage researchers. Additional communication activities will be performed to foster awareness of UniCa academic and administrative staff on HRS4R

implementation strategy.

Firstly, the SC will decide upon the composition of UniCa HRS4R structure, based on the experience of the initial phase, optimizing and guaranteeing the continuity with the previous groups (5 Technical Working Groups and 4 Researchers' Focus groups), facilitating the communication and work-flow exchanges between the offices, Divisions and academic bodies responsible of the action/s. Technical Working Groups representatives will be merged in a **Task force**, officially appointed by Rectoral Decree, primarily including members already involved in the 5 TWGs, whose experience is essential for the gaps identified and the corresponding planned actions.

Representatives of R1, R2, R3, R4 researchers, expression of the 15 Departments of UniCa, will be included in the Task force.

Then actions' implementation responsibility will be formally assigned to the administrative Divisions and to the University bodies identified in the action plan and, based on the Administrative Board decision, a budget will be allocated to the implementation phase.

Each UniCa office/body participating in the implementation of the plan will be accountable for their assigned actions and will regularly report on their progress to the Task force. Timelines and indicators set in the action plan for the 29 actions should be respected by the responsible units.

The Quality assurance Presidium will also support and assist the Task force along the entire process with regards to quality assurance.

The Working Group previously appointed for the OTM-R checklist preparation will be still active to work on the development of the OTM-R policy with the support of the UniCa Ethics Committee and the Guarantee Committee.

More efforts will be made for aligning/embedding the HRS4R action plan within the UniCa 2022-2027 strategic plan main targets: promoting mobility, increasing attractiveness of PhD candidates and foreign researchers from abroad as well as retaining its best researchers, enhancing public engagement, increasing the participation to European/International calls for research, as well as funding performance of the Departments.

The Task force will be guided by the indicators dashboard and by the timeline of actions accomplishment.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

The Action Plan (AP) implementation progress will be monitored by the Task force appointed after the action plan approval by the European Commission, also with the support of the Quality Assurance Presidium.

The successful execution of the plan demands cooperation between university Divisions, offices, academic bodies involved, the Steering Committee and the Task force.

Responsible Units (Administrative Divisions, Academic Bodies, etc) will be in charge of the implementation of the actions foreseen in the action plan. Units/bodies will report periodically (every three months) progress to the Task force. The latter will meet and present progress every six months to the Steering Committee, in charge of deciding on any corrective measure. The progress of the plan will be monitored on a semester basis to assess advancement, pinpoint any issues, and implement corrective measures to reach the goals and indicators/targets outlined in the plan.

With respect to the action plan the Task force, will be responsible for:

- Monitoring the implementation of the foreseen activities, timings, and indicators of the AP;
- Holding meetings (either in-person or online) to review implementation status (any deviations, additional measures to discuss with the Steering Committee, and timeline);
- Propose possible corrective actions to the Steering Committee for the approval;
- Providing periodic updates to the Steering Committee (every six months) on the implementation status and adherence to the proposed Action Plan.

Based on these periodic reports, the Steering Committee will decide on any strategic changes to the overall strategy, which will also be reflected in the university's periodic strategic plan. The Steering Committee, every six months, will inform Governing Bodies on progress of HRS4R implementation.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

Research community is well represented in UniCa HRS4R internal structure appointed by rectoral decree n 521/2023. In the initial phase of UniCa HRS4R process a total number of 95 UniCa staff were involved, 84 of which are researchers representing the 4 career profiles (from R1 to R4), composing the 4 researchers' focus groups (each consisting of 15 researchers, appointed by the 15 UniCa research Departments) and the 5 technical working groups. As stated in UniCa strategic plan 2022-2027 approved by the Governance, UniCa is committed to foster both internal and external communication.

First of all UniCa, starting from summer 2023 is releasing a new portal, and an online magazine, the main tools to communicate with internal and external stakeholders.

In line with the above-mentioned strategic plan, HRS4R action plan are targeting communication improvement especially through action 6, 9, 21, 29.

The Vice-Rector for communication and visual identity, already appointed in UniCa HRS4R internal structure (TWG on ethical and professional aspects) will be member of the HRS4R internal Task force in the implementation phase. The Task force will also include UniCa representatives of R1, R2, R3 and R4.

Involvement of the entire research community will be ensured by the organization of:

- public events to report progress on HRS4R strategy implementation targeting the whole research community and receive feedbacks;
- technical meetings of HRS4R Task force within each of the UniCa research Department;
- a section of the UniCa magazine dedicated to the implementation of the HRS4R;
- meetings to introduce the C&C and the strategy to the new early stage researchers as well as regular module in the PhD training offer.

Besides, upon the recognition of the "HR excellence for research" award by the European Commission, UniCa will organize meetings and roundtables with external stakeholders such as research performing organizations present in the regional ecosystem (e.g. National Institute for nuclear Physics INFN, National Institute of Astrophysics INAF, National Research Council CNR, RPO Sardegna Ricerche etc.) to compare good practices in research and share opportunities for researchers.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. *



Detailed description and duly justification (max. 500 words)

Sharing values at all levels of UniCa - Most of the proposed actions have been or will be integrated into UniCa's 2022-2027 strategic plan, thus constituting the organisational values that will inspire the implementation of all activities promoted within the centralised and decentralised units.

Within the strategic plan 2022-2027 objectives, UniCa has already identified a transversal area tackling OTM-recruitment policies for researchers in compliance with the principle of the Gender Equality Plan and the Code of Conduct. In order to achieve this goals, several indicators related to the increase of the recruitment of external or foreign R3 and R4 candidates have been set.

During the implementation phase, UniCa will further adapt its strategies to the objectives of the HRS4R. The presence of the Rector, Vice Rectors and delegates, as well as the General Director and Divisions' Managers in the steering committee of the internal structure for HRS4R will guarantee and facilitate the synergies of the activities. Thus, actions will be also included in the 2023-2025 Integrated plan of activities and organization (PIAO), a document required to Public Administrations by national law L113/2021, a governance document that brings together administrative actions and performance, HR policy, transparency and training needs.

Furthermore, institutional communication will be adopted to ensure that the relevance of the promoted actions is shared at all levels of UniCa and that the Action Plan becomes part of the development plans of each office involved in its implementation.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

The implementation will be ensured by the presence of the highest representatives of UniCa's governance in the SC and by their direct engagement in the actions of HRS4R strategy. The proposed actions have been officially approved by the Governing Bodies in September 2023 and will be further integrated in UniCa strategy.

The Action Plan will be overseen by the Steering Committee with the support of the task force.

Each action outlined in the plan will be formally assigned to the competent UniCa administrative division, and/or University bodies, which will be in charge of its full implementation. The Task force will monitor the progress of activities, respecting timelines, strategic indicators, and implementation status and will address any obstacles that may arise during implementation while proposing appropriate technical solutions. The Steering Committee will oversee the work of the Task force and coordinates the strategic direction of the plan. Periodic assessment reports submitted by the Task force to the Steering Committee will ensure progress monitoring and will provide details on the implementation of the Action Plan.

The implementation of the proposed actions is ensured by an integrated system of three control mechanisms described below.

Responsibility - For each of the proposed actions, the units within UniCa (Divisions, Departments or ad hoc committees) that will be responsible for implementing them are clearly identified. In the case of multiple responsibilities, a clear coordination mechanism is adopted between central units (such as UniCa Divisions) and decentralised units (such as Departments) to implement the specific actions. Actions and deadlines will be formally assigned to the responsible divisions/offices/bodies by Rectoral Decree or by decision of the General Director.

Procedures - Each action is planned according to existing organisational routines to ensure that all proposed actions are easily implemented because they are scheduled to be implemented at the most appropriate time for the entire organisation and decentralised units. In addition, the identified indicators and targets clarify the objectives of each action, so that the responsible units can easily identify the most efficient operational procedures to carry out the tasks related to the implementation of each action.

Monitoring – the Task force is responsible for monitoring the implementation of the proposed activities and will develop a specific plan for each action in order to verify three different aspects: the level of implementation, the achievement of the identified objectives and the identification of constraints that require a revision of the plan. The Task force will provide detailed reports to the Steering Committee every 6 months or sooner if constraints prevent the achievement of the identified objectives.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The HRS4R Action Plan will be fully adopted and supported by UniCa governance and will be developed in close collaboration with the university's strategic programmes. The TWGs /Task force will monitor the execution and the progress of the Action plan reporting the progress to the Steering Committee every six months. The HRS4R Steering Committee will be responsible for the periodic evaluation of action plan progress.

We will establish a clear timeline with key milestones and deadlines (as in the action plan chart) to monitor progress and ensure Unica is on track to meet its goals. Task force and SC will regularly review progress according to this timeline and adjust as necessary. We will also communicate progress updates to relevant stakeholders.

The HRS4R Steering Committee will ensure the progress of the entire action plan by conducting regular meetings. During these meetings, a commission of representatives of the recognized responsible units will discuss the progress of the strategy. This critical process aims to identify any areas that may potentially hinder the achievement of the action's targets. In such cases, appropriate corrective measures will be implemented to overcome these challenges.

To ensure effective communication and transparency, the progress of the action implementation will be consistently shared with all involved members, including Divisions' Managers. This will be done through reports and plenary meetings, which will be held every three months.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

A Gantt Chart for actions implementation has been provided. According to the feedback received in the consensus report, the Steering Committee and the HRS4R internal structure for the implementation of the strategy will adjust actions timeline and indicators. After establishing the new internal organization with the appointment of the Task force, it will work with the responsible Divisions/offices/bodies in charge of implementing the actions, to build together a new timeline, with intermediate milestones and measure progress based on shared plan. The Quality Assurance Presidium will be involved. Based on the Gantt, proposed actions can be divided into short, medium and long – term actions. The progress will be monitored by the indicators provided. The Task force and the Steering Committee will work closely to measure progress and monitor actions' progress and completion.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

See Gantt chat attached.