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DEGLI STUDI
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The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C)

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

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1. Introduction

In January **2000** the Commission of the European Communities considered it necessary to establish the European Research Area as the linchpin of the Community's future action in this field with a view to consolidate and give structure to a European research policy. The Council has addressed issues related to the profession and the career of researchers within the European Research Area in its Resolution of 10 November 2003 and welcomed in particular the Commission's intention to work towards the development of a European Researcher's Charter and a Code of Conduct for the Recruitment of Researchers.

To this aim on March 11th 2005 the Commission published a Recommendation that provides Member States, employers, funders and researchers with a valuable instrument to undertake, on a voluntary basis, further initiatives for the improvement and consolidation of researchers' career prospects in the European Union and for the creation of an open labour market for researchers. The **European Charter for Researchers** is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers. The aim of the Charter is to ensure that the nature of the relationship between researchers and employers or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers. The Charter also recognizes the value of all forms of mobility as a means for enhancing the professional development of researchers. In this sense, the Charter constitutes a framework for researchers, employers and funders and addresses to all researchers in the European Union at all stages of their career, covering all fields of research in the public and private sectors, irrespective of the nature of the appointment or employment, the legal status of their employer or the type of organisation or establishment in which the work is carried out. It takes as its premise that researchers as well as employers and/or funders of researchers have an overriding obligation to ensure that they meet the requirements of the respective national or regional legislation.

The **Code of Conduct for the Recruitment of Researchers** consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers. These principles and requirements should ensure observance of values such as transparency of the recruitment process and equal treatment of all applicants, in particular with regard to the development of an attractive, open and sustainable European labour market for researchers, and are complementary to those outlined in the European Charter for Researchers aiming to provide fair framework conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

In order to improve the European research competitiveness at international level it is necessary to start a process of cultural change, discussion and comparison among all the stakeholders, public and private research institutions and politicians that needs the adoption of a **Human Resources Strategy (HRS) for researchers incorporating the C&C** (as reported at the following link: <http://ec.europa.eu/euraxess/index.cfm/rights/strategy4Researcher>).

In particular the "HR Strategy for Researchers" supports research institutions and funding organisations in the implementation of the Charter & Code in their policies and practices. The concrete implementation of the Charter & Code by research institutions render them more attractive

to researchers looking for a new employer or for a host for their research project. Funding organisations implementing the Charter & Code principles contribute to the attractiveness of their national research systems and to the attractiveness of the European Research Area more generally. The logo "HR Excellence in Research" identifies the institutions and organisations as providers and supporters of a stimulating and favourable working environment. Since the adoption of the Commission Recommendation on the Charter & Code in 2005 it has received a significant and growing recognition by research institutions and funders all over Europe: today almost 220 organisations representing more than 1000 institutions from 30 countries from Europe and beyond have already endorsed it. The "**Human Resources Strategy for Researchers**" is a tool that helps employers and funders to put the principles of the Charter & Code into practice. It has the following features:

1. It is implemented by individual research institutions and funding organisations on a voluntary basis;
2. It is based on an internal self-assessment and respects the autonomy of the institutions;
3. It is as simple and light in terms of administration as is possible, avoiding cumbersome procedures and recognising the variety of situations across institutions and national research systems;
4. It is not a prerequisite for participating in the EU Research Framework Programme;
5. It is a transparent approach that provides easily accessible public information on the actions of participating institutions and organisations to implement the Charter & Code principles.

The "Human Resources Strategy for Researchers" is articulated in **five main steps**:

1. An **internal analysis** by the participating research institution or funding organisation, involving all key players, to compare policies and practices against the Charter & Code principles;
2. On the basis of the results of this analysis, the participating institution or organisation develops its own **HR strategy** for researchers, which should include a concrete action plan. This document is made public;
3. The analysis and action plan are then **reviewed and acknowledged by the European Commission**. The acknowledgement implies the right to use the 'HR Excellence in Research' logo;
4. **Progress in the implementation** of the strategy and action plan is subjected to a self-assessment after 2 years;
5. An external evaluation is carried out at least every 4 years.

In this scenario, in October 2008 the University of Padua joined the Italian Group of Universities that decided to promote the C&C implementation and to support the HR-strategy for researchers. This group, led by the University of Camerino and therefore later named as the Camerino Group, was composed by 10 Italian universities: Università di Camerino, Foggia, Palermo, Padova, Udine, Ferrara, Urbino, Verona, Scuola Superiore di Sant'Anna di Pisa, Piemonte Orientale-Vercelli. In 2009, January 14th 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 five main steps previously quoted. Later in June 6th the University of Padua joined *EU Human Resources Strategy Group* by signing the relative “*Declaration of Participation in the EU Human Resources Strategy Group*” and participated to many meetings dedicated to the HR strategy for researchers held in *Warwick* (2009, September 7th), *Heidelberg* (2010, February 8th), *Maribor* (2010, September 29th) and, finally, *Oslo* (2011, May 23-24th).

2. The method: internal analysis.

At the end of 2009 the University of Padua has 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 distributing a questionnaire to all researchers. The internal analysis of the questionnaire results evidenced the priorities on which the attention should be focused on. 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) and taking into account the priorities highlighted on the questionnaire results, a strategy for the Human Resources was consequently developed. **The strategy was based on the discussion of the internal regulations** that the University of Padua intends to review on an on-going basis, and **on the proposal of new initiatives to sensitize the researchers on the importance of the C&C principles and related applications**. The resultant HR-strategy was discussed and **approved on the Senate debate on 2011, December 5th**. In the following, the results of the evaluation process will be presented by firstly addressing to the Gap analysis and then by reporting the questionnaire results in order to identify a list of action priorities based on the assessed researchers perception. The detailed gap analysis completed with references to all the national and internal regulations (and relative paragraphs) can be previewed at the following link (*link: PD_I*).

2.1 Gap analysis.

The gap analysis was performed by comparing the law L.509 (in action till 2010) and the new Law L.240 dated December 30th, 2010 (and published on January 14th 2011) with all the internal regulation (the Statute, the regulation on the PhD schools and Post-doc fellowships, etc) in order to evidence gaps respect to the recommendations of the C&C. A summary of the detected gaps is reported in Tab.1.

Section 1: European Chart for Researchers	
EUROPEAN CHART PRINCIPLE	IDENTIFIED Gaps
<p>General principle: Stability and permanence of employment</p> <p><i>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 ⁽¹⁰⁾.</i></p> <p>10) Which aims to prevent fixed-term employees from being treated less favourably than similar permanent employees, to prevent abuse arising from the use of successive fixed-term contracts, to improve access to training for fixed-term employees and to ensure that fixed-term employees are informed about available permanent jobs. Council Directive 1999/70/EC concerning the "Framework Agreement on fixed-term work" concluded by ETUC, UNICE and CEEP, adopted on 28 June 1999.</p>	<p>Gaps are identified when comparing the C&C principle and the national law (L.509 and L.240).</p>
<p>General principle: Funding and salaries</p> <p><i>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 career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</i></p>	<p>In Italy, a gap is evidenced in ensuring fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions since the Italian standards are well below the European ones. Finally no information on pension rights are publically disseminated.</p>
<p>General principle: Gender balance¹¹</p> <p><i>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</i></p>	<p>Even if no gaps have been detected it is evident a lower number of female staff is present in the higher order of the main decisional bodies. However the University of Padua is provided for the Equal Opportunities Observatory with the main task of promoting strategies to overcome and compensate this unbalance.</p>

<p>over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</p> <p>¹¹ See SEC (2005) 260, Women and Science: Excellence and Innovation – Gender Equality in Science.</p>	
<p>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.</p>	<p>UNIPD is provided with transversal services and offices aiming to support and guidance for the personal and professional development of researchers instead of defining a given mentor for each researcher. However the supervisor is usually addressed as a mentor for the PhD students and for post-doc. Finally a deeper dissemination of the role of these transversal service should be performed and has been granted in the new Statute that will be in action in 2012.</p>
<p>General principle: Value of mobility 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 allow the portability of both grants and social security provisions, in accordance with national legislation.</p>	<p>The only identified gap regards the portability of rights concerning the social provision and the salary. In this field however Padua University does not have any autonomy. However an improvement in the internationalisation process could come from including actions dedicated to post docs fellowships.</p>
<p>General principle: Access to research training and continuous development 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 employ- ability through access to measures for the continuing development of</p>	<p>A gap has been detected in the long term assessment process of the results and in the periodical check of the action efficiency. This problem has been fixed in the new Statute (in action in 2012) where a regular process has been installed that exploits methods and standards already used in the UE countries</p>

<p>skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.</p>	
<p>General principle: Access to career advice Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>No gaps are identified although a better information dissemination of the role of the University services and their initiatives/actions should be addressed.</p>
<p>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.</p>	<p>A gap is identified in the ex-post evaluation of the supervisor activity.</p>
<p>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.</p>	<p>The identified gap regards the lack in training courses for teaching and coaching activities since the early stage of the career.</p>
<p>General principle Evaluation/appraisal systems</p>	<p>The identified gap regards the feedback systems of</p>

<p><i>Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</i></p>	<p>evaluation, that is defined by the national law and, in practice, still pending.</p>
<p>General principle: Complaints/appeals. <i>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.</i></p>	<p>Although the Ombudsman can support PhD students in complaints and appeals, a gap is identified in the lack of advertising of a public service dedicated to assist the researcher in resolving the work-related conflicts, disputes and grievances. Moreover, the PhD students and post-doc do not seem to be aware of the procedures to adopt in order to present complaints and appeals especially for what concerns the conflicts between supervisor(s) and early-stage researchers .</p>
<p>General principle: Participation in decision-making bodies <i>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</i> ¹³ In this context see also EU Directive 2002/14/EC..</p>	<p>A gap is identified in the lack of participation of post-docs in the University every main decision making bodies: this fact depends on the application of the national law L.240. However, it is remarkable that the post-docs have representatives in the Departments where they perform their research.</p>
<p>General principle: Recruitment.</p>	<p>A gap is present in the national law: in particular it does</p>

<p><i>Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.</i></p> <p><i>Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</i></p>	<p>not consider any kind of facilitation for some disadvantaged groups or for researchers returning to research.</p>
<p>SECTION 2: The Code of Conduct for the Recruitment of Researchers</p>	
<p>PRINCIPLE</p>	<p>IDENTIFIED GAP</p>
<p>General principle: Recruitment.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>Some regulations do not explicitly consider the inclusion of experts in the selection commissions that are not directly involved in academy roles or research institutions.</p>
<p>General principle: Transparency.</p> <p><i>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.</i></p>	<p>The procedure a candidate should use to be informed on the strengths and weakness of his application is not always clearly presented.</p>

Tab.1 Gap analysis resulted by the comparison of the national and internal regulations with the C&C recommendations.

2.2 Survey on the degree of knowledge of the C&C principles and assessing the researchers' perception of C&C principles: analysis and results.

The **evaluation process** of the degree of knowledge of the C&C principles was carried out by **distributing a questionnaire** to all researchers to assess the researchers' perception of C&C principles and to identify the most important area of action therefore needed. The questionnaire was defined within the Camerino Group in order to have a common basis all over the Italian Institutions. The internal analysis was based on the measure of indicators for assessing the degree to which the principles of the C&C are applied within the Research Institution (R.I), according to four major "dimensions":

1. Open Recruitment and Portability of Grants;
2. Social Security Issues;
3. Attractive Employment and Working Conditions;
4. Enhancing Training, Skills and Experience of Researchers.

The individuals/departments/divisions etc. of the Universities in the Camerino Group assigned the following score: 1 to indicate the maximum disagreement up to 4 to address the maximum agreement, with respect to a series of affirmative sentences associated to the indicators, and grouped according to the 4 dimensions. On the basis of the above scores, it was assigned a mean score from 1 (max negative) to 4 (max positive) for each dimension. Early stage researchers were free to answer questions on principles related to their position and working environment (see the following link to download the questionnaire, *Questionnaire.pdf*). It is important to underline that the questionnaire was given to all the researchers starting from their early stage of careers: PhD students, post docs, fellowships owners, researcher, professors, technical staff respectively. In Tab. 2 the summary of the interviewees is reported. In particular the early stage of career personnel comprehends the PhD student, Post doc fellows, the project and not permanent collaborators, i.e. all the research staff who does not have a permanent position. At the date of the questionnaire, the category "university researcher" referred to the senior researchers and, in particular, who those had a permanent position at the Padua university: the term "not-retained" referred to those who were in the first three years of the contract. At the end of this period, the university researchers were retained in the permanent position only if their research activities had been positively evaluated by a national committee. The questionnaire data analysis, therefore, is performed by taking into account to this kind of recruitment organogram. With the change of national regulation (from L.509 to L.240), however, the permanent university researcher category has been cancelled in favour of only not permanent positions. The only permanent staff that can be recruited now belongs to the professor category while the researcher category can have at maximum two contracts of three year each (the first being renewable for two years maximum: the period of a researcher recruitment, therefore, lies in the range between 3 and 8 years respectively).

Category	Interviewee	Replying Interviewee	Answer rate (%)
Post doc fellow (<i>Assegnista</i>)	634	245	39
Scholarship holder (<i>Borsista</i>)	192	39	20
Project Collaborator (<i>Collaboratore co.co.co and co.co.pro</i>)	17	5	29
Non permanent research collaborator	7	3	42
PhD student	1094	258	24
Associate professor	737	202	27
Full professor	650	195	30
Extraordinary professor	61	26	43
University researcher	919	364	40
Assistant	15	3	20
Technical staff	355	159	45
Totale	4681	1499	

Tab.2 Category of interviewed and replying interviewees: the Italian reference to particular type of contract is necessary to prevent mistakes. Data provided by International research service of the Padua University.

By analysing the data reported in Tab.2, it emerges that the major part of personnel in its very early stage of career (such as PhD student) did not considered strategic to express his/her perception of the C&C implementation and her/his research working life conditions. These results suggest a superficial awareness of both the status and working conditions, that probably is acquired later in the post-doc contracts period, when the supervisors play a less determinant role. As a matter of fact the number of replying interviewees almost doubles its value among the post docs (39%) with respect to the PhD students (24%). Among the senior researchers (i.e. those having a permanent position as a researcher), the newly recruited personnel demonstrated to be more involved than the retained ones (the replying interviewees passing from the 45% to the 36% respectively).

In Tab.3 the mean age and the gender distributions of the replying interviewees are reported (at the date of 2009/12/31). Except from the Professors where the female percentage presence is surely less than the other working categories, in the early stage of career a more balanced distribution can be observed although a higher weight of males is clearly evident. Among the senior researcher, instead, the females demonstrated a higher degree of interest in revealing the C&C perception and assessment of the own working conditions. For the sake of completeness, the mean age of the replying interviewees is indicated: in average, ten years pass between taking the university degree and becoming a university researcher, with a post doc period that usually lasts at least 6-7 years.

Category	Replying interviewees	%M	%F	Mean age (years)
Post doc fellow, Scholarship holder, Project Collaborator, Non permanent research collaborator	292	56,5	43,5	33,2
PhD student	258	55,8	44,2	28,9
Professor	423	22,9	77,1	56,3
University reseachers (not retained)	208	43,3	56,7	46,2
University reseachers (retained)	159	35,8	64,2	37,4
Technical staff	159	34,0	66,0	41,2
Totale	1499			

Tab.3 Mean age and the gender distributions of the replying interviewees dated on 2009/12/31 (male=M; female=F). Data provided by International research service of the Padua University.

In Tab. 4 the detailed answers of each question are reported indicating both the relative mean value scores of each area (dimension) and the mean score and the standard deviation associated to each question respectively. In Fig.1 the distribution of the score in function of the answer is reported. In Fig.2 the distribution of the answers depending on the interviewed working categories is shown while Fig.3 focuses on the dependence on the gender.

As far as the Area 1 “*Content and transparency of the announcements (calls), selection and methods for evaluating the candidates*” is concerned, the agreement of the replying interviewees with the questions is higher (mean score in the range 2.4-2.5) when concerning to the advertisement process of the positions calls and selection criteria but it strongly decreases when the selection committee composition is considered. The interviewees underlined in fact that both members from foreigner countries and expert from industries or research institutions different from university could not belong to the selection committee. In the days when the questionnaire was submitted, the Italian law L.509 did not allow to include non academic staff, however this point has been partially fixed in the new Italian law L.240 (art.16 par. f) since OCSE members can be included. Moreover, the replying interviewees did not consider that the Research Institution had made sure that the overall potential of candidates as researchers, in particular their creativity and their degree of independence, was properly considered by the selection committees. This is due to the Italian recruitment process defined in the law L.509 that has not been already fixed by the L.240 since the relative legislative decrees are still pending (the University of Padua has no autonomy in this field). However this question has one of the greater priority level (as pointed out by the 54,7 % of the replying interviewees) as well as the fact that the required competences for a given position should be adequately declared (47,2%) in order to encourage a wide participation to the selections. The interviewees evidenced that a higher efficiency in the position advertisement is strongly recommended (agreement among the 41,7% of replying interviewees) together with a clearer indication of the prerequisite and evaluation criteria (35%). It is worth mentioning that since 2010 the University of Padua has been publishing the post-doc calls by *Euraxess* (<http://ec.europa.eu/euraxess>) although not yet required by the previous national law: special care was dedicated to open the Young Researcher Calls dedicated to support excellence in research (both

salary of not permanent staff and research costs, this action being the only one present in Italy). This action was strongly appreciated by the not permanent staff. However the new law L.240 has fixed this important point requiring the publication of all the post doc positions in *Euraxess* with a better visibility even in the university and department websites. Finally it is very interesting that only the 13,9% of the replying interviewees considered the gender balance in the selection committee as a relevant aspect and only the 9% would appreciate the inclusion of not academic staff in the selection committees.

Area	Mean score	Question	Mean score	Dev. St.
Area.1: Content and transparency of the announcements (calls); selection and method for evaluating the candidates	2,2	Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised nationally	2,5	1,0
		Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised internationally (e.g. by the EURAXESS portal)	2,2	0,9
		The required skills are clearly stated to encourage the widest participation of potential pertinent candidates	2,4	0,9
		Candidates are always adequately informed by the selection committees, at the end of the selection process, on weaknesses and strengths of their candidature	2,2	0,9
		The Research Institution makes sure that the overall potential of candidates as researchers, in particular their creativity and their degree of independence, is properly considered by the selection committees	2,2	0,9
		Selection criteria, working conditions and rights - including career prospects - competencies and skills required by candidates are adequately described in the calls	2,4	1,0
		Selection committees routinely include members from other countries	1,8	1,0
		Selection committees routinely include members from outside university system (e.g. private companies, public research institutions)	1,8	0,9
Area.2: Stability and permanence of employment, social security	2,3	Selection committees are always gender balanced	2,2	1,0
		Appropriate and attractive conditions and incentives, in terms of salary, are guaranteed to researchers - at all stages of their career and regardless of the type of contract (permanent or fixed-term)	1,7	0,9
		Researchers enjoy adequate social security provisions including sickness, parental benefits and pension rights in accordance with existing national legislation	2,6	1,1
		Research Institution improves access to existing information on researchers social security rights	2,5	0,9
		Research Institution encourages its member state to adopt pan-EU pension schemes targeted at researchers	2,0	0,9
		Efforts are made for the provision of information specifically addressing researchers on the issue of supplementary pension rights	2,0	0,9
Area.3: Professional recognition; non-discrimination; research environment	2,4	Compliance with national or sectional regulations on health and safety is ensured	2,9	0,9
		Sufficient attention is paid to avoid discrimination on the basis of gender, age, ethnic origin - national or social - religion or belief, sexual orientation, language, disability, political opinions, and social/economic conditions	3,0	0,9
		Autonomy and creativity of all researchers, including the early stage & early career researchers is actively promoted	2,3	1,0
		Gender balance (equal opportunity) is actively searched for at all levels of staff, including those whose duties include supervision and management	2,5	1,0
		Research Institution departments provide a stimulating, pleasant to work-in environment, supporting research activities	2,4	0,9
		Researcher's participation in the Research Institution bodies/boards, including those involved in decision-making and communication activities, is guaranteed	2,4	0,9
		Complaints/appeals of researchers and the conflicts between supervisors and early career researchers are fairly and efficiently handled	2,3	0,9
		An effective evaluation of the professional activities (research, teaching) of all researchers is regularly performed	2,2	1,0
		Teaching duties do not prevent researchers, especially at the beginning of their career, from performing their research activities	2,4	1,0
Area.4: Professional development - Plans for training and mobility - Mentoring and/or supervision - Teaching	2,2	Sufficient, specific measures are in place to encourage both women and men to combine family and work, children and career (eg part-time, tele-working, sabbatical leaves, nurseries, etc.).	2,0	1,0
		Measures and internal regulations are drawn by which the University guarantees researchers adequate training for teaching activities	2,0	0,9
		Possibility for researchers to experience geographical, intersectional, inter-and trans-disciplinary mobility, and also mobility between public and private sectors is guaranteed and actively promoted	2,2	0,9
		Proper plans for increasing researchers' skills and competence, needed for their career progression, are regularly designed by the Research Institution	2,0	0,9
		Mentors and/or supervisors are identified as persons to whom researchers, in the early stage of their career, can refer for carrying out their professional duties and for providing support and guidance for their cultural and professional development	2,7	0,9
		Training plans are elaborated as well to improve mentoring competencies, informing senior researchers on this opportunity	2,1	0,9

Tab. 4. Mean score and standard deviation of each question and of the each area in the questionnaire. Data provided by International research service of the Padua University.

Area	Question	female		male	
		mean	St. dev.	Mean	St. dev..
Area 1: Content and transparency of the announcements (calls); selection and method for evaluating the candidates	Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised nationally	2,3	0,945	2,6	0,977
	Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised internationally (e.g. by the EURAXESS portal)	2,2	0,868	2,2	0,958
	The required skills are clearly stated to encourage the widest participation of potential pertinent candidates	2,3	0,899	2,4	0,949
	Candidates are always adequately informed by the selection committees, at the end of the selection process, on weaknesses and strengths of their candidature	2,2	0,904	2,2	0,977
	The Research Institution makes sure that the overall potential of candidates as researchers, in particular their creativity and their degree of independence, is properly considered by the selection committees	2,1	0,888	2,2	0,973
	Selection criteria, working conditions and rights - including career prospects - competencies and skills required by candidates are adequately described in the calls	2,3	0,928	2,4	0,982
	Selection committees routinely include members from other countries	1,8	0,937	1,8	0,996
	Selection committees routinely include members from outside university system (e.g. private companies, public research institutions)	1,8	0,883	1,8	0,938
	Selection committees are always gender balanced	2,1	0,960	2,3	0,996
Area2: Stability and permanence of employment, social security	Appropriate and attractive conditions and incentives, in terms of salary, are guaranteed to researchers - at all stages of their career and regardless of the type of contract (permanent or fixed-term)	1,6	0,871	1,8	0,997
	Researchers enjoy adequate social security provisions including sickness, parental benefits and pension rights in accordance with existing national legislation	2,4	1,084	2,8	1,058
	Research Institution improves access to existing information on researchers social security rights	2,3	0,875	2,6	0,923
	Research Institution encourages its member state to adopt pan-EU pension schemes targeted at researchers	1,9	0,884	2,0	0,959
	Efforts are made for the provision of information specifically addressing researchers on the issue of supplementary pension rights	1,8	0,841	2,0	0,924
	Compliance with national or sectional regulations on health and safety is ensured	2,7	0,925	3,0	0,919
Area3: Professional recognition; non-discrimination; research environment	Sufficient attention is paid to avoid discrimination on the basis of gender, age, ethnic origin - national or social - religion or belief, sexual orientation, language, disability, political opinions, and social/economic conditions	2,7	0,966	3,1	0,888
	Autonomy and creativity of all researchers, including the early stage & early career researchers is actively promoted	2,2	0,942	2,4	0,995
	Gender balance (equal opportunity) is actively searched for at all levels of staff, including those whose duties include supervision and management	2,2	0,964	2,7	0,929
	Research Institution departments provide a stimulating, pleasant to work-in environment, supporting research activities	2,3	0,957	2,5	0,948
	Researcher's participation in the Research Institution bodies/boards, including those involved in decision-making and communication activities, is guaranteed	2,3	0,861	2,5	0,954
	Complaints/appeals of researchers and the conflicts between supervisors and early career researchers are fairly and efficiently handled	2,2	0,884	2,3	0,920
	An effective evaluation of the professional activities (research, teaching) of all researchers is regularly performed	2,2	0,956	2,2	1,008
	Teaching duties do not prevent researchers, especially at the beginning of their career, from performing their research activities	2,4	0,931	2,5	1,000
	Sufficient, specific measures are in place to encourage both women and men to combine family and work, children and career (eg part-time, tele-working, sabbatical leaves, nurseries, etc.).	1,7	0,952	2,2	0,982
Area4: Professional development - Plans for training and mobility - Mentoring and/or supervision - Teaching	Measures and internal regulations are drawn by which the University guarantees researchers adequate training for teaching activities	2,0	0,907	2,1	0,928
	Possibility for researchers to experience geographical, intersectional, inter- and trans-disciplinary mobility, and also mobility between public and private sectors is guaranteed and actively promoted	2,2	0,912	2,3	0,937
	Proper plans for increasing researchers' skills and competence, needed for their career progression, are regularly designed by the Research Institution	2,0	0,898	2,1	0,943
	Mentors and/or supervisors are identified as persons to whom researchers, in the early stage of their career, can refer for carrying out their professional duties and for providing support and guidance for their cultural and professional development	2,8	0,926	2,7	0,951
	Training plans are elaborated as well to improve mentoring competencies, informing senior researchers on this opportunity	2,1	0,865	2,1	0,914

Tab. 5. Mean score and standard deviation of each question and of the each area in the questionnaire depending on the gender. Data provided by International research service of the Padua University.

Area		Post docs, collaborators, scholarship holder		PhD student		Professor		Researcher (not retained)		Researcher (retained)		Technical staff	
		mean	dev. St.	mean	dev. St.	mean	dev. St.	mean	dev. St.	mean	dev. St.	mean	dev. St.
Area.1: Content and transparency of the announcements (calls); selection and method for evaluating the candidates	Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised nationally	2,2	1,0	2,2	0,9	2,8	1,0	2,7	0,9	2,5	0,9	2,6	0,9
	Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised internationally (e.g. by the EURAXESS portal)	2,1	0,9	2,3	0,9	2,2	1,0	2,2	0,9	2,0	0,8	2,5	0,8
	The required skills are clearly stated to encourage the widest participation of potential pertinent candidates	2,2	0,9	2,4	0,8	2,5	1,0	2,4	0,9	2,2	0,9	2,3	1,0
	Candidates are always adequately informed by the selection committees, at the end of the selection process, on weaknesses and strengths of their candidature	2,2	0,9	2,2	0,8	2,3	1,0	2,3	1,0	2,0	0,9	2,2	1,0
	The Research Institution makes sure that the overall potential of candidates as researchers, in particular their creativity and their degree of independence, is properly considered by the selection committees	2,1	0,9	2,1	0,8	2,4	1,0	2,2	0,9	2,0	0,9	2,2	1,0
	Selection criteria, working conditions and rights - including career prospects - competencies and skills required by candidates are adequately described in the calls	2,2	0,9	2,4	0,9	2,6	1,0	2,3	0,9	2,1	0,9	2,6	0,9
	Selection committees routinely include members from other countries	1,9	1,0	2,1	0,9	1,9	1,1	1,6	0,9	1,6	0,9	1,9	0,9
	Selection committees routinely include members from outside university system (e.g. private companies, public research institutions)	1,8	0,9	2,1	0,9	1,8	0,9	1,5	0,8	1,7	0,9	2,1	1,0
	Selection committees are always gender balanced	2,3	1,0	2,3	0,9	2,2	1,0	2,3	1,0	1,9	0,9	2,5	0,9
Area.2: Stability and permanence of employment, social security	Appropriate and attractive conditions and incentives, in terms of salary, are guaranteed to researchers - at all stages of their career and regardless of the type of contract (permanent or fixed-term)	1,5	0,8	1,6	0,8	2,0	1,1	1,6	0,9	1,6	0,8	2,1	1,0
	Researchers enjoy adequate social security provisions including sickness, parental benefits and pension rights in accordance with existing national legislation	2,0	1,1	2,1	0,9	3,2	0,9	3,0	0,9	2,9	1,0	3,0	0,9
	Research Institution improves access to existing information on researchers social security rights	2,1	0,9	2,2	0,8	2,9	0,8	2,6	0,8	2,5	0,8	2,7	0,8
	Research Institution encourages its member state to adopt pan-EU pension schemes targeted at researchers	1,7	0,8	2,0	0,8	2,1	1,0	1,8	0,8	1,9	0,9	2,2	0,8
	Efforts are made for the provision of information specifically addressing researchers on the issue of supplementary pension rights	1,7	0,8	1,9	0,8	2,2	1,0	1,9	0,8	1,9	0,9	2,2	0,8
	Compliance with national or sectional regulations on health and safety is ensured	2,5	0,9	2,6	0,8	3,2	0,9	3,0	0,9	2,9	0,9	2,8	0,9
Area.3: Professional recognition; non-discrimination; research environment	Sufficient attention is paid to avoid discrimination on the basis of gender, age, ethnic origin - national or social - religion or belief, sexual orientation, language, disability, political opinions, and social/economic conditions	2,9	1,0	3,0	0,9	3,1	0,9	3,1	0,9	2,8	0,9	2,9	0,9
	Autonomy and creativity of all researchers, including the early stage & early career researchers is actively promoted	2,2	1,0	2,4	1,0	2,5	1,0	2,2	0,9	2,1	1,0	2,4	0,9
	Gender balance (equal opportunity) is actively searched for at all levels of staff, including those whose duties include supervision and management	2,5	0,9	2,5	0,9	2,5	1,0	2,5	0,9	2,3	1,0	2,5	0,9
	Research Institution departments	2,3	1,0	2,3	0,9	2,6	0,9	2,5	0,9	2,2	0,9	2,4	1,0

	provide a stimulating, pleasant to work-in environment, supporting research activities												
	Researcher's participation in the Research Institution bodies/boards, including those involved in decision-making and communication activities, is guaranteed	2,1	0,9	2,4	0,9	2,6	1,0	2,4	0,8	2,4	0,9	2,5	0,9
	Complaints/appeals of researchers and the conflicts between supervisors and early career researchers are fairly and efficiently handled	2,2	1,0	2,3	0,8	2,4	0,9	2,2	0,8	2,0	0,9	2,5	0,8
	An effective evaluation of the professional activities (research, teaching) of all researchers is regularly performed	2,1	1,0	2,2	0,9	2,4	1,0	2,2	0,9	2,0	1,0	2,1	1,0
	Teaching duties do not prevent researchers, especially at the beginning of their career, from performing their research activities	2,5	1,0	2,6	0,9	2,5	1,0	2,2	1,0	2,1	1,0	2,4	0,8
	Sufficient, specific measures are in place to encourage both women and men to combine family and work, children and career (eg part-time, teleworking, sabbatical leaves, nurseries, etc.).	1,8	1,0	1,9	0,9	2,3	1,0	2,1	0,9	1,9	1,0	2,2	0,9
Area.4: Professional development - Plans for training and mobility - Mentoring and/or supervision - Teaching	Measures and internal regulations are drawn by which the University guarantees researchers adequate training for teaching activities	2,0	0,9	2,2	0,8	2,1	1,0	1,8	0,8	1,8	0,9	2,4	0,8
	Possibility for researchers to experience geographical, intersectional, inter- and trans-disciplinary mobility, and also mobility between public and private sectors is guaranteed and actively promoted	2,1	0,9	2,4	0,9	2,4	1,0	2,1	0,9	2,1	0,9	2,4	0,8
	Proper plans for increasing researchers' skills and competence, needed for their career progression, are regularly designed by the Research Institution	1,9	0,9	2,2	0,9	2,2	0,9	1,8	0,9	1,8	0,8	2,3	0,8
	Mentors and/or supervisors are identified as persons to whom researchers, in the early stage of their career, can refer for carrying out their professional duties and for providing support and guidance for their cultural and professional development	2,9	0,9	2,9	0,9	2,8	0,9	2,5	0,9	2,5	1,0	2,6	0,7
	Training plans are elaborated as well to improve mentoring competencies, informing senior researchers on this opportunity	2,2	0,9	2,3	0,8	2,1	1,0	1,8	0,8	1,8	0,8	2,4	0,8

Tab. 6. Mean score and standard deviation of each question and of the each area in the questionnaire depending on the working category. Data provided by International research service of the Padua University.

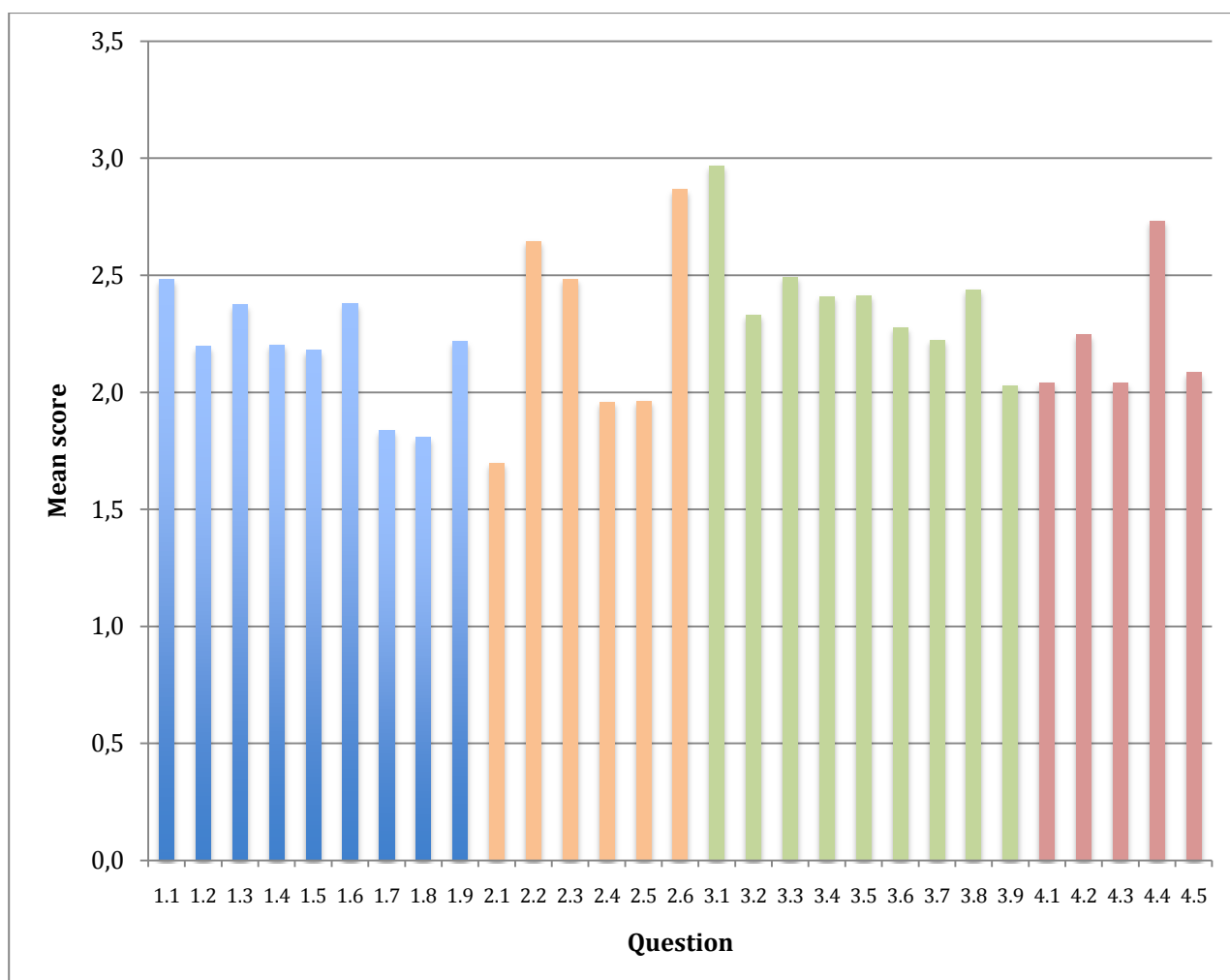


Fig.1 Distribution of the score in function of the answer.

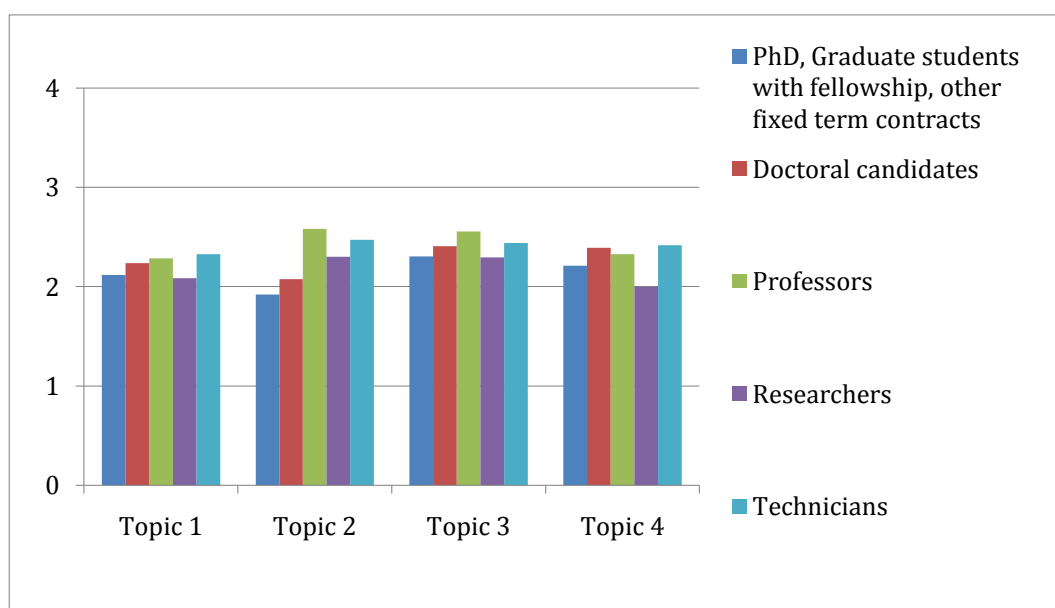


Fig.2 Distribution of the answers depending on the interviewed working categories. Data provided by the International research service of the Padua University.

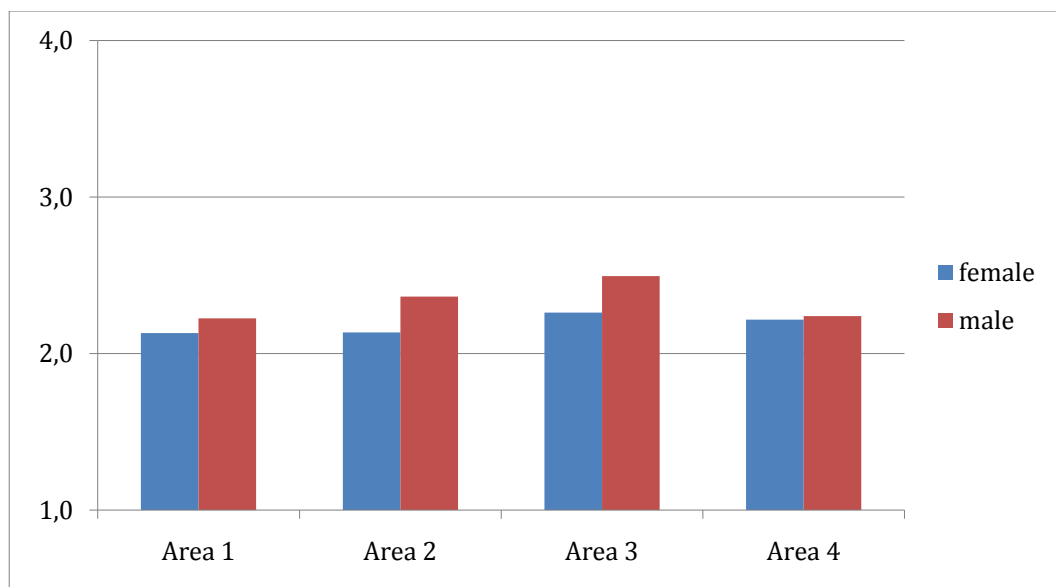


Fig.3 Distribution of the answers depending on the interviewed gender. Data elaborated by the International research service of the Padua University.

As far as the Area 2 “*Stability and permanence employment*” is considered, the interviewees evidenced a poor agreement with the national recruitment system in force, especially when the salaries and incentives are under debate (independently of the working category, a common agreement is that the Italian working conditions are well below the European standards). The most discontent persons are those with a temporary position (mean score close to 1.5, near the permanent researchers with a mean score 1.6 and professors close to 2). However in average social security provisions including sickness, parental benefits and pension rights in accordance with existing national legislation are judged quite enough among the permanent staff, the agreement score being close to 3 among the permanent staff but only between 2-2.1 among the not permanent positions. This is due to the application of the National law (the University of Padua has no autonomy in this field) and on the lack of information given by the National Institute for pensions rights and sickness (INPS): not permanent staff in fact are treated by the so called “*Gestione Separata*” of the INPS Institute i.e a different section from that dedicated to permanent staff. However, a better support of the Young researcher could be organised by disseminating information by way of the Internal Service of the Padua University. As a matter of fact the permanent staff declared that are moderately agree that UNIPD improves access to existing information on researchers social security rights (mean score 2.7) but this agreement strongly decreases among the young researchers (mean score 2.1) thus suggesting the need of a more effective communication channel. The greater part of the interviewees agreed on the fact that the Research Institution does not encourage enough either Italian government to adopt pan-EU pension schemes targeted at researchers (mean score 2.2) nor adequately make for the provision of information specifically addressing researchers on the

issue of supplementary pension rights. It is complicated by the fact that till 2011 two different institutions for pension rights existed (INPDAP and INPS respectively): the situation will be better in the future since the new Italian government have just deliberated the inclusion of INPDAP into INPS. In any case, the career reconstruction in terms of pensions right is expected to remain quite difficult when foreigner institutions are involved. The pension aspects need a deep investigation in order to define whether general guidelines addressing to the specific services can help the researchers in understanding their situation and the relative opportunities. However it is common opinion that the University of Padua has respected the rules concerning health and security: despite of the difficulties, the 79.9% of the interviewees consider a highly priority to have work conditions and salaries adequate to the relative position since the early stage of career as well as adequate social providence and pensions (69.5%). It is worth mentioning that the salaries of the permanent staff is defined by the Italian minister of University and Research (MIUR) and, therefore, public universities have no autonomy in that field: in this sense the Italian government is showing a deficit. The Padua University has, instead, the autonomy to determine the salary of not permanent positions within given national ranges (for instance the PhD student salary is fixed by the national law to about 1100 Euros per month; in the days when the questionnaire was given the post doc contracts should lie in the range 16-19KEuros/year gross perceiver). In particular, in order to respect the national law but diversify the salary depending on the position and roles of the research activities made by the post docs, in 2010 the Padua University modified its rules and increased the salary of expert post-docs (i.e those having at least 18 months of experience) leaving more discretion in defining the salary for post-docs paid by own funds. The new post-doc regulation (since 2011) assessed the new minimum of the post doc salary (19.5 KEuros/year gross perceiver, as required by the new law L.240) and further increased the salary of senior post docs that now can receive a salary close to the permanent retained researcher staff. Although these actions were appreciated by the not permanent staff, it is important to underline that the continuous cuts in the Minister budget prevent further adjustment of the salaries thus worsening the international competitiveness in attracting new young researchers at the University of Padua.

As far as the Area 3 “*Attractive employment and working conditions*”, it was observed that although attention was paid to avoid discrimination on the basis of gender, age, ethnic origin - national or social - religion or belief, sexual orientation, language, disability, political opinions, and social/economic conditions (the mean score is 3) respectively, the same attention was not dedicated to promote and support the autonomy and creativity of all researchers, including the early stage & early career researchers (the mean score 2.3) nor to the gender balance (mean score 2.5) and to assure a stimulating and pleasant to work-in environment (mean score 2.3-2.4). This is partially due to the fact that the work in-environment is carried out by financial action paid directly by the University budget since the National Minister MIUR has been cutting the financial support since many years. The University budget is therefore not enough to assure a widespread action plan able to fulfil any need in short time. The replying interviewees, finally, declared that they did not consider guaranteed their participation in the main decisional boards: it depended strongly on the national law (both L.509 and now the L.240) since some working categories are not there included a priori. In the new statute of the University of Padua this problem has been partially solved by representatives of each category at least a working site and when possible in the elective decisional boards. Finally, the interviewees underlined that they suffered from the lack of an effective and periodic evaluation of the professional activities (research, teaching) of all researchers (maximum

mean score close to 2.4 among permanent staff but only 2.1 among not permanent staff respectively). Moreover it was pointed out that no sufficient and specific measures were in place to encourage both women and men to combine family and work, children and career (eg part-time, teleworking, sabbatical leaves, nurseries, etc.) and that the teaching duties did not prevent researchers, especially at the beginning of their career, from performing their research activities. This is mainly felt by the not permanent staff (mean score 1.8) and less by the professors (mean score 2.3) but is strongly addressed by the females. The problem of evaluation has a long history even at the national level and was particularly connected to the fact that the Italian system prevented from associating higher salary to better results (given by comparative analysis of the research activities results). The most addressed point is the lack in promotion of autonomy and creativity (in average it was reported by the 56% of the not permanent staff and by the 53% of the researchers), especially among the males (62%) and slightly less among females (50%). One of the priority underlined by the interviewees is connected to the possibility of combining family and work, children and career (in average for 56% of the interviewed females and 26% of the males respectively) followed by the need of a pleasant and stimulating work-in environment (37% of the interviewed female and 46% of male, with an overall interest of about 42%).

As far as the Area 4 is considered "*Enhancing training, skills and experience in European researchers*", a moderate disagreement was shown on the fact that internal regulation were still lacking on the training for teaching (the mean score of the answers lies in the range of 1.8 among researcher up to 2.2 for PhD students). It was also evidenced that there is certain difficulty in benefit of the geographical, intersectional and interdisciplinary mobility plans and between the private and public sectors. For the permanent staff, it was mainly due to the teaching duties that often prevent from a free transfer among different institutions (mean score of the question 2.4) and by a not adequate financial support that is mainly provided by the university. This difficulty was shown by both females and males, without appreciable differences. It was also underlined that regular plans to improve the competences and skills of researchers needed for their career progression were not proposed, this problem being mainly addressed by the researchers (mean score 1.8) and by the not permanent staff (mean score of PhD students 2.2 and post docs 1.9 respectively). However, it was recognised that the tutor and supervisors figures had been defined by the university since the early stage of career for helping the younger to carry out their professional duties and in improve their professional and cultural developments. The answers in fact were in moderate agreement with the question, with a 2.9 mean score among the not permanent staff and close to 2.8 among the professors but slightly lower among researchers (2.5), without differences depending on the gender. The replying interviewees also addressed the lack in training courses for becoming a supervisors (the mean score varying between 1.8 among the researchers and 2.3 among the PhD students). Finally, it is worth mentioning that the mobility and the presence of strategic plans to improve the research competences are considered a priority among the interviewees (the priority rate is in the range 63-67% depending on the work category). This point outlines the clear need of the personnel involved in research at each level to extend the own cultural and professional views and competences with the conviction that the university can be an active actor on this field. Similarly, the training for teaching is addressed as a key point (the 54% of the replying interviewees has addressed this point as a strategic one).

In Fig.4 the distribution of the priority rate is reported in function of the areas questions while in Fig.5 the same is reported in function of the priority level assessed by the replying interviewees in order to evidence the increasing order of importance. The term priority rate refers to the percentage of replying interviewees that indicated a given aspect (treated in the given question) as a strategic and prior point.

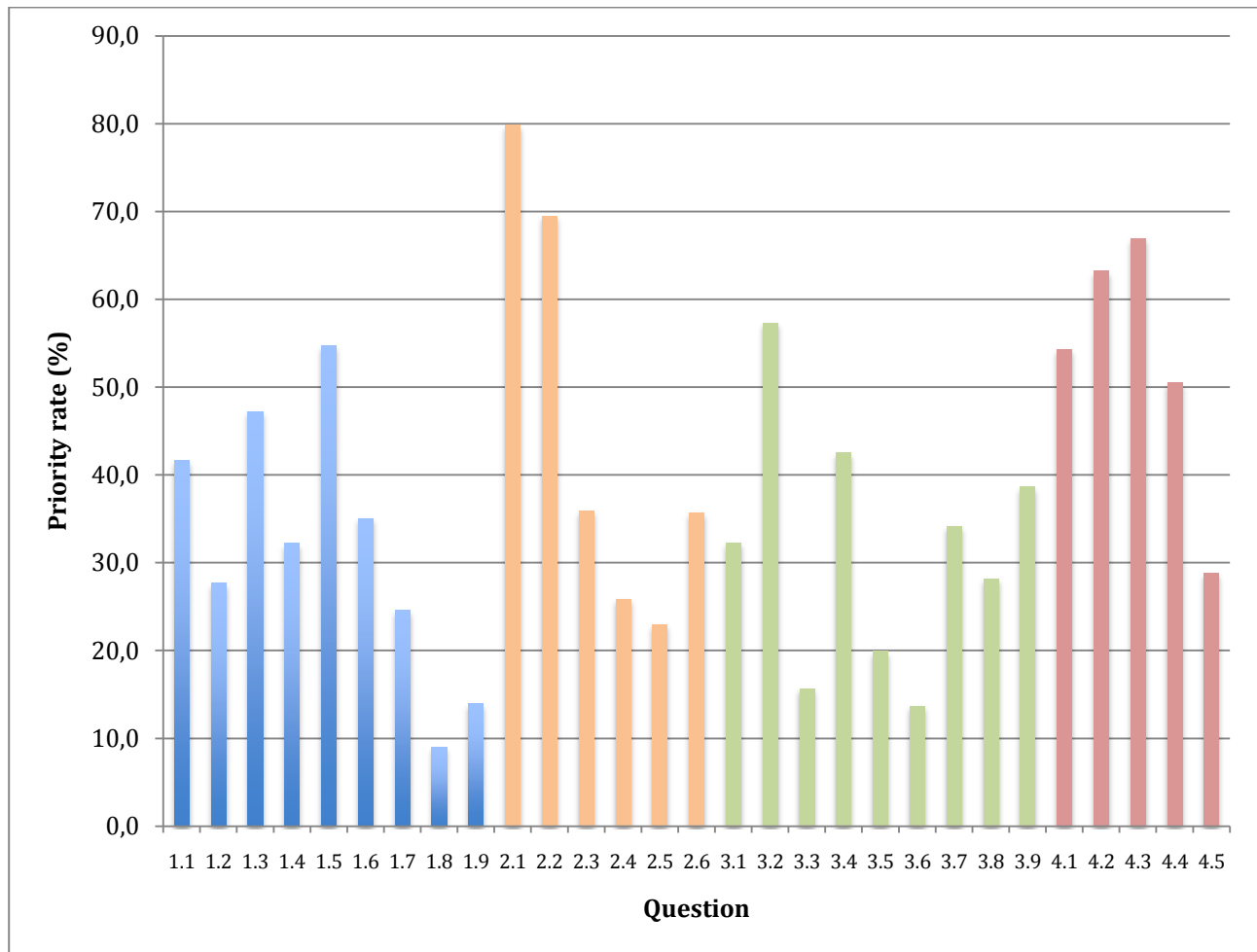


Fig.4 Priority rates expressed by the replying interviewees depending on the question addressed.

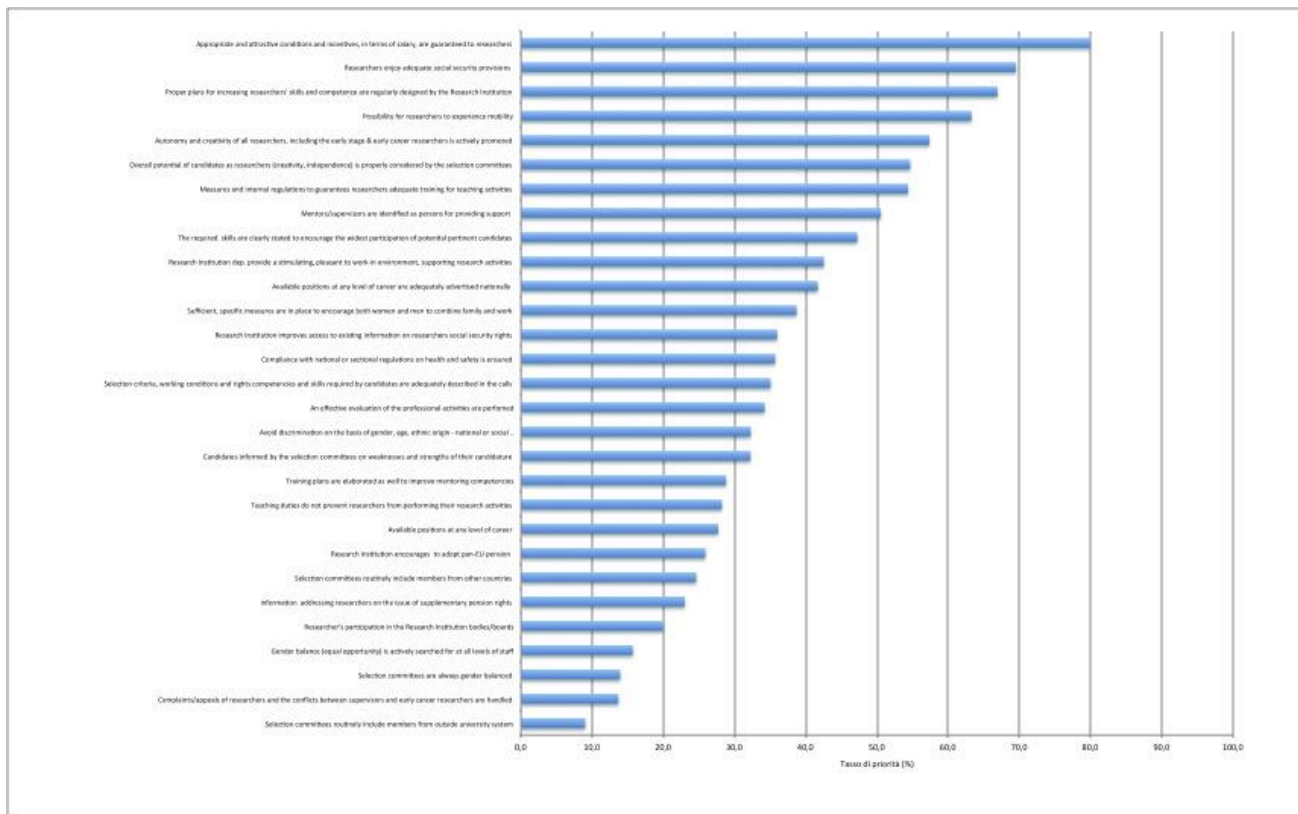


Fig.5 Priority rates expressed by the replying interviewees depending on the question addressed in crescent order of importance.

The analysis of the priority rate expressed by the replying interviewees allows to define a graduated scale of strategic points that must be fixed. By focusing the attention on those having a priority rate higher than 40% (i.e. more than the 40% of the interviewees addressed it as a critical and priori question) the **following action plan is mandatory**:

1. to guarantee appropriate work conditions, attractive in terms of salaries and incentives independently of the contracts type;
2. to assure adequate social security and pension coverage in accordance to the laws in force, including parental benefits;
3. to prepare strategic plans, within given schedule time, in order to improve the research competences and skills needed for the career progression;
4. to promote the mobility (geographic, intersectional, inter and intra disciplinary, and mobility between the public and private sectors);
5. to promote the autonomy and creativity of the researcher since the early stage of career;
6. to valorise the candidates potentialities (with special care focused on the creativity and autonomy) in the selection calls;
7. to promote measures and internal regulations to assure an appropriate training for teaching;

8. 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 to carryout their professional duties;
9. to define in a precise way the capabilities and skills in the selection call for guaranteeing a wide participation of potential candidates;
10. to assure a stimulating work-in environment, supporting the research activities;
11. to advertise at a national level the call for free positions (at each level and by specifying the number and period of work respectively).

Since the internal analysis of the questionnaire results evidenced the priorities on which the attention should be focused, the Human resource strategy was consequently based starting from the previously quoted priority list.

4. Human Resources strategy: action plan.

Based on the priorities emerging from the questionnaire results and the discussion of the internal regulations that the University of Padua intends to review on an on-going basis, new initiatives to sensitize the researchers on the importance of the C&C principles and related applications were investigated. Consequently a HR-strategy plan was defined and approved on the Senate debate on December 5th 2011 in order to fix the revealed gaps and allow the internal regulation to respect the C&C principles as far as possible: a summary of planned actions is reported in Tab.7. In particular, the planned action and the responsible for that action are addressed, by specifying the relative schedule time. Since the new statute will be in action in 2012 and the new decisional bodies will be defined in the first quarter of the year, the responsible of the action (when not expressly declared) will be the higher in level and will directly identify the involved university services to guarantee the action realisation and to respect the scheduled time.

It is worth mentioning that the proposed Strategy was developed by a series of discussions and debate that involved different personnel. Apart from those involved in the definition of the draft of the strategy and that are indicated as personnel involved in the writing of the present document (that include researchers, professors, administrative staff with the collaboration of not permanent staff involved in research), the strategy was discussed by the Commissione Scientifica di Ateneo (University Scientific Commission, CSA) in different meetings that were held during the 2011. This commission is composed by one member for each scientific area (namely 17 member representatives of the following scientific areas: Mathematics, Physics, Chemistry, Pharmaceutics, Health science, Earth science, Psychology, Social and political Sciences, Engineering, History and Philosophy, Economics, Statistics, Pedagogy, Jurisprudence sciences, Ancient and linguistic sciences, Biology, Agrarian and veterinary sciences respectively) and has the role to suggest plan actions to the University Senate. The discussion within the CSA allowed to consider the different realities and problems present among different scientific areas. 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.

Section 1: European Chart for Researchers	
UNIPD PLANNED ACTIONS	
Implementation of the European chart for researcher	<p>Planned action: to awaken the researchers opinion to the C&C principles by way of:</p> <p>1) Promotion and dissemination of the principles recommended in the European Chart for researchers since the early stage of researchers career;</p> <p>2) Ex post evaluation of how the researchers realize the C&C implementation (by means of questionnaires and surveys).</p> <p>Responsible for the action: University Scientific Commission (i.e. CSA - Commissione Scientifica di Ateneo).</p> <p>Scheduled time: short term.</p>
EUROPEAN CHART PRINCIPLE	UNIPD PLANNED ACTIONS
<p>General principle: Stability and permanence of employment</p> <p>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 ⁽¹⁰⁾.</p> <p>10) Which aims to prevent fixed-term employees from being treated less favourably than similar permanent employees, to prevent abuse arising from the use of successive fixed-term contracts, to improve access to training for fixed-term employees and to ensure that fixed-term employees are informed about available permanent jobs. Council Directive 1999/70/EC concerning the "Framework Agreement on fixed-term work" concluded by ETUC, UNICE and CEEP, adopted on 28 June 1999.</p>	<p>Planned action: 1) to 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.</p> <p>2) Promotion and dissemination of what needed to researchers on the questions regarding the le opportunities, the permanence and stability of employment.</p> <p>Responsible for the action: Rector and Proper bodies (CSA and Senate).</p> <p>Scheduled time: within 12 months</p>
<p>General principle: Funding and salaries</p> <p>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with</p>	<p>Planned action: 1) 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.</p>

<p>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 career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</p>	<p>2) monitoring the contract conditions and salaries on which the University autonomy can be exerted. 3) Promotion and dissemination of what needed to researchers on the questions regarding the funding and salary.</p> <p>Responsible for the action: <i>International Research Office, National research office, VAT and Fiscal Office, Pension Office, Delegate of the Rector for the promotion of the Young researcher opportunities, CSA.</i></p> <p>Scheduled time: within 9 months.</p>
<p>General principle: Gender balance¹¹ 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.</p> <p>¹¹ See SEC (2005) 260, Women and Science: Excellence and Innovation – Gender Equality in Science.</p>	
<p>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.</p>	<p>Planned action: 1) 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. 2) Promotion and dissemination of what needed to researchers on the questions regarding the career development.</p> <p>Responsible for the action: <i>CSA and Research Office.</i></p> <p>Scheduled time: within 12 months.</p>
<p>General principle: Value of mobility Employers and/or funders must recognise the value of geographical, inter- sectoral, inter- and trans-disciplinary and virtual 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</p>	<p>Planned action: 1) 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). 2) To promote initiatives for post-docs mobility.</p>

<p>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 allow the portability of both grants and social security provisions, in accordance with national legislation.</p>	<p>3) 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. 4) To promote and disseminate the value of mobility among the researchers.</p> <p>Responsible for the action: International Research Service, International Relations, Service for Project development of integration with public institution and privates.</p> <p>Scheduled time: within 9 months.</p>
<p>General principle: Access to research training and continuous development 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 improving competencies, skills and employability.</p>	<p>Planned action: 1) to promote seminars to develop new skills and competences in researches (such as project managements, intellectual properties spin-off, etc) and improve both the research capabilities and the valorisation of the results obtained. 2) to evidence in the University website of a section dedicated to seminars action in the cited field and of the PhD courses offered by the University. 3) monitoring of the assessment processes of the gained objectives. Promotion and dissemination of what needed to researchers on the questions regarding the Access to research training and continuous development.</p> <p>Responsible for the action: Departments, Research training Service, International Research Service, Research Service, Public Relations Service, Service for Project development of integration with public institution and privates.</p> <p>Scheduled time: within 12 months.</p>
<p>General principle: Access to career advice Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>Planned action: Promotion and dissemination of what needed to researchers on the questions related to the career advise and job placement assistance</p> <p>Responsible for the action: Each Service of the UNIPD.</p> <p>Scheduled time: within 6 months.</p>
<p>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.</p>	<p>Planned action: 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.</p>

<p>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.</p>	<p>2) to introduce appropriate regulations of the roles and duty of the supervisor and of the way and procedures of supervisor identification.</p> <p>3) Promotion and dissemination of what needed to researchers on the questions related to supervision.</p> <p>Responsible for the action: ProRector to the training in research and related service, PhD schools directors, CSA, Research service, Delegate of the Rectors for the promotion of the young research opportunities.</p> <p>Scheduled time: within 12 months.</p>
<p>General principle: Teaching.</p> <p>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.</p> <p>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.</p>	<p>Planned action: 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.</p> <p>2) Promotion and dissemination of what needed to researchers on the questions regarding the teaching.</p> <p>Responsible for the action: PhD schools directors, Research training Service.</p> <p>Scheduled time: within 12 months.</p>
<p>General principle Evaluation/appraisal systems</p> <p>Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career</p>	<p>The evaluation systems are defined by the national law L.240 (dated on 2010, December 30th and in action starting from 2011 January 29th).</p>

<p>progression.</p>	
<p>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.</p>	<p>Planned action: 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.</p> <p>Responsible for the action: Decision-making body (Rector and Senate).</p> <p>Scheduled time: within 12 months.</p>
<p>General principle: Participation in decision-making bodies 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 ¹³ In this context see also EU Directive 2002/14/EC..</p>	<p>Planned action: 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.</p> <p>Responsible for the action: Departments and Statute and Regulation Service.</p> <p>Scheduled time: within 6 months.</p>
<p>General principle: Recruitment. Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p>	<p>No actions can be performed by UNIPD in autonomy since the national law L.240 define the guidelines for selections and does not take into account of this general recommendation to facilitate disadvantaged groups or researchers returning to a research career .</p>

SECTION 2: The Code of Conduct for the Recruitment of Researchers	
PRINCIPLE	PLANNED ACTION
<p>General principle: 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.</p> <p>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.</p>	<p>Planned action <i>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.</i></p> <p>Responsible for the action CSA, Research Service.</p> <p>Scheduled time: with 6 months.</p>
<p>General principle: Transparency. 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.</p>	<p>Planned action <i>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.</i></p> <p>Responsible for the action: CSA, Research Service.</p> <p>Scheduled time: within 6 months.</p>

Tab.7