Self – Assessment report
2012-2014

Human Resources Strategy for Researchers incorporating the Charter and Code (C&C)

C&C Commission:

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Self-assessment Report

Introduction

In January 2009, the University of Padua signed the Declaration of Commitment for the implementation of a Human resources strategy for Researchers incorporating the European charter for researchers and a code of conduct for their recruitment (C&C) being therefore engaged in carrying out the accreditation for the HRS4R logo. At the end of 2009, UNIPD started an evaluation process by first surveying the degree of knowledge of the C&C principles and assessing the researchers’ perception of C&C principles. This step, that allowed to identify the areas of intervention, was carried out by:

- performing a gap analysis between the internal regulations and national laws (starting from the law L.509 to the new Law L.240 dated December 30th, 2010 and published on January 14th 2011) so that to evidence the eventual presence of gaps in internal rules and regulations;
- distributing a questionnaire to all researchers to get the perception of stakeholders on the state of implementation of the C&C and the key points to be addressed. The internal analysis of the questionnaire results evidenced the priorities on which the attention should be focused on.

By analysing the revealed gap and by taking into account the priorities highlighted on the questionnaire results, a strategy for the Human Resources was consequently developed and discussed at the main boards, each institutional organisms and strongly involving the stakeholders respectively. The final discussion and revisions of the strategy were made by the University Senate that is the main decisional board being composed by representatives of Department Directors, Faculties Directors and students.

As a general overview, the final HR 2012-2013 plan was mainly focused on the following issues:

- to guarantee appropriate work conditions, attractive in terms of salaries and incentives independently of the contracts type;
- to prepare strategic plans, within given schedule time, in order to improve the research competences and skills needed for the career progression;
- to promote the mobility (geographic, intersectional, inter and intra disciplinary, and mobility between the public and private sectors);
- to promote the autonomy and creativity of the researcher since the early stage of career;
- to valorise the candidates potentialities (with special care focused on the creativity and autonomy) in the selection calls;
- to promote measures and internal regulations to assure an appropriate training for teaching;
- to identify the tutor and supervisors figures of researchers since the early stage of career that give support for their cultural and professional development and for carrying out of their professional duties;
- to define in a precise way the capabilities and skills in the selection call for guaranteeing a wide participation of potential candidates;
- to assure a stimulating work-in environment, supporting the research activities;
- to advertise at a national level the call for free positions (at each level and by specifying the number and period of work respectively).

As a result of the above mentioned debate, the HR-strategy plan was finally defined and approved on the Senate debate on December 5th 2011 and received the acknowledgment of HRS$R logo as Excellence in HRS4R on February 26th 2012. Since the new decisional bodies established in the second
quarter of 2012, i.e. after the new University Statute validation, the strategic plan HR 2012-2013 plan started its execution with delay and refers to the period 2012-2014.

The approved HR 2012-2013 plan was developed step-by-step. The monitoring process was carried out firstly using the tools already present and used in the University, having the Rector C&C commission as coordinator. The C&C commission focused the attention on involving all the services and boosting for the services/offices commitment, taking care of the supervision of the monitoring process and evidences critical aspects to be fixed. In particular the University Evaluation Nucleus, mainly composed of external experts, was informed to verify the overall performances of the C&C implementation process.

The results achieved by the implementation of the foreseen actions compared to the new needs dictated by a changing national and international scenario, suggested to develop a fully integrated strategic plan that considered research, training, education and human resources strongly cross-linked. As a consequence, the strategic plan for the period “2013-2015” was developed on the basis of a thorough analysis of the situation with respect to the national and international scenario, identifying the mission, core values and specifications strategic guidelines of the University. Although being approved in December 2013 by the Administration Board as the “2013-2015 Strategic Plan”, its execution however refers to the period 2014-2016. To prevent inconsistency with the institutional resolutions and approved documents, in the present self-assessment report the original references are maintained leaving to the reader the understanding that the practical execution of the program was slightly delayed.

The “Strategic Plan 2013-2015” contains a strategic plan for human resources (in the “HR-plan 2013-2015”) declined in specific actions, whose execution and relative timing of implementation are identified by the relative UNIPD organisms in charged of. In line with the results achieved in the previous plan approved for HRS4R accreditation process at the end of 2011, the new HR-plan ensued from a broader vision driven by the national and the recent guidelines of the European Community.

In the following, in Tab.1 we summarize the “HR-plan 2013-2015” main milestones: a summary of the previous strategic plan actions and relative achievements are reported together with the new HR-plan for comparison. As previously underlined the two plans are partially overlapping during 2014. However, the present self-assessment process has been referring to the period March 2012-March 2014. In order to highlight the progress achieved and its effects on proposal of new actions, Tab.1 reports:

— the list of the actions foreseen in the previous HR-plan (HR-plan 2012-2013);
— the main results obtained with the level of achievement of objectives;
— new action plan for next two-years period (HR plan 2013-2015), partly formed by the continuation of the measures already taken and by introducing other actions not foreseen but that became fundamental, indicating those responsible for the actions and schedule-time.

For the sake of synthesis, the various performance indicators or the documentation proving the results achievement are not reported. The achievement of results was verified both through the use of direct indicators (derived from questionnaires or quantitative indicators related to the specific action) that indirect indicators (i.e., in reference to the impact of the action).

For the sake of completeness, the HR plan 2013-2015 is reported in order to allow a better understanding of the University strategic guidelines approved by the main board.
HR Strategic Plan 2013-2015

Introduction

The strategic plan for the period “2013-2015” was structured on the basis of a thorough analysis of the situation with respect to the national and international scenario, identifying the mission, core values and specifications strategic guidelines of the University. Although being approved in December 2013 by the Administration Board as the “2013-2015 Strategic Plan”, its execution however refers to the period 2014-2016.

It contains a strategic plan for human resources (HR-plan 2013-2015) declined in specific actions, whose execution and relative timing of implementation are identified by the relative UNIPD organisms in charged of. In line with the results achieved in the previous plan approved for HRS4R accreditation process at the end of 2011, the new HR-plan ensued from a broader vision dictated by the national and the recent guidelines of the European Community.

1. Mission and vision

The University of Padua intends to enhance its tradition of high quality in education and research, both nationally and internationally, strengthening its identity and reputation of a great and qualified generalist University, in which research and teaching of high quality are developed in a multidisciplinary and interdisciplinary vision. The University of Padua, as a community of teachers, students and administrative staff, in his way of working, intends to pursue programs of innovation and continuous improvement in the environment in which it is located and operates, taking on the responsibility of providing values and knowledge in the territory.

2. Values

— Support full freedom in research and teaching.
— To recognize the equal dignity to the various scientific areas and ensure development of opportunities while respecting the principle of the enhancement of quality in research and teaching.
— Ensure participatory and shared decision-making processes.
— Have a universal and international open approach with respect the diversity of ideas and worldviews.
— Promote the culture, the values of equality and social responsibility.
— In its aspiration to universality, the University gives strong attention to the concreteness of its programs, the sustainability of its development, the necessary conditions for enhancing the traditional motto "Universa Universis Patavina Libertas".
3. Positioning - SWOT

A SWOT analysis was conducted by the Commission of the Rector to highlight the strengths and weaknesses of the University. In the following only some elements of specific interest to the strategic plan for the management of human resources will be summarised.

Strengths:

— Consolidated and recognized tradition of quality in research on many subject areas (see national ANVUR-VQR results).
— High financial resources of the University for research.
— Good economic and financial equilibrium evidenced by the budgets of the last few years.
— Good teacher / student relationship.
— Positive trend in the acquisition of international research projects.
— Good result of the “premiality part” in the Ordinary Minister Funds budget (FFO) and teacher-based, although declining from 2010 to 2012.
— Good number / consistency of PhD students and research fellows.
— Quality and rigor of teaching and attention to students’ career.

Critical points:

— Poor attractiveness registered from outside the region.
— Modest presence of teachers and researchers.
— Unsatisfactory positioning of the University in international rankings.
— Lacking of facilities (housing, hospitality) for non-residents compared to the potential demand.
— Heavy bureaucratic administration weight highlighted also by the slow organizational and managerial processes.
— Low funding from the Ministry of Education (FFO) compared to the number of teachers.

Constraints / Threats:

— Oppressiveness and rigidity of university regulations (laws, decrees, …), often not easy to interpret and implement.
— Lack of stable references in university policy given by the Ministry and the national government.
— Effective decreasing of the public financial resources (FFO)
— Strong limits to the turnover imposed by the Ministry.
— Limitations on use of levers incentive for personnel administration.

Opportunity:

— High research resources made available at the European level (Horizon 2020).
— Relatively solid economic background, although the limited presence of medium to large enterprises reduces the willingness to invest in research and development of collaborations.

4. General objectives of the University

— Offer a significant contribute in terms of dissemination of knowledge, human capital formation and transfer of scientific and cultural results towards the territory and useful to all the
community for a sustainable economic, social and cultural development.

— Provide teaching offer with a high-quality and broad-spectrum discipline content, particularly in
the master's degrees and doctorates and promoting synergies between different disciplines
through effective structuring and enhancement of the University Schools.

— Strengthen the internationalization of the University and improve levels of international
relations so that they can be effective and lasting.

— Increase the attraction of high quality students, teachers and researchers from abroad and from
different regional areas others than Veneto.

— Strengthen the implementation of innovative and competitive research projects at the
interactional level.

— Better positioning in international rankings.

— Change the organization of the Administration and of the managerial processes to the changing
needs of the University.

5. Research

5.1 General objectives of the Research:

— Strengthen the image of "University based on research" improving research and increasing
scientific production in the different areas of the University thus promoting the effect on the
quality of teaching.

— Reserve adequate space for basic research as well as applied research.

— To enhance the transfer of knowledge and the formation of human capital for the benefit of
society and the local community of reference.

— Implement methods for rewarding teachers who get excellent results in research.

— Recognize and respect in the research policies of the European Charter for Researchers and
enhance the contribution of young researchers.

The general objectives of the research are divided into three specific objectives for each of the
identified strategies and are understood as actions to achieve the objectives:

— research support;

— quality and internationalization;

— evaluation.

Finally the lists of some indicators to monitor results and identify improvement actions are reported.

5.1.1. Specific objectives: research support

Give priority to research support to increase the production of various scientific areas, by allocating
their own founding and resources and dedicated support actions.
Strategic Approaches:

— To support research initiatives to ensure the development opportunities of knowledge in different subject areas, providing resources commensurated with the individual scientific productivity and / or structures.

— To promote innovative research projects, of great interest to local/national/international level, identified by comparative procedures, focusing on projects submitted by young researchers, thus promoting start-up initiatives that will continue in the future with national or international fundings.

— Support a selective implementation of several major innovative research projects, aimed at creating centres of excellence at the international level capable of producing significant and lasting impact on the University.

— Promote the acquisition of scientific and innovative high-valued equipments, used by research groups working in the departments or research centres of the University respectively.

5.1.2 Specific objectives: quality and internationalization

Increase the overall quality and internationality of research, enhancing competitiveness and reputation of the University in the major areas of study and training of high-level human resources for the land and the community.

Strategic Approaches:

— Enhancing research training as a promoter element of the overall quality of research in the University, through the qualification/accreditation of pathways, the increasing the attractiveness at the national and international level and the full integration of young in-training people in research groups.

— To support the growth of post-doctoral fellowships towards the acquisition of scientific autonomy and strengthen the route for permanent position establishment.

— Focusing the attention to the scientific quality of the academic staff in the recruitment phase, boosting the calls for teachers of highly qualified Italian and foreign institutions.

5.1.3 Specific objectives: evaluation

Recognize and reward merit to quality of researchers and research facilities, in order to enhance the image and competitiveness of the University of Padova in research at the national and international context.

Strategic Approaches:

— Periodically evaluation of the facilities and research initiatives using recognized national and international standards, to identify strengths and areas for improvement so that to draw effective actions for the university development.

— Set up proper tools, services and resources to effectively carry out the evaluation of internal initiatives.

— Use the results of internal and external assessments for driving investments, through incentives for the departments.
5.2 **Indicators for research**

- Percentage of teachers present in PRIN (B1 indicator used by the Ministry of Education).
- Rate of participation in projects in future research (B2 indicator used by the Ministry of Education).
- Coefficient of allocation of resources to segments (ex CIVR - VQR. Indicator B3 used by the Ministry of Education).
- Funding obtained from the European projects (B4 indicator used by the Ministry of Education).
- Position in international rankings.
- Internal evaluation through indicators at the individual level and facilities (% of active teachers, professors% above the median with respect to the reference indicators of scientific productivity, ...).

6. **Training and development of human resources**

6.1 **General Objectives for Training**

- Provide high-quality training courses for degrees, master's degrees, graduate schools, research doctorates and postgraduate initiatives, encouraging interaction between teachers and students.
- Improve the integration of research and education, particularly in the second and third levels, which are the most qualifying areas for the University.
- Ensuring sustainable cultural, economic and social development of training programs, including a full assumption of the central role of Departments and Schools of the University.
- Strengthen initiatives and organizational tools needed for monitoring and evaluation of training programs, using rigorous criteria of verification.
- Enhance the Galilean School as a training experience of young talent.
- Strengthen the initiatives of on-going formation for the transfer of knowledge to the territory.
- Strengthen the alumni association to strengthen relations with the world of professions, businesses and society.
- Adopt a policy of attracting foreign teachers through effective and simple mechanisms for their integration.
- Encouraging participation in the educational process of expert from the private sector.

The general objectives of the training are divided into specific objectives that directly and indirectly affect the human resources management. In particular, it was identified specific objectives concerning:

- PhD;
- Training and development of human resources;
- Contribution to sustainable development.

6.1.1. **Specific Objectives for PhD**

- Strengthen the paths of doctoral research in order to allow the trained young researchers to work both in the relevant scientific community and in the private sector as actors of innovation, contributing to the economic and social development of the territory.
- Provide qualified doctoral programs capable of attracting foreign students and actively involve
qualified teachers at the international level, thus promoting the mobility of professors and graduate students.

— Contribute, through doctoral programs, internationalization of research and research training in order to broaden the competences and skills of young people adapting to the profound changes in the labour market at national and international levels.

**Strategic Approaches:**

— Strengthen the integration of doctoral programs with research projects carried out in the departments (especially in international projects), thus improving the involvement and commitment of graduate students.

— Structuring effective and shared assessment procedures, making the evaluation process more transparent and accessible to the academic community, including finalizing the best use of the resources made available by the University.

— Promote training programs focused to the integration of doctoral candidates in the labour market, either through forms of cooperation with the business sector and local institutions, both through the acquisition of theoretical and practical skills expendable in organizations.

— Greater involvement of the private and public bodies of the territory to carry out a program of support for the PhD (eg scholarships, work-study courses, support for doctoral students and foreign teachers).

— Strengthen the search for external resources for PhD scholarships with particular attention to foreign students.

— To encourage the development of stable doctoral programs with foreign universities.

— Encourage teachers to use innovative teaching methods.

— Favouring the private life accommodation also by enhancing services (eg accommodation, ..s) and getting new financial support.

— Ensure the necessary infrastructure and facilities in the Departments to carry out the research activities for PhD students.

— Improve the advertising of the doctoral programs of the University by promoting access to a higher number of students (by realizing a unique portal for the doctorate and improving the web-access).

— To simplify the selection tests and registration procedures including the use of telematics systems.

— To involve graduate students in limited but qualified training contributions/routes.

**Relative indicators:**

— Indicators of scientific productivity of the doctorate.

— Indicators of collaboration between PhD and the world of work.

— Indicators of employment of PhDs.

— Courses offered in the target language.

— Impact of grants from external sources.

— Number of students from other universities.

— Foreign students.

— Presence of foreign teachers.
6.1.2. Specific Objective: Training and development of human resources

Increase the number and quality of partnerships between departments and companies/enterprises and other organizations/institutions so that to enhance the competences of human resources and favour their access to the labour market.

Strategic Approaches:

— Boost of the project “PhD and enterprise” (in this case by checking with the PPAA the possibility of pathways toward the PhD integration and valorisation in industry).
— Strengthening of the services of job placement, also through a dedicated portal with free access to business and enterprises.
— Creation of a training facility for students to prepare them for job interviews involving a network of ex alumni managers and experts of the University.
— Develop long-life learning and permanent learning services for the personnel of enterprises and organizations within a broader partnership that relates to innovation and research projects, PhD working in companies with the shared goal of strengthening the competitive advantage of the territorial system.
— Define a strategic alliances to pursue management training through a strong and defined partnership with CUOA and other universities in the Veneto.

Relative Indicators:

— Monitoring of agreements of “PhD in business/enterprises” and evaluation by also customer satisfaction of companies/organizations.
— Checking the success of PhD graduates entering the labour market.

6.1.3 Specific Objective: Contribution to sustainable development

Improve the quality and sustainability of long-term development of the Community of PPAA and local businesses through initiatives of high quality and innovation.

Strategic Approaches:

To promote agreements between the University, business enterprises and Public Administrations providing the temporary entry and commitment of professors and researchers in specific projects for the upgrading of management, services and products developed directly by the company/enterprise/organization itself, also using contributions and support from institutional partners.
Consolidate and expand the initiatives to raise awareness of research and cultural development within the city (ie: Researchers' Night, Scola Bo) and, at the same time, broaden the presence of teachers in various institutions and associations.

Relative indicators:

— Number of successful initiatives and evaluated by the Evaluation Unit (Nucleo di valutazione) of the University.
— Indicators on collaborative projects successfully launched between universities, companies and Public Administrations.
7. **Organisation of Economic and Financial Balance**

The impact of the administration and the promotion of economic and financial equilibrium have significant effects on the working conditions of the human resources employed in research. These are direct and indirect effects on the quality of work and on the possibility of improving won professional profile satisfying needs and expectations. The strategic plan aims to intervene on various aspects that have a positive implication on the quality of work of the staff employed in research, through those support tools that can have greater impact.

### 7.1 General objectives:

- Modernising the organization of the administration so that it becomes an effective tool for innovation and continuous improvement of training and research and applications at both the national and international level.
- Align the organization of the administration to the needs arising from recent changes in the university system (teaching and research).
- Review the forms and mechanisms of functioning of the organization in order to simplify, speed up and light the bureaucratic weight of the administrative actions, accompanying the University towards the new challenges.
- Ensure a solid and reliable economic and financial equilibrium, within the constraints of public finance, providing a quality education with related services to students and appropriate support for research activities.
- Maintain a priority investment to fund research in the University.
- Develop ways of managing the mobility of technicians and administrative personnel (PTA) to better respond to the needs of the organization and to the professional growth of staff.
- Ensure the maximum possible investments within the limits of compatibility of the budget for the maintenance of the buildings (with special care to the heritage capital) and comply with safety regulations.

**Strategic Approaches:**

- Put in place a strong plan of reorganization of the administrative structure (2014-2015) in order to adapt to the new requirements, defining objectives, tools, methods and priorities, based on the results of a structured analysis developed by expert in the field.
- Substantially reduce the number of services / offices in the University (currently the Services are 53) to contain the fragmentation of activities, responsibilities focus and speed up administrative and decision-making processes.
- Review the processes making them more agile, transparent and effective in order to expedite and simplify the process of decisions, and at the same time simplifying the regulations and procedures of the University.
- Review the schedule time of decisions processes in various boards, including the Departments, in order to plan and optimise the institution resolutions.
- To modernize the information systems of the University, ensuring greater integration and usability of the data.
- Improve the level of staff skills to be results-oriented in relation to the offered services, including staff training and incentives;
- Develop forms of mobility management staff to better respond to the needs of the organization.
and to the professional growth of staff.

Relative indicators:

— Indicators of efficiency of the main processes (reduction of the waiting time, number of files/dossier/negotiations handled).
— Use of standard indicators of performances related to the simplification of the organizational structure (reduced services).
— Performance indicators and evaluation of services (internal users and external users).
— Indicators for the evaluation of the management of the administration.
— Economic and Financial Indicators in aggregate form (University as an overall) and in disaggregated form (divided for any structure/department of the University) as well as for individual activities.
— Indicators of development of costs for intermediate consumption.
— Indicators on fundings obtained for research activities.
— Indicators on staff costs at a disaggregated level.
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<tr>
<td>Implementation of the European chart for researcher</td>
<td>Planned action: To awaken the researchers opinion to the C&amp;C principles by way of: 1) Promotion and dissemination of the principles recommended in the European Chart for researchers since the early stage of researchers career; 2) Ex post evaluation of how the researchers realize the C&amp;C implementation (by means of questionnaires and surveys).</td>
<td>Progress state: completed. Results:  - Reference of C&amp;C implementation in the new UNIPD Strategic Plan and dissemination of the Strategic plan at all levels.  - Realisation of events where promotion and dissemination of the C&amp;C were undertaken (workshops, Veneto-Night event, Radio interviews,...), communications by institutional channels.  - Discussions and feedbacks from the the top-management (Department Directors Committee, University Scientific Commission, Equal Opportunities Observatory).  - Evaluation of the perception of the C&amp;C implementation. Comments: Action aims partially reached: knowledge of the meaning&amp;impact of New Actions  - Organization of seminars on C&amp;C (mandatory attendance for PhD student). Schedule time: since november 2014 (beginning of PhD courses)  - Realisation of support and advertising documents on C&amp;C with clear references to HRS4R to be given still at the contract signature (Post-docs, fellowships, researchers contracts). Schedule time: within 6 months.  - Seminars and courses on C&amp;C and HRS4R for University personell (professors, researchers, technicians, administratives...). Schedule time: within 6 months. Confirmed Action from the previous action plan  - Realisation of events where promotion and dissemination of the C&amp;C were undertaken (workshops, similar Veneto-Night event...),</td>
<td>Action Coordination: C&amp;C committee, Delegate of the Rector for the promotion of the Young researcher Opportunities (in the following Delegate YR)</td>
<td>Action responsible: Top management (PhD school directors, Research Office, International Research Office) Delegate YR</td>
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<tr>
<td>Research environment</td>
<td>No planned actions</td>
<td>No planned actions</td>
<td>New Actions</td>
<td>Action responsible:</td>
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<td><strong>Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.</strong></td>
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<td>- Further valorization of the research training as key-point of the overall research quality of the University by means of qualified courses and routes (increase of the UNIPD attractiveness at a national and international levels, full integration of Young researchers in the research groups). <strong>Schedule time:</strong> start within 3 months.</td>
<td>Delegate of the Rector for research training</td>
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<td>- Support and push for the post-doc career development and professional growth, promoting the scientific autonomy and development of routes for accessing to permanent staff positions. <strong>Schedule time:</strong> start within 3 months.</td>
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<td>- Focus on the recruitment of high scientific quality personnel favouring the income of foreign professors from highly qualified Italian and international institutions. <strong>Schedule time:</strong> on going.</td>
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<td>- Enhance the research activities that will be carried out by foreign</td>
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**General principle: Stability and permanence of employment**

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

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<tr>
<th>Planned actions:</th>
<th>Progress state: completed.</th>
<th>Confirmed Action from the previous action plan</th>
<th>Action responsible:</th>
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<tr>
<td>- Revise the active regulations (PhD, post-docs) in order to favour a better flexibility in the working conditions (start and end of contracts, etc) in order to improve the stability of employment conditions for researchers as far as possible.</td>
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<td>- Monitoring of the active regulations (PhD, post-docs) in order to favour a further flexibility in the working conditions and improve the stability of employment conditions for researchers.</td>
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<td>- Promotion and dissemination of what needed to researchers on the questions regarding the opportunities, the permanence and stability of employment. UNIPD web site uploaded and improved with sections dedicated to: Info page <a href="http://www.unipd.it/target/docenti-ricercatori/rapporto-di-lavoro">http://www.unipd.it/target/docenti-ricercatori/rapporto-di-lavoro</a></td>
<td></td>
<td>- Promotion and dissemination of what needed to researchers on opportunities and issues about permanence and stability of employment. Schedule time: on going.</td>
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**Results:**

Rules and calls for Post-doc fellowship were modified (i.e. Assegni di ricerca Junior, Senior, PRAT, ex-60%) to support flexible employment conditions and stability (start and end of contracts within 6 months since the contract signature and eventually postponed since the first day of the year to avoid job-salary interruption).

UNIPD web site uploaded and improved with sections dedicated to: Info page http://www.unipd.it/target/docenti-ricercatori/rapporto-di-lavoro

Research Opportunities http://www.unipd.it/opportunita-di-ricerca

researchers who will be recruited at our University through the notice Piscopia (26 positions provided for contracts of 12 or 24 months) http://www.unipd.it/en/piscopia-fellowships Schedule time: within 3 months.

**Hosting Departments**

Action responsible:

Research Office in collaboration with C&C committee

Delegate YR

Research Office in collaboration with C&C committee
### General principle: Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectorial collective bargaining agreements. This must include researchers at all levels.

### Planned actions:

- Promotion in the UNIPD website of a section dedicated to the pension rights, social security provisions with particular care on questions related to the mobility between foreigner countries and public/private and early career.
- Monitoring the contract conditions and salaries on which the University autonomy can be exerted.
- Promotion and dissemination of what needed to researchers on the questions regarding the funding and salary.

### Progress state: completed actions.

### Results:

- Update of the UNIPD website with further sections dedicated to the social security provisions, assistance and fiscal issues:
  - [http://www.unipd.it/target/docenti-ricercatori/rapporto-di-lavoro](http://www.unipd.it/target/docenti-ricercatori/rapporto-di-lavoro)
- Upload of the UNIPD website with further sections dedicated on questions related to the mobility between foreigner countries and public/private and early career:
  - [http://www.unipd.it/ricerca/finanziamenti/assegni](http://www.unipd.it/ricerca/finanziamenti/assegni)
- Monitoring of the contract salary conditions with specific derogation to

### Confirmed Action from the previous action plan

- Constant update in the UNIPD website of a section dedicated to the pension rights, social security provisions with particular care on questions related to the mobility between foreigner countries and public/private and early career.
- Monitoring the contract conditions and salaries on which the University autonomy can be exerted.
- Promotion and dissemination of what needed to researchers on the questions regarding the funding and salary.

### Schedule time (all actions): on going.

### Action responsible:

- Research Office in collaboration with C&C committee
- Delegate YR
- Delegate YR
career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

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<th>No planned actions</th>
<th>No planned actions</th>
<th>New Actions</th>
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</table>
| support and valorize best candidates. Confirmed higher salaries for senior post-docs although strong budget reduction from Italian Minister in the University founding. 

**Comments**
Action aims completely reached. | Preparation of new documents to integrate PhD student matriculation and post-doc contracts on issues related to funding and salaries. 

**Schedule time:** Within 6 months. | Delegate YR |

**General principle: Gender balance**

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.


**Comments:**
The Equal Opportunity Observatory (gender monitoring lab) has become operative in the second half of 2013. It collaborates with the Unique Comitate of guaranteed (CUG) and the Committee for gender balance.

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<tr>
<th>New Actions</th>
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<tr>
<td>− Monitoring of the gender equilibrium and proposal of new actions to promote gender strategies in a coordinated way. <strong>Schedule time:</strong> immediate.</td>
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<td>− Promotions of new coordinated events to advise and disseminate gender initiatives (events, projects on gender issues and results dissemination). <strong>Schedule time:</strong> immediate.</td>
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**Action responsible:**

Equal Opportunity Observatory

Equal Opportunity Observatory
**General principle: Career development**

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

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<tr>
<th>Planned actions:</th>
<th>Progress state: completed actions.</th>
<th>New Actions:</th>
<th>Action responsible:</th>
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<tr>
<td>- support actions in favour of young researchers such as the Young Researcher Call in order to guarantee them the funding of innovative and excellence projects and ideas. - Promotion and dissemination of what needed to researchers on the questions regarding the career development.</td>
<td>Support of financing initiatives (senior post-docs) based on career development of post-docs. Financing of the Young Researcher call (2012 and 2013 respectively). Realization of events dedicated to recruitment and perspectives and dissemination of information by institutional channels.</td>
<td>New Recruitment Plan with special care of opening new researcher positions coherently with the national law L.240 (RTDa e RTDb, i.e. not permanent Researcher type (a) and (b) respectively) and career development of young researchers: - Study of new tools for supporting the professional development of young researchers (i.e. Feasibility study to convert the Young researcher call funds in funds for RTD recruitment while maintaining the Senior post-doc calls). Schedule time: within 6 months. - Study and application of new indicators to allocate financial resources within the University funding initiatives that valorize Young Researcher positions and relative career development. Schedule time: start within 3 months.</td>
<td>Top management (Senate in synergy with Department Directors Council and Scientific University Commission).</td>
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<td><a href="http://www.unipd.it/target/laureati/fare-ricerca">http://www.unipd.it/target/laureati/fare-ricerca</a></td>
<td>Comments</td>
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<tr>
<td>Actions aims completely reached.</td>
<td><strong>Confirmed Action from the previous action plan</strong></td>
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<tr>
<td>Senate in synergy with Department Directors Council</td>
<td>Maintenance of the previous plan with particular care to settle new recruitment call modalities to reduce</td>
<td>Department directors and Scientific University Commission</td>
<td></td>
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<tr>
<td>General principle: Value of mobility</td>
<td>Planned actions:</td>
<td>Progress state: completed actions.</td>
<td>Confirmed Action from the previous action plan</td>
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| Employers and/or funders must recognise the value of geographical, inter-sectoral, inter- and trans-disciplinary and virtual 12 mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place. | - To plan promotion policies in order to improve the short mobility and long mobility programs among foreign countries. For the young researchers (PhD students), to support and valorise the period spent abroad for research (at least 6 months), during their attending period (mobility among European State member). - To promote initiatives for post-docs mobility. - For the other categories of researchers, to support further bilateral agreements and make specific agreements with local, regional and interregional enterprises to allow a mobility between public and private sectors. - To promote and disseminate the value of mobility among the researchers. | | Maintenance of the previous plan with particular care to strengthen the advertising and dissemination of new initiatives. Schedule time: on going. | International Research Office  
International Relations Office  
Office for “Networking, financing and project development for integration within the territory” |

**Progress state:** completed actions.

**Results:**

- Promotion of mobility post-doc program (Erasmus Mundus).
- Signature of new Bilateral concordats for international exchange programs.
- Calls for visiting professor (under 45) and support of Marie Curie Action (http://www.unipd.it/servizi/le-esperienze-internazionali/ricerca-allesto)
- Submission and financing of a COFUND Marie Curie project (PISCOPIA): 26 positions (incoming, reintegration) for foreigner young researcher and relative recruitment based on C&C (http://www.unipd.it/en/piscopia-fellowships)
- Realization of a communication plan on new perspectives (mailing list, dedicated events with at least 2 confirmed Action from the previous action plan

**New actions**

- Estension of the collaboration network within the local territory to promote the integration of the Young researchers in the private sector and relative dissemination and advertising toward stakeholders. Schedule time: immediate. |
place to allow the portability of both grants and social security provisions, in accordance with national legislation.

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<tr>
<th>General principle: Access to research training and continuous development</th>
<th>Planned actions:</th>
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<tr>
<td>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in weeks schedule time).</td>
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<th>Progress state: completed action.</th>
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<tr>
<td><strong>Comments</strong></td>
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<tr>
<td>Actions aims completely reached. However need of new actions to strengthen the collaboration within the local reality to promote the integration of the Young researchers in the private sector.</td>
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<th>Confirmed Action from the previous action plan</th>
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<tr>
<td>Maintainance of the previous plan</td>
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<td>Schedule time: on going.</td>
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<th>New Actions:</th>
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<td>1) Strengthen initiatives of permanent training in the territory.</td>
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<td>2) Actions in the Research Training:</td>
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<td>a) strengthen the integration of PHD</td>
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<th>Action responsible:</th>
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<td>International Research Office</td>
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<td>International Research Office</td>
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<tr>
<td>Office for “Networking, financing and project development for integration within the territory”</td>
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<tr>
<td>Rector Delegate for Research training</td>
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<tr>
<td>Improving competencies, skills and employability.</td>
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<tr>
<td>Organization of training courses for hD student: 2013: STEPS (Seminars Towards Enterprise for Ph.D Students) in collaboration with the Commerce Chamber (territorial instutiton) 2014: LEADER (Learning Environments for the Advancement of Doctoral Excellence in European Research), in collaboration with Coimbra Group, but totally financed by UNIPD.</td>
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<tr>
<td>Realization of competitions to promote spin-off and start-up in collaboration with Veneto region Start Cup Veneto 2014 <a href="http://www.Startcupveneto.it">www.Startcupveneto.it</a> Rebound 2013 and 2014 – competition for ideas and start-up development. Mimpredo 2013 e 2014</td>
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<tr>
<td>Schedule time: immediate start.</td>
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<tr>
<td>i) Improve the communication of the PhD programs widening the stakeholders field (institution of a unique contact point for the PhD and optimisation of the web interface).</td>
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<tr>
<td>General principle: Access to career advice</td>
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</table>
### General principle: Supervision.

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

<table>
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<tr>
<th>Planned actions:</th>
<th>Progress state: Actions completed.</th>
<th>Confirmed Action from the previous action plan</th>
<th>Action responsible:</th>
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</table>
| 1) to monitor the supervisor activity and the researcher working experience by and ex-post evaluation program that starts from questionnaire given periodically at the end of each working cycle. 2) to introduce appropriate regulations of the roles and duty of the supervisor and of the way and procedures of supervisor identification. 3) Promotion and dissemination of what needed to researchers on the questions related to supervision. | Monitoring of the supervisors activites by means of survey and questionnaire. Realization of the accreditation process of the PhD schools as required by the Italian Minister MIUR following ANVUR indicators. Modification of the PhD regulations to fulfil the actions targets and to guarantee the PhD school accreditation. Dissemination of results to top-management organisms. | Maintenance of action n.1 and n.3  
Schedule time action.1: on going.  
Schedule time action.3: within 9 months (and based on feedback coming from 2012-2014 results of action n.1) | Delegate of the Rector for Research Training in synergy with the PhD schools |
**General principle:**

Teaching.

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers’ career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

**Planned actions:**

1) To organize training (by seminars, ..) for teaching activities during the PhD period (and post-doc period) to develop the teaching skills of postgraduate students/researchers, through the issuing of rules that provide the mandatory of this activity.

2) Promotion and dissemination of what needed to researchers on the questions regarding the teaching.

**Progress state:** non completed.

**Results:**

- Realisation of some seminars on the teaching quality indicators within the accreditation processes.
- Realisation of seminars on teaching mainly based on autonomous initiatives of the Departments.
- Dissemination of documents related to teaching issues by institutional communications channels.

**Comments**

Action aims not reached. The PhD students and Post-docs involvement was not achieved and a coordinated program of training for teaching was not supported efficiently. Need of change in the strategy.

**New actions**

- Modification of the actions focusing on RTD and post-doc profiles only.
- Study of a new strategy for stakeholders involvement and of a coordinated plan of training.

Delegate of the Rector for teaching in synergy with C&C commitee.
**General principle:** Complaints/appeals.

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

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<tr>
<th>Planned action:</th>
<th>Progress state: completed actions</th>
<th>Confirmed Action from the previous action plan</th>
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<tbody>
<tr>
<td>1) in the UNIPD website, to put into evidence the UNIPD services, offices and procedures to be followed in order to present complaints and appeals in order to provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment (with special care dedicated to the possible conflicts with the supervisors). 2) Promotion and dissemination of what needed to researchers on the questions regarding the complaints/appeals.</td>
<td></td>
<td>Maintainance of the action n.2 of the previous plan</td>
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<td><strong>Results:</strong> Evidence in the UNIPD site of clear references to the competencies offices to whom address complaints or appeals depending on career level.</td>
<td><strong>Schedule time:</strong> on-going process.</td>
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<td>Realisation of a dedicated section to the “protection and guarantee” (<a href="http://www.unipd.it/universita/tutela-e-garanzia">http://www.unipd.it/universita/tutela-e-garanzia</a>) containing:  • Guarantee committee  • Equal opportunity and gender balance Commission  • counselor and ombudsman  • Forum of the gender studies and politics  • Equal Opportunities Observatory</td>
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<td>Institutional services and office as declared for any section.</td>
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<td><strong>Comments:</strong> actions aims completely reached.</td>
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Comments: actions aims completely reached.
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<tr>
<th><strong>General principle:</strong> Participation in decision-making bodies</th>
<th><strong>Planned action:</strong></th>
<th><strong>Progress state:</strong> Completed actions.</th>
<th><strong>Confirmed Action from the previous action plan</strong></th>
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<td>Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</td>
<td>To promote discussions with the researchers in all the stages of career in each collegial decisional body on the matter of their interest; to favour discussions with the PhD students and Post-docs representatives in each department (as provided for in the new Statute) to allow active contribute to the workings of the institution.</td>
<td>Introduction of Representatives of researcher at any level of career are adequately present in the main decision bodies (PhD-school student present in Department council and senate; post-docs representative in department council,...). Realisation of various meeting between young researcher (and representatives) and delegates of the rector. Online support by mailing list and telematics support as well.</td>
<td>Monitoring of the election procedure of the representatives and relative efficiency. <strong>Schedule time:</strong> immediate start.</td>
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<td><strong>Comments:</strong> actions aims completely reached.</td>
<td>Nomative acts and institutional affairs Office</td>
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### SECTION 2: The Code of Conduct for the Recruitment of Researchers

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<td><strong>General principle:</strong> Recruitment. Employers and/or funders should establish recruitment procedures which are open 14, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</td>
<td>Planned Actions: Modification of the post-doc fellowship regulations in order to allow the inclusion of experts in the selection commissions that are not directly involved in academy roles or research institutions. Progress state: Action completed. Results: Modification of the post-doc fellowship regulation to include experts in the selection commissions (coherently with national rules L.240) without any reference to the institution they come from. Comments: Although not planned, all the call for researcher position were updated with what required by C&amp;C (see ref. description of competences, working conditions...)</td>
<td>No planned actions</td>
<td>No planned actions</td>
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<td>General principle: Transparency.</td>
<td>Azione prevista: Modification of the post-doc fellowship regulations in order to clarify the candidate how to access the information regarding the weakness and strengths of his application.</td>
<td>Progress state: Action to be completed, postponed deadline.</td>
<td>Completion of the Action from the previous action plan. Schedule time: within 6 months.</td>
<td>Delegate of the Rector YR</td>
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<td>Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</td>
<td>The action aim was completely reached in the COFUND Marie Curie project. The candidates automatically received a report on their evaluation process stressing strengths and weaknesses in their applications. In the implementation of the action in local calls for post-doc positions, the Research Office provided support to candidates for record accessing and transparency achievement.</td>
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<td>Delegate of the Rector YR</td>
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<td>Results</td>
<td>New actions</td>
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<td>Delegate of the Rector YR</td>
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<tr>
<td>The action aim was completely reached in the COFUND Marie Curie project. The candidates automatically received a report on their evaluation process stressing strengths and weaknesses in their applications. In the implementation of the action in local calls for post-doc positions, the Research Office provided support to candidates for record accessing and transparency achievement.</td>
<td>Semplifying the selection tests and examination procedures for the PhD and post-doc fellowship recruitment even with the implementation of telematic systems so that to favour a better transparency and facilitate access to information on the application status.</td>
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<td>Delegate of the Rector YR</td>
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<td>Comments</td>
<td>Schedule time: within 9 months</td>
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<td>Delegate of the Rector YR</td>
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<tr>
<td>The supervisor evaluation score of the post-doc activity is communicated to the fellowship as well as the overall evaluation of the PhD work before OhD thesis defence. To be optimised the process for record access.</td>
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<td>Delegate of the Rector YR</td>
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