

**Action Plan 2023-2025 updated**

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
<p><b>Action 1. Increase researcher's awareness and OGS identity</b></p>	<p>2. Ethical principles</p>	<p>Initial timeline: 2013</p> <p>Revised initial timeline: continually starting from the first quarter of 2017</p> <p>Updated timeline: continuous every year. Please note that the timeline does not comprise the action deadline.</p>	<p>Board of Directors Human Resources Department General Director Scientific Directors</p>	<p>Number of internal meetings dedicated to the analysis of Charter and Code principles</p>	<p>EXTENDED</p>	<p>6 meetings on the C&amp;C have been held; Regular meetings held with Board of Directors focused on the evaluation of problems connected with recruiting researchers; Meetings between Scientific Directors and researchers belonging to the different Departments to analyse possible emerging problems;</p> <ul style="list-style-type: none"> <li>- Implementation of a Working group between the HR and ICAP offices focused on supporting researcher mobility;</li> <li>- Actions focused on enhancing the principle of OGS being a "single entity" and not an aggregate of 4 Research Departments;</li> <li>- Reinforcement of the concept of belonging and identity of OGS.</li> </ul> <p>Periodic meetings with the research directors, the managers of the technical structures and the Scientific Committee are organized to discuss the principles of the Charter and the Code.</p> <p>The OGS Strategic Plan defines the objectives of the Institute in compliance with the National Research Program and with the Charter and Code principles. The Strategic Plan and the Staffing Plan are discussed with the internal trade unions representing the research personnel.</p> <p>The principles set out in the Charter have been explicitly implemented in 2018 in the National Labour Contract of the Research sector.</p> <p>Plenary meetings during which the President and the General Director share with all employees the results obtained and the new proposals, give all the staff the possibility of participating</p>

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						and being directly involved. Emphasis is given to developing a strong sense of identity also by launching a new, more innovative, brand image.
<b>Action 2. Better information on rights and obligations, and on possible limitations to research freedom</b>	2. Ethical principles	Initial timeline: 2013  Revised initial timeline: 2017  Updated timeline: second semester 2023 (S2-2023)	Board of Directors Committee for equal opportunities and welfare (Comitato Unico di Garanzia) Human Resources Department General Director Scientific Directors	Publication of an updated "OGS Code of Conduct" also called "regulation for the integrity and ethics of research"	IN PROGRESS	The OGS Code of Conduct was approved in 2014 and will be updated with a RESEARCH ETHICS AND INTEGRITY REGULATION [Code of Conduct / Code of Ethics] (rights and duties) for researchers and technologists, according to the principles of Legislative Decree 2016/218 (Article 2 on Duties of researchers) and the Collective Labour Agreement 2016-2018 within the Public Research Sector (which in Articles 80 and 81 establishes the principles and duties of researchers). OGS is also going to adopt a document for the endorsement of the European Code of Conduct for Research Integrity (ALLEA). The Committee for equal opportunities and welfare will be directly involved in these activities.
<b>Action 3. Establishing clear rules to define OGS intellectual property protection policy</b>	8. Dissemination, handling of results	Initial timeline: 2014  Revised initial timeline: 2017  Updated timeline: first semester 2024 (S1-2024)	Intellectual Property Committee Scientific Directors General Director Finance Department	Publication of an updated Intellectual Property Code of OGS.	IN PROGRESS	OGS defined a first Code for Intellectual Property Rights in 2008 (Resolution 41.2.2008 of 13 March 2008). Following several meetings with the Scientific Committee and Directors, the need emerged to set up the new IP Committee with a clear commitment to update the regulations. In particular, the code will be developed into a wider directive on strategic guidelines and operational policy on research enhancement, open science and intellectual property. Unfortunately, although the new committee has been formed and the discussion begun, the new regulation has not yet been issued. It was

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						wherefore decided to alter the deadline and postpone approval until the first half of 2024.
<b>Action 4. Improve dissemination activities</b>	8. Dissemination, handling of results	Initial timeline: 2013  Updated timeline: continuous every year. Please note that the timeline not comprise the action deadline.	Communication Committee General Director Board of Directors	Number and quality of public events and of seminars for dissemination	EXTENDED	<p>The popularisation of research carried out at the Institute and the dissemination of results are constantly being improved; the team dealing with communication activities has been strengthened and professionalized. OGS researchers often appear in the media and are in contact with public administration and members of various professional networks. The Institute organizes several dissemination activities with the broad involvement of citizens. Update info in <a href="https://www.ogs.it/it/comunicazione-e-divulgazione-scientifica">https://www.ogs.it/it/comunicazione-e-divulgazione-scientifica</a></p> <p>The most significant are: Pint of Science meetings (2018, 2019, 2020), Science Cafés (years 2019, 2020), European Researcher's Nights (2017, 2018, 2019, 2020), Trieste Next Science Festival (2017, 2018, 2019, 2020), Euroscience Open Forum Trieste ESOF 2020, Sea and Health conferences on the human impact on marine ecosystems (2019), participation in the European and National Statistics Days on marine environmental statistics (2017). OGS regularly celebrates the World Water Day, the Earth Day, the World Ocean Day, the World Environment Day, the Sampling Day and other relevant environmental dates. OGS is strongly committed to organising initiatives for the International Decade of Ocean Science for Sustainable Development. Great attention is dedicated to dissemination to children, students and non-specialists. Dissemination and outreach events are</p>

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						<p>specifically addressed to the field of Earth and Sea sciences (natural risk management, earthquakes, climate change, sustainable blue growth). OGS is also supporting training courses for the National Civil Protection and participating in the national communication campaigns on best practices "I don't risk" to raise awareness about natural risks, and on the reduction of the human impact on the environment (2017-2020). OGS produces publications in newspapers and non-specialized magazines on scientific topics and research activities of public interest. The OGS President is personally involved, together with the Communication Committee, in innovative dissemination initiatives for reaching a wider audience.</p>
<p><b>Action 5. Introducing evaluation systems for all researchers and taking into consideration the whole range of researchers' experiences and activities</b></p>	<p>11. Evaluation/appraisal systems 16. Judging merit</p>	<p>Initial timeline: 2014  Revised initial timeline: 2017  Updated timeline: indicatively 1 semester 2025 (S1-2025). Note that this action is subject to the publication of the Anvur guidelines (see notes)</p>	<p>Board of Directors Scientific Committee Human Resources Department</p>	<p>Effective implementation of updated internal evaluation processes</p>	<p>IN PROGRESS</p>	<p>Every Italian public research organisation must define a system for the measurement and evaluation of organisational and individual performance. OGS set out the first system in 2014, which was first applied in 2015 (2013: Start of the evaluation process, with the first group of 73 researchers and technologists; Internal evaluation analysis with Trade Unions and Scientific Committee; End of evaluation process in 2015 and recognition of the increase in salary supported by OGS own funds). The limitation of such a system is that only a part of the employees can be involved since the Italian legislation requires that the Anvur (National Agency for the Evaluation of Universities and Research) defines specific guidelines for the individual evaluation of researchers and technologists. Without</p>

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						<p>these guidelines it is not possible to link the evaluation to the reward system, nor to careers. Moreover, these latter aspects are regulated by the CCNL (National Collective Labour Agreement) that is currently being renewed. Therefore, in the absence of guidelines and the new contract, researchers are audited every five years. However, OGS has initiated discussions with both the Board of Directors and the Scientific Committee on the subject of evaluation, limiting itself, in the absence of regulations, to defining the general reference framework by adhering to DORA: therefore, in OGS, evaluation is based on the intrinsic merits of researchers, with explicit criteria for hiring, tenure and promotion decisions, considering that the scientific content of an article is much more important than publication metrics or the identity of the journal in which it was published. Pending regulatory guidance, OGS will continue to engage researchers on the issue of evaluation so as to be ready as soon as the national regulatory framework is defined. OGS must periodically participate in the research assessment process of the National Agency for the Evaluation of Universities and Research (ANVUR). For research assessment, OGS considers the value and impact of all research outputs (including datasets and software) in addition to research publications, evaluated through a broad range of impact measures including qualitative indicators of research impact, such as influence on policy and practice.</p>
						<b>Action 6.</b>

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<b>Transparent and merit-based recruitment process - improve cultural approach to merit-based evaluation criteria - uniform and clear instructions for reviewers and committee members</b>	15. Transparency 16. Judging merit	2014  Revised initial timeline: second semester 2019 (S2-2019)	Directors Scientific Committee Human Resources Department	comprehensible recruitment parameters		<p>positions include a detailed description of the subjects being evaluated, the assessment criteria, the types of tests, the number of positions announced and the type of professional category. The results of each evaluation test (written test, interview, assessment of qualifications, etc.) of candidates are made available to participants so they can verify strengths and weaknesses. The selection committees first evaluate the requirements for each specific position and then assess the candidates, considering the qualifications, publications, research activity, with written and oral discussion, in order to select the most deserving candidates.</p> <p>To foster and disseminate a culture of evaluation and merit, standard assessment forms have been prepared by the Human Resources Office. These forms are based on open, transparent and merit-based criteria.</p> <p>The legislative innovations issued in 2017 allowed recognizing the merit of fixed-term employees through a stabilization process completed at the end of 2019.</p>
<b>Action 7. More attention to mobility actions and to improve mobility opportunities (short term/long term mobility and sabbatical) - clear instructions for reviewers and committee</b>	39. Value of mobility	Initial timeline: 2014  Revised initial timeline: 2017	Scientific Directors Board of Directors International Cooperation and Research Promotion	Calls for recruitment including evaluation criteria taking into due consideration candidates' previous mobility experience	COMPLETED	<p>The mobility of students, researchers and also administrative staff represents a fundamental tool for a modern and international knowledge society. OGS strongly believes in the value of mobility and has made great efforts in the last years to improve a new cultural approach to recruitment procedures that valorises mobility experiences. In the context of the procedures for OGS positions, the selection committees are invited to follow evaluation criteria that take into due consideration the</p>

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members						<p>experience gained at other research institutions, even when carried out with fixed-term contracts or research grants, all under the current legislation.</p> <p>To enhance the attraction towards talent, OGS proposes itself as a research infrastructure for hosting Marie Skłodowska-Curie Actions MSCA and European Research Council (ERC) fellows.</p> <p>A special programme dedicated to host researchers and innovators from the Mediterranean Region is having great success and will continue in the next years.</p> <p>High-level international professionals have been hired on merit-based procedures, attracting them to Italy in leading positions. Two of the four directors of sections in OGS have been hired from abroad, with these merit-based procedures.</p>
<b>Action 8.</b> <b>Improve awareness of the importance of multidisciplinary and multisectoral experience</b>	11. Evaluation/appraisal systems 28. Career development	Initial timeline: 2013  Revised initial timeline: 2017	Board of Directors Human Resources Department Scientific Committee Scientific Directors	Consider multisectoral and multidisciplinary experiences in the evaluation processes	COMPLETED	OGS is characterized by a strong scientific multidisciplinary approach to all activities, thanks to the collaboration among the different Sections/Departments (Oceanography, Geoscience, Seismology, Technical infrastructures, including a vessel - the icebreaker Laura Bassi, an airplane and different e-data infrastructures). Multisectoral experiences, mainly in a public-private contest, are also strongly encouraged. Aspects related to collaborations with private companies and the public sector need to be better included and positively considered in Italian evaluation and recruitment policies, but they are already considered in the internal evaluation system and career development plans within the Institute.

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<b>Action 9. All open procedures are posted on the Euraxess portal in English. All positions must be advertised also in English</b>	13. Recruitment	Initial timeline: 2013  Revised initial timeline: 2017	General Director Human Resources Department Scientific Committee	All open positions posted on the Euraxess portal	COMPLETED	All the OGS job announcements are already published in the Euraxess portal with a brief description in English of the type of selection and the required knowledge.
<b>Action 10. Provide an attractive and supportive environment for researchers</b>	23. Research environment 24. Working conditions	Initial timeline: 2013-2014  Revised initial timeline: end of 2016	General Director Finance Department Head of Security	Setting up new premises with social spaces and improvement of working spaces	COMPLETED	<p>The geopolitical context offers OGS researchers working places that are considerably international, open and inclusive.</p> <p>Different concrete actions have been realized in the last years:</p> <ul style="list-style-type: none"> <li>- new research premises have been opened to offer more spaces to researchers near other international scientific institutions (ICTP, WWF, SISSA) in the international campus of Miramare.</li> <li>- This new space is used to organize international events, to host visitors since it offers excellent facilities (cafeteria and restaurant, common rooms and library)</li> <li>- refurbishment of the OGS bar and restaurant with new internal and external spaces.</li> <li>- for minor secondary offices not equipped with internal catering services, OGS has made available spaces for meals and equipment for storing and heating food, as well as vending machines for the supply of packaged food and drinks.</li> </ul>
<b>Action 11. Guarantee the respect of equal opportunities and support female</b>	27. Gender balance	Initial timeline: 2014  Revised initial timeline: 2017	Human Resources Office General Director Committee for	Accomplishing the measures set out in the GEP Gender Equality Plan 2022-2024	EXTENDED	Initially the action envisaged augmenting the "Number of female researchers in leading positions" and "Rules for teleworking opportunities", but OGS boasts a significant and consolidated presence of women

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researchers in their professional career		Updated timeline: second semester 2024 (S2-2024)	equal opportunities and welfare Trusted Advisor			among research, technical and administrative staff, also in leading positions: in fact, OGS had a female President and has a female General Director, the President of the Committee for equal opportunities and welfare and the Trusted Advisor are also female. Moreover, after the Covid-19 epidemic, we no longer speak of teleworking but of agile or smart working. This measure has been updated following the definition of the GEP Gender Equality Plan 2022-2024, which foresees a plan of specific actions to promote the reduction of cultural barriers for gender equality and a series of support measures for the reconciliation of work and life times, actions to reduce gender barriers in the career development of researchers. Therefore, reference should be made to the GEP for the adoption of all specific measures. It should also be noted that the GEP and smart working measures are planned on an annual basis and find a specific section in the PIAO (Integrated Activity and Organisation Plan) so that a failure to implement or unjustified implementation of the planned actions will have an impact on the performance level of the institution and of those directly responsible.
<b>Action 12. Participation in decision bodies: improve research representation in decision committees</b>	35. Participation in decision-making bodies	Initial timeline: 2013  Revised initial timeline: 2020	Board of Directors General Director Scientific Committee Scientific Directors	Effective rules to allow researchers' participation in decision bodies	COMPLETED	An important step was made in 2020 when new OGS Statutes were approved by the Board of Directors and validated by the Ministry of University and Research. The new Statutes allow internal researchers to be elected to the Board of Directors as representatives of OGS personnel.
<b>Action 13. Professional</b>	28. Career development	Initial timeline: 2014	General Director	Number of young researchers involved	EXTENDED	The number of young researchers (<40 years) as scientific project managers

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<p><b>development: more responsibility for senior researchers in supporting younger ones</b></p>		<p>Revised initial timeline: 2017</p> <p>Updated timeline: continuous every year</p>	<p>Scientific Directors International Cooperation and Research Promotion</p>	<p>as scientific project managers</p>		<p>has remained more or less constant in recent years. The working group decided to extend this action considering that the indicator is highly representative of the constant investment in tutoring, mentoring and learning opportunities that OGS makes for young researchers and their professional development. In fact, to encourage the professional growth of young researchers and research fellows, OGS identifies tutors, mentors and project managers for their guide and coordination. Since 2014 OGS organizes a Summer School and a Master in Sustainable Blue Growth addressed to young researchers aimed at supporting the creation of stable and attractive career pathways for supporting the expansion of the marine and maritime sectors. Senior OGS researchers play a basic role to guide and support scientifically the participants.</p>
<p><b>Action 14. Support for early-stage researchers and doctoral students: collaboration with university doctorate courses</b></p>	<p>39. Access to research, training and continuous development</p>	<p>Initial timeline: 2014</p> <p>Revised initial timeline: 2017</p> <p>Updated timeline: continuous every year</p>	<p>Scientific Directors International Cooperation and Research Promotion General Director</p>	<p>Attraction index: number of PhD students at OGS</p>	<p>EXTENDED</p>	<p>OGS welcomes doctoral students and post-doc researchers from all over the world and strives to make their research experience the most profitable and fruitful for them. The OGS International Cooperation and Research Promotion Office (ICAP) and the regional Welcome Office support incoming international fellows, providing them with all necessary information to come to Trieste and enjoy their stay (including all practicalities to move to Europe, i.e., visas, mobility issues, health insurance). In order to boost the attraction for early-stage researchers and PhD students, OGS supports the creation and management of career programs in collaboration with Universities and</p>

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						<p>international Research Centres to increase professional skills. Like the other research institutes in Italy, OGS cannot manage PhD programs directly. However, OGS researchers are part of the teaching staff in several Master and PhD programs offered by different institutions such as University of Trieste, University of Udine, University of Venice, SIOI, EMUNI University.</p> <p>OGS has introduced and managed several measures to increase cross-border mobility and has launched innovative tools such as science diplomacy to ease the dialogue between countries, facilitating access to research infrastructures and enhancing capacity building initiatives.</p>
<b>Action 15. Continuous training</b>	39. Access to research, training and continuous development	<p>Initial timeline: 2014</p> <p>Revised initial timeline: 2016-2017</p> <p>Updated timeline: continuous every year</p>	General Director International Cooperation and Research Promotion Office	Number of participating researchers	EXTENDED	<p>Every year, OGS plans training for its staff and the training plan is included in a special section of the PIAO (Integrated Activity and Organisation Plan); in December 2022, a questionnaire was issued to all staff to assess their training needs, the results of which were taken into account in preparing the current Training Plan. Reporting on the activities carried out is done annually and every three years monitoring is carried out by the Independent Evaluation Body. The working group decided to modify this monitoring procedure by making it annual.</p> <p>Furthermore, OGS, in close collaboration with APRE (the Italian Agency for the Promotion of European Research), offers researchers, post-docs and staff in general several seminars and training courses on research best practices and the</p>

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						<p>proposal and management of European Projects.</p> <p>OGS organizes high-level scientific training courses such as:</p> <ul style="list-style-type: none"> <li>- Summer School on Blue Growth in the Euro-Mediterranean Region as part of the specific project financed by the Italian Ministry of University and Research;</li> <li>- Training activities, organized with the largest Italian computing centre (CINECA) and other national research institutions, on High-Performance Computing (HPC) for applications in Earth Sciences.</li> </ul> <p>OGS add value to the training courses by organizing internal seminars using participants as internal trainers for spreading the knowledge.</p>
<p><b>Action 16. Improve internal seminars and conferences also on a multidisciplinary basis</b></p>	<p>8. Dissemination, handling of results 38. Continuing Professional Development</p>	<p>Initial timeline: 2013</p> <p>Revised initial timeline: 2016-2017</p> <p>Updated timeline: continuous every year</p>	<p>Scientific Directors Research Principal Investigators</p>	<p>Number of seminars and conferences</p>	<p>EXTENDED</p>	<p>Each year, OGS organizes for its internal staff more than 50 scientific seminars, workshops, and conferences. These events, organized by the different scientific sections and open to external researchers, offer an updated view of the knowledge produced by the scientific community and opportunities for open discussion.</p> <p>Due to the Covid-19 pandemic restrictions, these events have been replaced with weekly open webinars to facilitate multidisciplinary discussions and interaction.</p>

**NEW ACTIONS**

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<b>Action 17. Improve researcher's responsibility</b>	3. Professional Responsibility 8. Dissemination, handling of results	Second semester 2025 (S2-2025)	Board of Directors Scientific Committee Human Resources Department	Number of meetings among Scientific Committee, Directors and the Intellectual Property Committee for approval of the "The European Code of Conduct for Research Integrity" (ALLEA)	NEW	The main objective is to discuss and approve "The European Code of Conduct for Research Integrity" (ALLEA) as a common framework for self-regulation. It should address, among many areas, emerging challenges from technological development, open science, citizen science and social media.
<b>Action 18. More attention to mobility actions and to improve mobility opportunities (short term/long term mobility and sabbatical) - clear instructions for reviewers and committee members</b>	39. Value of mobility	Second semester 2023 (S2-2023)	Scientific Directors Board of Directors International Cooperation and Research Promotion	Calls for recruitment including evaluation criteria taking into due consideration candidates' previous mobility experience	NEW	<p>The mobility of students, researchers and also administrative staff represents a fundamental tool for a modern and international knowledge society. OGS strongly believes in the value of mobility and has made great efforts in the last years to improve a new cultural approach to recruitment procedures that valorise mobility experiences. In the context of the procedures for OGS positions, the selection committees are invited to follow evaluation criteria that take into due consideration the experience gained at other research institutions, even when carried out with fixed-term contracts or research grants, all under the current legislation.</p> <p>To enhance attractiveness towards talents, OGS proposes itself as a research infrastructure for hosting Marie Skłodowska-Curie Actions MSCA and European Research Council (ERC) fellows.</p> <p>A special programme dedicated to host researchers and innovators from the Mediterranean Region is having great success and will continue in the next years.</p> <p>High-level international professionals have been hired on merit-based procedures, attracting them to Italy in leading positions. Two of the four directors of sections in OGS have been hired from abroad, with these merit-based procedures. OGS intends to continue in this line in the next years.</p> <p>Actions to support outgoing mobility will be implemented with specific internal calls, as already done in the past.</p>

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						<p>Further future objectives for promoting mobility actions are:</p> <ul style="list-style-type: none"> <li>- Create a 'Scientific Network of Excellence' that will enhance the attractiveness and competitiveness of OGS and of the regional Scientific and Innovation System (SIS) at international level.</li> <li>- Contribute to a cultural change to make the local society more open to diversity and more inclusive.</li> <li>- Promote support services for colleagues eager to attract young researchers and scientists and advertise better the existence of a regional Welcome Office in Trieste that offers help and support for foreigners and their families in practical issues (visas, housing, health cover, childcare, etc.).</li> </ul>
<b>Action 19. Improve mobility opportunities</b>	39. Value of mobility	First semester 2024 (S1-2024)	General Director Finance Department Human Resources Department	Defining an internal procedure (with associated resources) for non-project-related inbound-outbound mobility	NEW	<p>Actions to support outgoing mobility will be implemented with specific internal calls, as already done in the past, but often these calls are only linked to and financed by specific projects. In order to guarantee mobility opportunities for researchers who cannot take advantage of this opportunity, OGS wishes to define an internal procedure that allows resources to be found for these cases.</p> <p>Further future objectives for promoting mobility actions are:</p> <ul style="list-style-type: none"> <li>- Create a 'Scientific Network of Excellence' that will enhance the attractiveness and competitiveness of OGS and of the regional Scientific and Innovation System (SIS) at international level.</li> <li>- Contribute to a cultural change to make the local society more open to diversity and more inclusive.</li> <li>- Promote support services for colleagues eager to attract young researchers and scientists and advertise better the existence of a regional Welcome Office in Trieste that offers help and support for foreigners and their families in practical issues (visas, housing, health cover, childcare, etc.).</li> </ul>
<b>Action 20. Making it</b>	13. Recruitment	Second semester 2023 (S2-2023)	Human Resources	Translate and publish in English	NEW	Very often, non-Italian researchers taking part in calls for applications complain of difficulties in understanding the

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<b>easier for non-Italian researchers to understand the regulations on recruitment procedures and career advancement</b>	15. Transparency 28. Career development		Department	the procedures and internal regulations on recruitment and career progress of researchers		procedures in recruitment and career moves. The aim is to make the information more transparent and more user-friendly so as not to discourage foreign researchers who wish to take part in the calls for applications and to help them avoid making errors that might render the necessary documentation invalid.
<b>Action 21. Encourage the inclusion of young researchers through a special recruitment plan</b>	12. Recruitment	Second semester 2023 (S2-2023)	General Director Scientific Directors Human Resources Department	Number of hired researchers	NEW	OGS intends to launch a special selection call for hiring young researchers to reduce the average age of its staff and to improve nationality and gender balance. Specific procedures within the framework of the provisions of national legislation, the available financial resources, and OGS technical-scientific needs, will be implemented.
<b>Action 22. Promote "stability and continuity of employment"</b>	12. Recruitment 28. Career development	Second semester 2024 (S2-2024)	General Director Board of Directors Human Resources Department	Number of new permanent positions	NEW	A special plan for the completion of the process of overcoming the divide between temporary and permanent staff was already started at the end of 2018. This program of staff stabilization will be extended in the next two years on the basis of available financial resources and technical-scientific needs. Approximately 10 new permanent positions will be offered to the temporary staff.
<b>Action 23. Improve mobility opportunities and Continuous Training</b>	39. Value of mobility 38. Access to research, training and continuous development	First semester 2024 (S1-2024)	General Director Finance Department Human Resources Department	Defining two separate dedicated, non-project-related internal procedures	NEW	Provide incentives such as mobility grants (even just one or two per year), small research start-up funds to participate in conferences, workshops or open-access publishing, perhaps through actual calls to apply.
<b>Action 24. Encourage the inclusion</b>	8. Dissemination, handling of	First semester 2024 (S1-2024)	General Director Board of	Definition of a calendar of meetings on a quarterly basis	NEW	Implement the idea of "open days" for sections or institutes, which can become both training opportunities for younger researchers but also tools for dialogue and

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<b>of young researchers through Continuous Training and Tutoring</b>	results 39. Access to research, training and continuous development 38. Continuing Professional development		Directors Human Resources Department			tutoring among colleagues from different sections and roles.
<b>Action 25. Make the circulation of information easier and boost the sense of researchers' belonging to the Institute</b>	15. Transparency 24. Working conditions	Second semester 2024 (S2-2024)	General Director Board of Directors Finance Department Human Resources Department	Definition of the most representative topics and involvement of offices concerned	NEW	Provide researchers with real procedural documents for administrative and management tasks in the dedicated sections of the Intranet. Make the OGS website and intranet a working tool, improving sections on the organisation of offices and affiliated members, the various commissions, on who receives and provides feedback on missing information, and how laboratories and locations are organized. In general, improve the dissemination and access to information by utilising the website and intranet.
<b>Action 26 Improve professional development</b>	38. Continuing Professional Development	Second semester 2024 (S2-2024)	General Director Board of Directors Finance Department	Number of new scientific journals subscriptions	NEW	Update and increase the list of scientific journals to which researchers have access.
<b>Action 27 Improve attractiveness and a supportive environment for researchers</b>	23. Research environment 24. Working conditions	Second semester 2024 (S2-2024)	General Director Board of Directors Finance Department	Number of new dedicated spaces	NEW	Encourage informal dialogue among colleagues by creating dedicated spaces (e.g. lounges and areas with tables equipped with kettles for tea, coffee machines, whiteboards, and notice boards, allocate small rooms for informal meetings, equipped with a reservation notice board)