STRATEGIC ACTION

Human Resources Strategy for Researchers incorporating the Charter and Code and the OTM-R principles

HR EXCELLENCE IN RESEARCH

Years 2025-2027

Area 1
Ethical and professional aspects

Action 89: To elaborate a UNIMC policy for ethical and responsible use of generative AI systems in research. This will be done by establishing a dedicated working group.
GAP Principle(s): Ethical principles
Timeframe for implementation: December 2026
Indicator(s)/target value(s):
- Working group established (on/off)
- Policy approved by the University Senate (on/off)
Responsibility for implementation: Pro-Rector Delegate for Research and Assessment, in collaboration with Delegate for EU Project Planning, ERUA and Open Science, Delegate for Interdisciplinary, interdepartmental research and national calls for proposals, and International research, Project design and Open Science Office
Remarks:
Detailed timeframe:
- Working group established: by September 2025
- Policy approved by the University Senate: by December 2026

Action 90: To revise and update the Code of Ethics and the Code of Conduct, unifying the two into one benchmark document (Code of Ethics and Conduct) and taking into account new concerns related to technological developments, such as Generative AI addressed in Action 89.
GAP Principle(s): Ethical principles
Timeframe for implementation: March 2027
Indicator(s)/target value(s): Revised Code of Ethics and Conduct approved by the Senate (on/off)
Responsibility for implementation: Legal affairs Office, in collaboration with, International research, Project design and Open Science Office, National Research Office, Pro-Rector Delegate for Research and Assessment

Action 91: To elaborate informative materials and tools aiming to support researchers about Open Science. This will be done by:
- creating a new and unique Open Science section on the University website (both in Italian and in English), with thematic subsections dedicated to Open Access, Research Data Management and Citizen Science. The section will be easily accessible and will provide clear information, training materials, events, as well as contact details of supporting offices.
- elaborating a Vademecum on Open Science, which will be consultable via a QR code to be distributed easily to all researchers.
GAP Principle(s): Accountability + Good practice in Research
Timeframe for implementation: December 2027
Indicator(s)/target value(s):

- Section created (on/off)
- Vademecum elaborated (on/off)

Responsibility for implementation: International research, Project design and Open Science Office in collaboration with Digital Technologies Office for Libraries
Remarks:
Detailed timeframe:
- Section created: by December 2026
- Vademecum elaborated: by December 2027

Action 92: To publish every year the best UNIMC PhD thesis in one of the EUM's Open Access series.
GAP Principle(s): Dissemination, Exploitation of results
Timeframe for implementation: December 2027
Indicator(s)/target value(s): No. of best PhD thesis published in Open Access /3
Responsibility for implementation: Publishing Centre of the University of Macerata (EUM), in collaboration with Doctoral School
Remarks: EUM is the Publishing Centre of the University of Macerata, currently publishing several journals in Open Access.

Action 93: To formulate the University policy on Research Security, in the light of national and European guidelines and suggestions.
GAP Principle(s): Ethical principles
Timeframe for implementation: June 2026
Indicator(s)/target value(s): Policy elaborated (on/off)
Responsibility for implementation: Delegate for Interdisciplinary, interdepartmental research and national calls for proposals, Pro-Rector Delegate for Research and Assessment, in collaboration with Contact person for ACN (Agency for National Cybersecurity), Human Resources Area, Global engagement Office, and International research, Project design and Open Science Office

Action 94: To set up and release the new section of the University website on sustainability.
GAP Principle(s): Good practice in Research
Timeframe for implementation: December 2025
Indicator(s)/target value(s): Website section released (on/off)
Responsibility for implementation: Sustainability Office and Communication Office, in collaboration with Delegate for Sustainability and Transport

Action 95: To organize raising-awareness events on the topic of sustainable research (such as MSCA Green Charter - https://marie-sklodowska-curie-actions.ec.europa.eu/about-msca/msca-green-charter).
GAP Principle(s): Good practice in Research
Timeframe for implementation: December 2027
Indicator(s)/target value(s): No. of annual events / 3
Responsibility for implementation: Sustainability Office and Communication Office, in collaboration with Delegate for Sustainability and Transport

Action 96: To elaborate recommendations to the internal research assessment committee (CAT) regarding the responsible use of quantitative indicators for the disciplinary areas within and beyond the SSH remit that rely on JIF, h-index and other metrics. This will be done by establishing a dedicated working group.
GAP Principle(s): Evaluation/Appraisal system
Timeframe for implementation: December 2026
Indicator(s)/target value(s):
- Working Group established (on/off)
- Brief report including recommendations issued (on/off)
Responsibility for implementation: Delegate for interdisciplinary, interdepartmental research and national calls for proposals, in collaboration with the Pro-Rector Delegate for Research and Assessment and the President of the research assessment committee (CAT)
Remarks:
Detailed timeframe:
- Working Group established: by December 2025
- Brief report issued: by December 2026

Action 97: To engage the University's Departments (five in total) in open discussions about ARRA (Agreement on Reform of Research Assessment) and its implementation, to be held at least once a year, during one of the monthly meetings that Departments are demanded to schedule. This action is meant to promote CoARA commitments, to provide transparent communication about the implementation of the CoARA University Action Plan, and to receive feedback from the academic community.
GAP Principle(s): Evaluation/Appraisal system
Timeframe for implementation: December 2027
Indicator(s)/target value(s): No. of events / 15
Responsibility for implementation: Pro-Rector Delegate for Research and Assessment, in collaboration with vice-Director for Research of each Department and Department Research Section Heads

Area 2
Selection and Recruitment

Action 98: To elaborate a regulation for the recruitment of post doc researchers ("contratti di ricerca") in line with the principles of OTM-R (Open Transparent Merit based-Recruitment).
GAP Principle(s): Recruitment + Recruitment (Code)
Timeframe for implementation: December 2025
Indicator(s)/target value(s): Regulation approved by academic bodies (on/off)
Responsibility for implementation: Recruitment and Legal Administration of Professors and Researchers Office in collaboration with Legal affairs Office

Action 99: To organize a training course for members of recruitment committees to avoid biases in the selection process related to gender and/or other aspects that may lead to discrimination. The course will be recorded and uploaded to the UNIMC website.
GAP Principle(s): Selection (Code)
Timeframe for implementation: December 2026
Indicator(s)/target value(s): Training course organized (on/off)
Responsibility for implementation: Recruitment and Legal Administration of Professors and Researchers Office

Action 100: To elaborate guidelines intended for Selection committees' members on how to adequately address the recruitment process for Researcher Tenure Track (RTT). These guidelines will provide useful information and instructions regarding the entire evaluation process, clearly outlining the structure of the selection procedures in their various phases and also providing suggestions on how to manage with potential critical aspects.
GAP Principle(s): Selection (Code)
Timeframe for implementation: December 2025
Indicator(s)/target value(s): Guidelines approved (on/off)
Responsibility for implementation: Recruitment and Legal Administration of Professors and Researchers Office

Area 3
Working conditions and Security provisions

Action 101: To release an informative Vademecum containing the main aspects of the employment relationship with the University (rights and duties, other contractual provisions, career perspectives, etc.) in relation to the different types of researchers' contracts. The Vademecum will be delivered to newly hired researchers and published on the Human Resources Area of the UNIMC's website.
GAP Principle(s): Career development
Timeframe for implementation: December 2025
Indicator(s)/target value(s): Vademecum elaborated (on/off)
Responsibility for implementation: Recruitment and Legal Administration of Professors and Researchers Office

Action 102: To organize a course on career opportunities within and outside the academia for post doc researchers. The course will be recorded and uploaded to the University's website.
GAP Principle(s): Access to career advice
Timeframe for implementation: December 2027
Indicator(s)/target value(s):
- Course on alternative careers organized (on/off)
- No. of participants / 40
Responsibility for implementation: Doctoral School

Action 103: To launch a pilot action on mentorship among peers: each year two senior PhDs will organize a calendar of seminars in which junior PhDs on a voluntary base will present their research to peers. The senior PhDs will be the chairman, the junior PhDs will have 40-minutes presentations, and the audience, formed by the other PhDs, will be the discussants.
GAP Principle(s): Research environment
Timeframe for implementation: December 2027
Indicator(s)/target value(s):
- Appointment of mentors (on/off)
- Scheduled activities completed (on/off)
Responsibility for implementation: Doctoral School
Remarks:
Detailed timeframe:
- Appointment of mentors: by November 2025
- Scheduled activities completed: by December 2027

Action 104: To set up a Focus Group coordinated by a psychologist on 'Psychological distress and research' with Early-Stage Researchers to learn how to manage stress generated by the stackup of deadlines and the demand of being always high-performing.
GAP Principle(s): Working conditions
Timeframe for implementation: December 2027
Indicator(s)/target value(s):
- Focus Group established (on/off)
- No. of meetings per year / 3
Responsibility for implementation: Well-being and Welfare Area, in collaboration with Pro-Rector Delegate for Community Welfare

Action 105: To organize informative sessions to promote the use of professional instruments and tools developed within the framework of the Research Management Initiative (e.g. released by CARDEA and RM Roadmap EU projects) for the upskilling of research managers at UNIMC. This is expected to lead to a general increase in terms of quality of the support provided to researchers.
GAP Principle(s): Research environment
Timeframe for implementation: December 2025
Indicator(s)/target value(s): No. of informative sessions organized /2
Responsibility for implementation: International research, Project design and Open Science Office

Area 4
Training and Professional Development

Action 106: To strengthen the initial and ongoing support for PhD students through a new portfolio of training activities that includes the following initiatives:
- 3 courses on English Academic Writing specifically designed for SSH domain;

- 2 training events (workshops, webinars, etc.) about the ethical dimension of research with a particular focus on how to conduct surveys in compliance with GDPR regulations;
- 2 raising awareness events on research security (the first one addressing the issue of research security in broad terms and in relation to national policies, the second one addressing specifically research security issues that are most pertinent for the SSH domain).
The events will be opened to the entire academic community.
GAP Principle(s): Continuing professional development + Access to research training and continuous development+ Ethical principles
Timeframe for implementation: December 2027
Indicator(s)/target value(s):
- No. of courses / 7
- No. of total participants / 100
Responsibility for implementation: Doctoral School (as to research security, in collaboration with Delegate for national projects, Pro-Rector Delegate for Research and Assessment, International research, Project design and Open Science Office, Knowledge Valorization Area)
Remarks:
Detailed timeframe:
- English Academic Writing: 2 courses by December 2026, 1 course by December 2027
- Ethical dimension of research: 1 event by December 2025, 1 event by December 2026
- Research Security: by December 2026

Action 107: To organize training activities, open to the entire academic community specifically dedicated to the topic of the FAIR research data management and on how to ensure reproducibility of results (e.g., pre-registration reports).
GAP Principle(s): Continuing professional development + Access to research training and continuous development
Timeframe for implementation: December 2027
Indicator(s)/target value(s):
- No. of training courses organized / 2
- No. of total participants / 40
Responsibility for implementation: International research, Project design and Open Science Office

Action 108: To provide all PhD students and new researchers with an ORCID number and train them on its functions. Furthermore, second year PhD students will be trained in creating a Zenodo account and how to use it. 2 Tutorials will be created and made available in the institutional website.
GAP Principle(s): Continuing professional development + Access to research training and continuous development
Timeframe for implementation: December 2026
Indicator(s)/target value(s):
- % of PhD students / newly recruited researchers with ORCID /100%
- Tutorials created / 2
Responsibility for implementation: Doctoral School in collaboration with Library Services Office for teaching and research

Action 109: To carry out a pilot action to train and assist doctoral students in managing research data according to FAIR principles, supporting them in drafting (and updating) the Data Management Plan and managing their data. This is a pilot action, since for the first time at UNIMC, also PhD students' supervisors will commit to supervise their doctoral student in managing research data according to the FAIR principles.
GAP Principle(s): Continuing professional development + Access to research training and continuous development
Timeframe for implementation: December 2026
Indicator(s)/target value(s):
   – No. of participants / 10
   – No. of data management plans released / 10
Responsibility for implementation: International research, Project design and Open Science Office in collaboration with Doctoral School

Action 110: To organize a course on how to write a narrative Curriculum Vitae addressed to the entire academic community, with a special focus on young researchers. The course will be recorded and be uploaded to the University's website.
GAP Principle(s): Continuing professional development + Access to research training and continuous development
Timeframe for implementation: December 2025
Indicator(s)/target value(s):
- No. of participants in the training course / 30
- Tutorial released (on/off)
Responsibility for implementation: Doctoral School

Action 111: To promote the dissemination and awareness of best practices related to the role of supervisors (i.e., MSCA Guidelines on supervision). To this end, the MSCA Guidelines will be endorsed by the Academic Senate and adopted by the Doctoral School ("Collegio dei Docenti").
GAP Principle(s): Supervision
Timeframe for implementation: December 2026
Indicator(s)/target value(s): Guidelines on supervision adopted (on/off)
Responsibility for implementation: Doctoral School