



# UNIVERSITÀ DEGLI STUDI DI PALERMO

Working group on the 'European charter and code for researchers'

## **First internal biennial assessment** **'Human Resources Strategy for Researchers Incorporating the Charter & Code'** Working document - University of Palermo, Italy

In the first two years of the project implementation the working group has developed and followed many activities. Some of them are part of the strategic plan of the university of Palermo, other actions have been developed by the group itself supported by another group of administrative people. The most relevant actions are devoted to young researchers, PhD students and post-doc; they aim at

- 1) create consciousness about the new situation in which the new generations of researchers are growing;
- 2) give them tools to cope with the new challenges
- 3) favour the sense of belonging to the institution
- 4) increase the ability to establish a dialogue with external actors (industry, EC, ...)
- 5) increase incoming and outgoing mobility.

The last year has thus been employed to institutionalize the new actions set up. The attached tables is the revised action plan. The legislative frame in these last years has also deeply changed and thus some measures must be implemented accounting for the new regulatory frame which is not yet completed at the moment.

As it is evident from the attached tables, many actions are still in progress because in 2010 a new law has changed the university system, most of the decrees putting in action the new law have not been issued, so Italy is actually in the middle of a strong change.

The actions that could actually be delivered by the institution have been carried out. For this reason, the action plan has not been enriched with new actions; the actions that had been set up in the first phase and that are still 'in progress' due to the current regulatory frame are in a good number and must be carefully followed in their implementation. The only action that has been added is evidenced in red.

Palermo, May 26<sup>th</sup> 2012

## Human Resource Strategy for the University of Palermo

<u>C&amp;C</u>	<u>Actions</u>	<u>Who</u>	<u>When</u>	<u>results</u>
<b>ETHICAL AND PROFESSIONAL ASPECTS</b>				
<p>Researchers must be made aware of their role, of their responsibilities and of the operational constraints under which they work. There is the need for an ethical code which regulates and defines responsibilities in research (financial and social) also in order to avoid plagiarism and the infringement of IPR<sup>1</sup>. Researchers must know the research institution's norms regards patents, the publication of research outputs, the development of new products....</p>	<p><b>Dissemination to all researchers</b> of the ethical code elaborated by the Academic Senate regarding the themes of plagiarism, violation/request of patents and the protection guaranteed to industrial secrets.</p>	<p>Comunication Manager</p> <p>C&amp;C Group</p>	<p>Done</p>	<p><a href="http://portale.unipa.it/home/rice_rca/cartaeuropearicercatori/index.html?_setlocale=en">http://portale.unipa.it/home/rice_rca/cartaeuropearicercatori/index.html?_setlocale=en</a></p> <p><b>The ethical code is published on the website</b></p> <p><a href="http://www.unipa.it/~cdl/10codice%20etico.pdf">http://www.unipa.it/~cdl/10codice%20etico.pdf</a></p>
<p>Information regarding the aims of research activities must be made widely available throughout the research institution. Researchers must be aware of the people to whom they must report their research activities (tutors, lead investigators or fund providers)</p>	<p><b>Dissemination to all researchers</b> of information regarding available funds for research activities and aims of the research carried out within each department.</p>	<p>Comunication Manager</p> <p>C&amp;C Group</p>	<p>Done</p>	<p><a href="http://portale.unipa.it/home/rice_rca/cartaeuropearicercatori/index.html?_setlocale=en">http://portale.unipa.it/home/rice_rca/cartaeuropearicercatori/index.html?_setlocale=en</a></p> <p><b>Each department is now aware of the funding opportunities</b></p>
<p>Researchers must render public data regarding the ways in which research funds are used. This data may be analyzed by internal/external organizations.</p>				<p><i>The current legislation requires a strict control over public fundings at all levels and in all sectors. Such control is carried out for all public institutions.</i></p>
<p>Wide spread internal and external dissemination of research results also to an audience which is not specialized on the research institution's activities.</p>	<p>Completion of the English version of the University's web page.</p> <p>Creation of a specific technical-administrative office responsible for the management of the <b>University's researchers visibility</b>. The personnel belonging to this office should carry out the following specific activities:</p>	<p>Comunication Manager</p> <p>University Governance Bodies</p>	<p>In progress</p>	

<sup>1</sup> Intellectual Property Right

	<p>* regular up-date of a section of the University's web page which illustrates the most relevant research activities carried out in the University (University labs; research projects etc.);</p> <p>* maintain and regularly up-date the researcher's personal Italian and English web pages</p>			
The research institution's fund providers or governance bodies must identify mechanisms according to which <b>research outputs may be periodically evaluated</b> through a transparent process carried out by an <b>independent organism</b> (which should preferably be international for the evaluation of senior researcher activities)	The evaluation of research activities and outputs should always be carried out by independent committees	Ministry of Education, University and Research	In progress	<b>In Italy the evaluation of the research is ruled at national level and is carried out through the Italian national research evaluation agency (ANVUR). Laws have changed and the evaluation will be carried out differently from the past.</b>
<b>RECRUITMENT (Dimension 1)</b>				
<p>Research Institutions or the bodies funding research should guarantee that the pre-requisites to access the scientific research career are clearly defined.</p> <p>They should facilitate both the access to the scientific research career to disadvantaged groups and the return of faculty who is currently abroad.</p>	<p>Encourage the adoption of "open" selection procedures which must be widely publicized in English so as to permit the access to the research career (doctoral programme) also on behalf of foreign students.</p>	Governance bodies of the University	Done	<p><b>Calls are published on the Euraxess portal</b>  <a href="http://ec.europa.eu/euraxess/index.cfm/jobs/index">http://ec.europa.eu/euraxess/index.cfm/jobs/index</a></p>
<p>Recruitment of researchers should be carried out following procedures which are open, efficient, transparent, useful and internationally comparable. Such procedures must allow to select the profiles required. An adequate amount of time must be guaranteed between the publicity of the public selection for researcher positions and the deadline to submit applications.</p>	<p>Publish the call for applications to the selection processes for doctoral programmes on the Euraxess web platform.</p> <p>Establish entrance examinations for doctoral programmes in English and clearly pre-define the rules of the selection process in the call for applications.*</p>		In progress	<p><b>Calls are published on the Euraxess portal</b>  <a href="http://ec.europa.eu/euraxess/index.cfm/jobs/index">http://ec.europa.eu/euraxess/index.cfm/jobs/index</a></p>
Selection committees must be varied and	Where allowed by the current law	Ministry of Education,	In progress	<b>According to Law 240/2010 new</b>

<p>guarantee equilibrium amongst genders; where possible they should include <b>people from different sectors (public/private)</b>. Each selection process may choose the evaluation method(s) to be adopted (interview, oral examination, external evaluations on behalf of external sector experts, etc.)</p>	<p>(MURST regulations for PhD courses(1999) art.5 '<b>Access' and Chancellor Decree n. 4283/2009</b> – Regulations for the PhD) enrich the selection committees with members that come from other Universities and/or from other public/private research institutions (e.g. the CNR – the Italian National Research Council) and/or from firms.</p>	<p>University and Research  University Governance bodies</p>		<p><b>ministerial and academic regulations on doctoral programs will be issued. They will rule the composition of selection committees and the evaluation method.</b></p>
<p>Candidates should be made aware of their career prospects and their strengths and weaknesses should be communicated to them before the selection process begins</p>		<p>Ministry of Education, University and Research</p>	<p>Done</p>	<p><b>New regulations governing the academic careers were introduced by Law n.240/2010. In the last months a few operative norms have been presented, while some more are still coming in the next weeks focused on the exams to access professorships of first and second level.</b></p> <p>An e-mailing dissemination system is active both in the whole University and inside the Department through the Directors, aimed to let young researchers know the evolutions of the laws governing Universities in such a period of strong changes with specific reference to academic careers. What is more all the news about Italian laws can be found in the University web site (<a href="http://www.unipa.it/~cdl/wall91.htm">http://www.unipa.it/~cdl/wall91.htm</a>) and in the Ministry web site (<a href="http://attiministeriali.miur.it/">http://attiministeriali.miur.it/</a>)</p>
<p>The selection process should consider the entire background of all candidates, and take into particular consideration their potential, creativity and level of independence.</p>		<p>Ministry of Education, University and Research</p>	<p>In progress</p>	<p><b>The application decrees of the new law 240/2010 are going to be issued. They will rule the criteria through which</b></p>

<p><b>Candidates' merit must be evaluated both on a quantitative and qualitative basis:</b> avoiding to limit the analysis only to the number of publications and bibliometric indices, but also teaching skills, capacity to work in groups, and ability to transfer knowledge.</p> <p>In the case of candidates who come from industrial sectors, their contribution to patents or innovations must be evaluated.</p>				<p>candidates will be selected.</p>
<p>Interruptions or variations in career paths must not be penalizing, rather they should be considered as potentially enriching experiences for the professional development of the candidate</p>	<p>Elaboration of norms regarding the incompatibility with external roles and collaborations</p>	<p>Ministry of Education, University and Research</p>	<p>In progress</p>	<p><b>The application decrees of the new law 240/2010 are going to be issued. They will rule the criteria through which candidates will be selected.</b></p>
<p>All experiences connected to the candidates' interdisciplinary, international or intersectoral mobility should be considered as a contribution to the professional development of the researcher.</p>	<p>Change the rules for the selection of researchers</p>	<p>Ministry of Education, University and Research</p>	<p>Done</p>	<p><b>The new regulation regarding researcher recruitment takes into account the "mobility" aspect. What is more the 20% of the total amount of the resources for recruitment and upgrades of researchers and professors must be dedicated by each University to "external" people, namely people coming from other Universities. Also the most recent "Decreto della Programmazione" (DECRETO LEGISLATIVO 29 marzo 2012, n. 49) describes the ways the Universities will be "ex-post" evaluated regarding the recruitment policies.</b></p>
<p>Post-doc researchers should be recruited only on a temporary basis, with the specific aim to foster further opportunities of professional development within a long term research career</p>	<p>Encourage the elaboration of stabilization policies</p> <p>Conduct careful planning of the human resources necessary and sustainable in time</p>	<p>Ministry of Education, University and Research</p> <p>University Governance Bodies</p>	<p>In progress</p>	<p><b>The most recent "Decreto della Programmazione" (DECRETO LEGISLATIVO 29 marzo 2012, n. 49) describes the ways the Universities must plan their recruitments every three years.</b></p>
<p>WORK CONDITIONS AND SOCIAL SECURITY (2<sup>nd</sup> sphere e 3<sup>rd</sup> Sphere)</p>				
<p>All researchers must be treated as professionals as of their entrance to the</p>	<p>Involvement of doctoral and post-doc students in the Universities' activities.</p>	<p>C&amp;C Group</p>	<p>Done</p>	<p><a href="http://portale.unipa.it/home/rice/rca/cartaeuropearicercatori/inde">http://portale.unipa.it/home/rice/rca/cartaeuropearicercatori/inde</a></p>

doctoral programme				<a href="#">x.html?_setlocale=en</a>
The <b>research setting must be stimulating and formative</b> . Safety must be guaranteed on work premises and in research settings.	Where necessary, modify laboratories, lecture halls and research areas in order to abide current norms and rules regarding work conditions and safety.	Ministry of Education, University and Research University Governance bodies Department Heads Laboratory Responsibles	In progress	
Work conditions for researchers, including the physically challenged, must be <b>sufficiently flexible to sustain positive outcomes of research endeavours</b> . Such conditions should allow to render compatible work and family, children and career. Amongst the specific aspects to be taken into consideration there are, for example: flexible work hours, possibility to work part-time, distance working, sabbaticals...	Invest in the increase of structures aimed to support the physically challenged and women workers. Increase transport through bus services which connect the centre of town to the university structures, create nurseries, extend parental leave rights also to post-docs.	University Governance bodies  Municipality of Palermo	To be completed in the long term	In the university campus, a medical assistance point has been created for all students who need medical assistance. There students can have blood exams and visits from different specialists coming from the university hospital. <a href="http://portale.unipa.it/amu/">http://portale.unipa.it/amu/</a>
Funding agencies or research institutions should guarantee that research performance will not suffer the influence of unstable work conditions. <i>EU directive on fixed term work</i>	Stabilization of fixed term researchers	Ministry of University and research	In progress	Some stabilizations of the fixed term researchers will be considered in the next months since the first new fixed term contracts are about to conclude. What is more in the already cited “Decreto della Programmazione” (DECRETO LEGISLATIVO 29 marzo 2012, n. 49) some regulations regarding the so called tenure track procedure are given.
Funding agencies or research institutions should guarantee reasonable researchers’ wages and work conditions. Further, they should guarantee that work conditions and safety measures abide by law and University regulation requirements.	Increase research wages to the levels obtained by other European researchers.	Ministry of Education, University and Research		<b>The new law 240/2010 links the increase of wages to research productivity, but still there are no actuation decrees on the topic.</b> <i>Due to the economical crisis since a few years public employees do not get any salary increase.</i>

	<p>Connect the entity of doctoral and post-doc grants to the quality and quantity of scientific research outputs obtained by each researcher, as of the second year of the doctoral programme.*</p> <p>Following the example of the processes underlying the distribution of funds to enhance teaching quality adopted in Agrigento, pose an enquiry to the University consortiums regards the possibility to establish a meritocratic distribution of funds on the basis of teaching performance (number of graduates, degree of placement, etc.).</p> <p>Establish economic reward systems for single researchers or groups of researchers who's scientific research outputs are of particular relevance at the national and international level.</p>	University Governance Bodies	Medium/Long term	<p><b>The new law 240/2010 links the increase of wages to research productivity, but still there are no actuation decrees on the topic.</b></p> <p>A new regulation for internal fundings for research distribution will be issued. New fundings will be delivered considering merit following more strict criteria concerning fund raising capacities/potential</p> <p><b>The new law 240/2010 links the increase of wages to research productivity, but still there are no actuation decrees on the topic.</b></p>
Funding agencies or research institutions should guarantee an equilibrium between genders at all levels and in all governance and management bodies.	Guarantee adequate female gender representation in the University's governances bodies	University governance bodies  Ministry of Education, University and Research	In progress	In the new Statute of the University designed according to the new Law 240/2010, it is required gender balance in some of the governance bodies.
Funding agencies or research institutions should engage in the elaboration of career paths for all the professional research profiles (HRS) present in the organization through the use of mentoring and tutoring.	Motivate and monitor research re-qualification and up-date at all stages of researchers' career. Extending education for teaching, fund raising and research, to all those who make request for it.	University governance bodies	In progress	
Funding agencies or research institutions should must consider all experiences connected to the candidates' interdisciplinary, international or intersectoral mobility as a contribution to the professional development of the researcher. Thus these types of mobility should be encouraged and be taken into specific consideration within the career progression	Open graduate degrees and doctoral programmes internationally (see table 3) – professors should be allowed to teach in English, Italian or French as they please, at least in those degrees in which one or more foreign language must be studied.	Ministry of Education, University and Research  University governance bodies	Medium term	Done for PhD students In progress for degrees Many degree courses are now taught in English.

evaluation procedures.				
Funding agencies or research institutions should guarantee researchers access to work opportunities at all stages of their career.	Encourage and reward virtuous relationships with enterprises.	University governance bodies	Done	UniPA participates with a private partner in a consortium (ARCA) for the support of research based spin off enterprises. <a href="http://www.consorzioarca.it/index.php?option=content&amp;task=view&amp;id=138&amp;Itemid=154">http://www.consorzioarca.it/index.php?option=content&amp;task=view&amp;id=138&amp;Itemid=154</a>
Funding agencies or research institutions should motivate researchers at all stages of their career in their endeavours to produce innovations and obtain patents through the guarantee of an adequate legal protection of IPRs.	Enhance the capacity of the patent office in order to increase the support offered to researchers for the protection of the IPRs they contribute to create.	University governance bodies	Long term	There is an Italian problem with patents issuing through universities and the Italian norms do not adequately incentivate such activity.
<b>Co-authorship should be considered positively.</b> Specific policies and strategies should be elaborated to diffuse a working environment in which being acknowledged through scientific citations (or other such signals) conveys benefits to the researcher.				<i>The current national evaluation of research system prizes coauthorship with researchers of other countries. Only afterwards it will be possible to understand how co-authorship has been considered (subjectively).</i>
Where norms permit, procedures aimed to assist and resolve conflicts in the work place (especially for those who are at the initial stages of their careers) should be elaborated.	Recruit one administrative employee per department whose role is to offer counselling regards social security norms and to resolve work related litigations, with particular attention to the necessity of the young researchers.	University governance bodies	Long term	
Teaching is an essential means to structure and disseminate knowledge and, therefore, must be considered an important aspect of a researchers' career. However, teaching duties must not be excessive or compromise research performance.	Offer teaching technique courses for the professors and researchers of the University.  Offer third level education courses – i.e. structured doctoral programmes and courses (see Table 3)*	University governance bodies	In progress  Medium/Long term	
Researchers must have a sufficient number of representatives in all governance and management bodies of the University.	Increase the participation of doctoral and post-doc students to the governance bodies of the university.	University governance bodies	Done	Post-doc and PhD students take part to the Departments councils.



<b>TRAINING (4th sphere)</b>				
During their education, researchers should have a structured relationship with their supervisors in order to gain full advantage from these academic ties.	Offer third level education courses – i.e. structured doctoral programmes and courses (see Table 3).*	University governance bodies	Medium/Long term	In progress on a voluntary basis, no regulation exists at National level.
Senior researchers should be aware of the multifaceted role they play and create the conditions for an effective knowledge transfer to the younger researchers.	<b>Mentoring in european project activities also through the help of retired professors</b>	University governance bodies	Medium/long term	
<p>Researchers at all levels should <b>enhance their level of expertise and up-date their knowledge on a continual basis.</b></p> <p>Research institutions should strongly support all activities fostering research up-date.</p>	<p>Offer structured seminar programmes for post-doc researchers and doctoral programmes and courses.</p> <p>Encourage the development and increase the fruition of services of the University's Language Centre as well as of the other pooled resources and structures in order to up-grade the common knowledge base and obtain technical/linguistic support when necessary.</p>	University governance bodies	<p>In progress</p> <p>Done</p>	<p>In progress</p> <p>Courses and seminars are offered to PhD students and LT researchers  <a href="http://portale.unipa.it/home/rice_rca/cartaeuropearicercatori/index.html?_setlocale=en">http://portale.unipa.it/home/rice_rca/cartaeuropearicercatori/index.html?_setlocale=en</a>            Different level english courses are offered to PhD students</p>
Funding agencies or research institutions should control that supervisors have the sufficient time and capacity to offer effective tuition and guidance to the your researchers who work with them.	Offer courses regarding the management of research activities.	University governance bodies	Long term	In progress

\*Ph.D. schools are not recognized by the Ministry and full legislation on the issue is not yet available. Also selection procedures and final examinations are mostly ruled by national laws.

## Human Resource Strategy for the University of Palermo – Young Researchers Strategy Plan

<u>C&amp;C</u>	<u>Actions</u>	<u>Who</u>	<u>When</u>	<u>Results</u>
<p>To involve young part-time researchers in the University's activities</p> <p>'Researchers must be conscious of their status, their responsibility and of the constraints imposed by the working environment. An ethical code is required to define research boundaries, in order to avoid plagiarism and the infringement of intellectual property rights (IPR)'</p>	<p>Establish meetings aimed at different researchers categories (Ph.D. students, post-doc research fellows) to stimulate internal debate about the peculiar needs of different research areas (e.g. Social sciences vs. natural sciences) and about the problems of different job positions.</p> <p>Effective disclosure of European Charter of Research principles and C&amp;C survey results</p> <p>Disclosure of data on doctoral students in Europe (e.g. Post-doc employment rate) and on post doc opportunities (with reference to institutions like the European University Association).</p> <p>Dissemination among the researchers of the significance and importance of research evaluation tools, taking in account different research areas peculiarities</p> <p>Dissemination of information about pension rights and complementary pension systems</p>	<p>University Communication Staff</p> <p>and</p> <p>C&amp;C Group</p>	<p>Done</p>	<p><b>Institutional courses and seminars are delivered yearly to Ph.D students and post-doc researchers</b></p> <p>Please check the website to see which courses have been delivered</p> <p><a href="http://portale.unipa.it/home/ricerca/cartaeuropearicercatori/index.html?_setlocale=en">http://portale.unipa.it/home/ricerca/cartaeuropearicercatori/index.html?_setlocale=en</a></p>
<p>Funding agencies and research institutions should reward geographic, inter-sector and interdisciplinary mobility for the development of scientific and professional career paths.</p> <p>Mobility should also be supported and recognized in career evaluation systems.</p>	<p>Modify doctoral student selection criteria in order to allow interested private sponsors to participate in the process.*</p> <p>Link doctoral courses' research themes to industrial and commercial needs of the region</p> <p>Establish a compulsory research period abroad in public or private research institutions during Ph.D. courses.</p> <p>Consider research periods abroad in the researchers' selection process and for career path developments</p>	<p>University Board</p> <p>Ministry of Education, University and Research (MIUR)</p>	<p>No</p> <p>In progress</p> <p>In progress</p> <p>Done</p>	<p><b>Research fundings are not sufficient to cover a compulsory research period abroad</b></p>
	<p>Cut costs for researchers visiting Palermo University. Draw up an agreement with ERSU to allow Ph. D. students to receive campus services, without additional fees: e.g. campus room and board, shop discounts computer use. They should also get discounts on university registration fees.</p> <p>Create a dedicated website where researchers who have worked abroad can share their experience and help the ones who are going to spend a research</p>	<p>University Board</p>	<p>Done</p>	<p><b>Specific agreements are implemented for visiting students from different foreign universities</b></p> <p><b>No (the web site of the University of Palermo is still under revision)</b></p>

	<p>period abroad.</p> <p>Reform the University Mobility Department in order to satisfy the needs of both foreign and Italian students who are considering moving to the University of Palermo.</p>		In progress	
<p>Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies</p>	<p>Plan lectures (involving both doctoral students and post-doc research fellows) on interesting general topics about research (bibliometrics, intellectual property rights and plagiarism)</p> <p>Some of the lectures should include several topics aimed (primarily) at Ph.D. students: bibliographic research and state-of-the-art description; how to write a scientific paper; how to write a monograph; conference presentation techniques; etc.</p> <p>Other lectures should include several topics aimed (primarily) at post-doc research fellows: lecturing techniques; student examination techniques; how to write a research project; research funding opportunities in Sicily, Italy and Europe.</p>	<p>University Board and</p> <p>University Communication Staff and</p> <p>C&amp;C Group</p>	Done	<p><b>Institutional courses and seminars are delivered yearly to Ph.D students and post-doc researchers</b></p> <p>Please check the website to see which courses have been delivered</p> <p><a href="http://portale.unipa.it/home/ricerca/cartaeuropearicercatori/index.html?_setlocale=en">http://portale.unipa.it/home/ricerca/cartaeuropearicercatori/index.html?_setlocale=en</a></p>
	<p>Plan doctoral courses according to "Processo di Bologna" principles by assigning 180 compulsory credits for three years courses. The credits should be verified by periodic examination and by a final dissertation. The rearrangement of the doctoral courses should also influence lecturers and professors institutional duties (e.g. by weighting teaching assignments with number of students).*</p> <p>Present doctoral students to both local and national private and public institutions in order to promote the competencies they have acquired during the course. This should support formal acknowledgement of doctoral degrees.</p> <p>Involve post-doc research fellows by supporting them in research funding acquisition with a dedicated University department.</p>	<p>Ministry of Education, University and Research</p> <p>University Communication Staff</p> <p>C&amp;C Group</p>	<p>Medium-term</p> <p>Done</p> <p>Done</p>	<p><b>No</b></p> <p><b>There is a consortium ARCA supporting spin-off enterprises started by young researchers</b></p> <p><b>Institutional courses and seminars are delivered yearly to Ph.D students and post-doc researchers</b></p> <p>Please check the website to see which courses have been delivered</p> <p><a href="http://portale.unipa.it/home/ricerca/cartaeuropearicercatori/index.html?_setlocale=en">http://portale.unipa.it/home/ricerca/cartaeuropearicercatori/index.html?_setlocale=en</a></p>

	<p>Include in doctoral courses:</p> <p>a) Final examination in English</p> <p>b) An English professor should be included in the final examination committee*</p> <p>Once established, the Board of Ph.D. schools will decide Ph.D. student's evaluation criteria both during the course and at the final stage.</p> <p>Ph.D. Schools external evaluation committee should also be instituted.*</p> <p>Doctoral courses final examination results should be primarily considered for post-doc job assignment at the research institution.</p>	University Board	<p>In progress</p> <p>No</p> <p>No</p> <p>Done</p>	<p><a href="#">=en</a></p> <p><b>Ph.D. students are free to choose the final examination language</b></p> <p><b>Just in the case of the 'Doctor Europaeus' title a foreign Professor is included in the final commission and the exam is carried out in English language.</b></p> <p><b>Some PhD courses have an external evaluation committee monitoring the activity of both the students and of the board members.</b></p> <p><b>It is included in the selection criteria to get a limited time researcher position.</b></p>
Research evaluation and reward	Post-doc research fellows and part-time assistant professor performance should be evaluated on a regular basis and that should affect their career development	<p>University Board</p> <p>Ministry of Education, University and Research</p>	In progress	<p><b>The new law 240/2010 links the increase of wages to research productivity, but still there are no actuation decrees on the topic.</b></p>

\*Ph.D. schools are not recognized by the Ministry and full legislation on the issue is not yet available. Also selection procedures and final examinations are mostly ruled by national laws.