



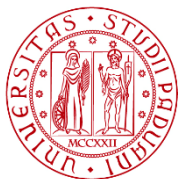
ACTION PLAN (2017-2019 extended to 2020)

The actions valid for the three-year period 2017-2019 were extended to 2020 with the integration of Action no. 29 (React-UNIPD)

ACTIONS

Below is provided a list of all actions to be undertaken in this HR strategy.

<i>nr</i>	<i>Action Title</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>	<i>Principles</i> *Charter *Code
1 a	— STARS@UniPD-StG grants (Supporting TAlent in ReSearch@University of Padova)	Duration: 3 years Starting date: April/May 2017	Vice Rector for Research, Marcella Bonchio Research Office + International Research Office	Expected >20 funded projects	Funding and salaries; Career development
1 b	— STARS @UniPD-CoG (Supporting TAlent in ReSearch@University of Padova)	Duration: 3 years Starting date: April/May 2017	Vice Rector for Research, Marcella Bonchio Research Office + International Research Office	Expected >5 funded projects	
1c	— STARS@UniPD-Wild card (Supporting TAlent in ReSearch@University of Padova)	Duration: 3 years Starting date: April/May 2017	Vice Rector for Research, Marcella Bonchio Research Office + International Research Office	Expected > 6 funded projects	
2	Soft skills training&Dissemination	Duration: 3 years Starting date: January 2017	Vice Rector for Research, Marcella Bonchio Research Office + International Research Office	20 workshops/seminars	Continuing Professional Development



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3	ISR@unipd.it (Infrastrutture Strategiche di Ricerca – Strategic Research Infrastructure Program)	Duration: 3 years Starting date: January 2017	Rector Vice-Rector for Research, Marcella Bonchio Research Office	> 4 new ISR acquisition for a total of 2 Million Euros investment	Research environment
4	BIRD@unipd.it (Budget Integrato per la Ricerca dei Dipartimenti - Integrated Budget for Research in the Department call)	Duration: 3 years Starting date: January 2017	Rector Vice-Rector for Research, Marcella Bonchio Research Office	>35 Million Euros 32 Department Research Plans	Research environment; Funding and salaries
5	Monitoring of contracts on stability of employment conditions and salaries	Duration: 2,5 years Starting date: January 2017	Deputy Rector: Giancarlo Dalla Fontana “Concorsi e carriere personale docente” Office Vice Rector for Research, Marcella Bonchio Research Office	Continuous monitoring of the action: increase of positive evaluations from the stakeholders (eg: 2 surveys at the beginning and at the end of the period)	Recognition of the profession; Career development
6	Brain gain @UNIPD program	Duration: 3 years Starting date: January 2017	Deputy Rector: Giancarlo Dalla Fontana Vice Rector for Research, Marcella Bonchio Concorsi e carriere personale docente	> 20 new positions in the period 2017-2019	Value of mobility; Recognition of the profession; Recognition of mobility experience
7	New Career Development Desk	Duration: 2.5 years	Vice rector for Research, Marcella Bonchio	Implementation of a new Career development Desk	Career Development; Access to career advice



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		Starting date: June 2017	International research Office Vice rector for Technology Transfer, Fabrizio Dughiero Placement Office	Call for talents: 50 supported researchers At least 2 Matchmaking events dedicated to PhD students and postdocs to meet the industrial sector	
8.	Implementation of Tailored Indicators for monitoring and supporting the Research Progress of the University Departments	Duration: 1 year Starting date: April 2017	Vice-Rector for Research Marcella Bonchio, Osservatorio della Ricerca	32 Research Assessment Reports based on the “Piano Triennale della Ricerca nei Dipartimenti” (3-Year Research Plan of the Departments) and on the VQR results (Valutazione della Qualità della Ricerca- National Evaluation of the Research Quality).	Evaluation/appraisal Systems
9.	Mobility Value	Duration: 3 years Starting date: January 2017	Vice Rector for International Relations, Alessandro Paccagnella International Relations Office Vice Rector for Research Training, Patrizia Burra Research Training Office Public Relations Office - URP	<ul style="list-style-type: none"> • Organization of at least 3 events/training courses per year about mobility dedicated to students • Creation and implementation of web pages in the period under consideration 	Value of mobility; Recognition of mobility experience
10.	Mobility@UNIPD program	Duration: 3 years Starting date: January 2017	Vice Rector for International Relations, Alessandro Paccagnella International Relations Office Vice Rector for Research Training, Patrizia	<ul style="list-style-type: none"> • 2 calls for mobility dedicated to UNIPD staff every year • 3% increase in the number of participants every year • Creation of 1 new dedicated office • 1% increase of positions on offer • 1% increase in the number of months for both for incoming and outgoing students 	Value of mobility; Recognition of mobility experience



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			Burra Research Training Office		
11.	Training for PhD Supervisors	Duration: 3 years Starting date: June 2017	Vice Rector for Research training, Patrizia Burra Research Training Office	<ul style="list-style-type: none"> • At least 1 seminar offered per year • At least 1 customer satisfaction survey per year 	Supervision and managerial duties; Supervision
12.	Exchange@UNIPD program	Duration: 3 years Starting date: January 2017	Vice Rector for International Relations,, Alessandro Paccagnella International Relations Office Vice Rector for Technology Transfer, Fabrizio Dughiero Technolgy Transfer Office	<ul style="list-style-type: none"> • 10 new bilateral agreements with foreign universities every year • 3% increase in the number of people taking part to mobility in the period • > 40 mobility agreements with enterprises signed in the period 	Value of Mobility; Recognition of mobility experience
13.	Networking in Research with regional stakeholders	Duration: 3 years Starting date: January 2017	Vice Rector for Technology Transfer: Fabrizio Dughiero and Delegate of the Rector for relations with financing institutions: Luciano Gamberini Technology Transfer Office	> 8 regional innovative networks which include the University as partner	Value of Mobility; Recognition of mobility experience
14	Collaboration with SMART UNIPD, the wholly-owned	Duration: 2 years	Vice rector for Technology Transfer,	Approval of new internal regulations regarding relationship with Smart	Intellectual Property Rights



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	company dedicated to technology transfer	Starting date: January 2017	Fabrizio Dughiero Technology Transfer Office	Unipd	
15.	Revisions and simplification of Regulation regarding spin-off creation and patents	Duration: 1 year Starting date: June 2017	Vice rector for Technology Transfer, Fabrizio Dughiero Technology Transfer Office	Approval of new internal regulations regarding spin-offs and patents	Intellectual Property Rights; Dissemination, exploitation of results
16.	Information on funding for Researchers and contractual conditions	Duration: 2 years Starting date: April 2017	Rector's Delegate for Institutional Communication, Telmo Pievani Public Relations Office	<ul style="list-style-type: none"> • Dedicated page in the website; • Number of users and contacts both in the website and in social networks 	Contractual and legal obligations; Recruitment; Recruitment
17.	Life&Work@UNIPD Program	Duration: 3 years Starting date: January 2017	Vice Rector for Work and Study Conditions, Renzo Guolo Vice Rector for Organization and Management Processes Antonio Parbonetti Servizio alla persona	<ul style="list-style-type: none"> • increase in percentage of people who can attend financing • shortening in percentage of procedures 	Working Conditions
18.	Wellness&Work@UNIPD Program	Duration: 3 years Starting date: January 2017	Vice Rector for Work and Study Conditions, Renzo Guolo Vice Rector for Organization and Management Processes Antonio Parbonetti Vice Rector for Disability and Inclusion,	<ul style="list-style-type: none"> • Overall increase on customer satisfaction (IGP) • Increase in percentage of employees who use the support service for the staff • Increase in number of counseling actions in support of employees with disabilities and vulnerabilities • Possibility of career progression relating to the merit • Creation of a psycho-physical wellness office • Implementation of wellness courses 	Working Conditions



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			Laura Nota Vice Rector for sport, wellness and merchandising project, Antonio Paoli “Servizio alla persona” Office “Programmazione e Controllo di gestione” Office “Servizio mobilità e valorizzazione del personale” Office		
19.	Parents&Work@UNIPD Program	Duration: 3 years Starting date: January 2017	Vice Rector for Work and Study Conditions, Renzo Guolo Vice- rector for Cultural, Social and Gender Relations, Annalisa Oboe Vice Rector for campus , Tomaso Patarnello Vice Rector for sport, wellness and merchandising project, Antonio Paoli “Servizio alla persona” Office “Servizio mobilità e valorizzazione del personale” Office	<ul style="list-style-type: none"> • Increase in percentage of beneficiaries involved • Number of agreements to be concluded in the period • Monitoring of results: increase of positive evaluations of the overall offer; • Increase of budget allocated to actions; 	Working Conditions
20.	Events&Dissemination on Non-discrimination	Duration: 3 years Starting date: January 2017	Vice-rector for Cultural, Social and Gender Relations, Annalisa Oboe CUG: Committee for equal opportunities and gender relations; Forum interdisciplinare per gli studi e la	<ul style="list-style-type: none"> • 8 seminars/workshops/ conferences/study days/ public debates for researchers, teaching staff and students • 1 teaching program on “Human rights and Inclusion” per year 	Non-discrimination; Working Conditions



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			formazione di genere; “Osservatorio per le pari opportunità e la parità di genere” Responsible for Disability and Inclusion, Laura Nota “Servizio Formazione e Sviluppo Risorse Umane” Office “Servizio alla persona” Office “Servizio disabilità e dislessia” Office Public Relations Office		
21.	Monitoring discrimination	Duration: 3 years Starting date: June 2018	Vice-rector for Cultural, Social and Gender Relations, Annalisa Oboe Nucleo di Valutazione (NdV) - University Evaluation Committee CUG “Osservatorio Pari opportunità e parità di genere”; “Servizio Programmazione e Controllo di Gestione” Office	<ul style="list-style-type: none"> • One survey every two years 	Non-discrimination; Working Conditions
22.	Gender_Equality@UNIPD program	Duration: 2.5 years	Vice- rector for Cultural, Social and Gender Relations	<ul style="list-style-type: none"> • increase in number of seminars and workshops on gender issues; • monitoring of actions from the Positive Action Plan (P.A.P.) of the University; 	Gender balance; Non-discrimination



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		Starting date: January 2017	Annalisa Oboe CUG; Committee for equal opportunities and gender relations; Forum interdisciplinare per gli studi e la formazione di genere; Osservatorio Pari opportunità e parità di genere; Servizio alla persona Servizio URP e Relazioni Pubbliche	<ul style="list-style-type: none"> • increase in number of university people to whom the guidelines for institutional and administrative language use are distributed; • monitoring of diffusion of gender-sensitive language; • increase in number of women in each step of career progression for teaching staff; • increase of the presence of women in governing bodies, administrative committees, evaluation panels; • development and test of a new system of indicators for monitoring gender equality in Gender Budgeting; 	
23.	Teaching&Quality@UNIP D	Starting date: June 2017 Duration: 2 years	Vice Rector for Teaching and Education, Daniela Mapelli “Servizio Accreditamento, Sistemi Informativi e Qualita' Della Didattica” Office	<ul style="list-style-type: none"> • level of internationalization • number of hours of teaching supported by the teachers of Department • size of Corso di Studio • Monitoring of the action through surveys to stakeholders 	Teaching; Evaluation/appraisal system
24.	Events on Teaching	Starting date: June 2017 Duration: 2 years	Vice Rector for Teaching and Education, Daniela Mapelli “Servizio Accreditamento, Sistemi	<ul style="list-style-type: none"> • 15 training programs for faculty (1 week each) • 4 conferences • 2 training program for new researchers • Multiple meetings (20) with students to share the activities to implement the teaching listening to their voices and feedbacks, in order to continually improve teaching and learning practices 	Teaching; Continuing Professional Development



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			Informativi e Qualita' Della Didattica" Office		
25.	Teach_To_Teaching@UNI PD program	Starting date June 2017 Duration: 2 years	Vice Rector for Teaching and Education, Daniela Mapelli "Servizio Accreditamento, Sistemi Informativi e Qualita' Della Didattica" Office Servizio Segreteria del Rettore, dei Prorettori e dei Delegati	<ul style="list-style-type: none"> • Mooc will be addressed to all instructors of University of Padova • Set up of multiple TSG within each department, • 400/500 instructors in two years • number of recipients reached • number of activated courses 	Teaching; Continuing Professional Development
26.	Employment_program	Duration: 3 years Starting date: January 2017	Deputy Rector: Giancarlo Dalla Fontana "Concorsi e carriere personale docente" Office	<ul style="list-style-type: none"> • 180 new positions in the period 2017-2019 • Achieve a stable total number of 300 researchers (RTD (A) by 2019 • Ensure a balance between retirements and recruitment of tenure track RTD(B) by 2019 	Recognition of the profession; Stability and permanence of employment
27.	Study of a new appraisal system	Starting date: April 2018 Duration: 1 year	Deputy Rector: Giancarlo Dalla Fontana + Vice Rector for Organization and Management Processes Antonio Parbonetti	Implementation of a new appraisal system of the scientific production of recently hired and promoted researchers. The system will be based on the IRAS2 indicator of the VQR (Evaluation of the Quality of Research), which specifically grades publications of researchers hired and/or promoted in the observation period. The next VQR will focus on the period 2015-2019. A reasonable target is to improve by 10% the value of IRAS2 of the 2011-2014 VQR.	Evaluation/appraisal systems



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			"Osservatorio alla Ricerca" Office		
28.a.	OTMR - Recruitment Policy Revision of the recruitment platform (starting from the early stage of career) Publicity of open positions	Start: January 2017 Duration: 3 year	Deputy Rector: Giancarlo Dalla Fontana Concorsi e Carriere personale docente Vice Rector for Research, Marcella Bonchio	Continuous monitoring of the action: evaluation by the stakeholders. Survey and customer-feedbacks Use of a customer satisfaction system on the PICA procedure (national online recruiting procedure) Publication of open positions in several websites and social media	Evaluation/appraisal systems; Recruitment; Recruitment; Selection; Transparency; Judging merit
28.b.	OTMR – Recruitment Policy -General guidelines for the recruitment policy -Guidelines for the selection of the Recruitment Committees	Start: January 2017 Duration: 3 years	Deputy Rector: Giancarlo Dalla Fontana Concorsi e Carriere personale docente Vice Rector for Research, Marcella Bonchio	Publication of the guidelines	
28.c	OTMR – Recruitment Policy - ex-post evaluation of the recruitment results -Policy Strategy of the HR planning and distribution	Start: January 2017 Duration: 3 years	Deputy Rector: Giancarlo Dalla Fontana Concorsi e Carriere personale docente Vice Rector for Research, Marcella Bonchio	Feedback from the Departments Continuous monitoring of the HR planning and distribution among the research area.	Evaluation/appraisal systems; Recruitment; Recruitment; Selection; Transparency; Judging merit
29	React-UNIPD Unipd ensures education and research continue within a safe	Start: January 2020 Duration: 1 year	All	Unipd actions to turn the threat of COVID-19 into an opportunity (e.g. an event taking place virtually, which was able to gather more people than usual)	Working Conditions



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	environment and adapts its support services to face the Covid-19 outbreak				



1. The University of Padua will implement an initiative called **STARS** - Supporting TAlent in ReSearch@University of Padua. A total budget of 7 million Euros will be invested to promote and encourage high quality, innovative and ambitious research in Padua, with the final goal to strengthen the ability to attract external competitive grants. This action intends to stimulate the University's participation in competitive European calls for proposals, in particular those within the ERC framework, and to disseminate a positive and open attitude towards international research funding opportunities. Three types of grants will be provided:
 - a. STARS@UniPD-StG grants to support research activities proposed and led by early stage researchers (that have been awarded their first Doctoral degree within a minimum of 2 and a maximum of 7 years) with special attention to innovation and excellence in research and recognition of their professional career achievements, with the aim to leverage their application for competitive ERC grants.
 - b. STARS @UniPD-CoG grants to support research activities proposed and led by staff researchers (that have been awarded their first Doctoral degree within a minimum of 7 and a maximum of 12 years) with special attention to innovation and excellence in research and recognition of their profession to leverage their application for competitive ERC grants.
 - c. STARS@UniPD-Wild card to support excellent research activities within the Institution and professional recognition. This action is dedicated to UNIPD researchers who have already submitted an ERC grant application and obtained A level at the end of the second evaluation step.

The STARS program will last 2 years: in case of a positive feedback, it will be renewed.

2. **Soft skills training&Dissemination Events:** to improve the CV and professional skills of early stage researchers UNIPD will organize **seminars** and **tailored workshops** to promote Professional skills (e.g. how to develop a competitive CV to apply to national and international research funds).
3. **ISR@UNIPD:** UNIPD will support the academic departments and their research / training environment by funding the purchase of new equipment and facilities thanks to the ISR (Infrastrutture Strategiche di Ricerca - Strategic research Infrastructure) program. It will last 2 years and in case of positive feedback, it will be renewed.
4. **BIRD@UNIPD:** UNIPD has introduced a new system of budget administration called **BIRD** (Budget Integrato per la Ricerca dei Dipartimenti - Integrated Budget for Research in the Department) based on a responsible research planning and resource investment by the University Departments. Each Department has to submit a 3-years strategic plan including specific research goals and performance indicators and is subject to ex-ante and ex-post assessment by the Scientific University Panel (Observatory for Research Quality).



5. UNIPD will **monitor contract conditions and salaries** (limited to those on which the University autonomy can be exerted) and will support career development and salary improvement on a merit-based system.
6. **Brain gain program:** is a new program to recruit talented researchers from all over the world to increase the international dimension of our research groups. In case of positive feedback, the program will be renewed.
7. A New **Career Development Desk** will be created/implemented to:
 - a. Improve the support to early stage researchers for the development of their career both in the academic and non academic sector
 - b. **Talents Help-desk:** The University of Padova has launched an investment program called "Talent in Research," aimed at supporting excellent research to be conducted on its premises. It involves a scouting initiative open to all scientists willing to choose UniPD as their Host Institution in their application for European Research Council (ERC) funded research.
 - c. **Career Day** Open day to promote contacts between PhD students, Post docs and enterprises
8. Implementation of **Tailored Indicators for monitoring and supporting the Research Progress of the University Departments:** The new system will be based on the critical assessment of the Department Strategic Research Plans in the three scientific domains (SH, PE, LS) and according to the specific SWAT analysis of each Department. The department will be involved and committed to suggest new indicators to be applied in the self-assessment processes. The action will be implemented on a three-year base. In case of positive feedback the program will be renewed, otherwise revised.
9. **Mobility value** is a program of promotion and dissemination of the value of mobility among the students and PhD students that will consist of:
 - a. Workshops
 - b. Training courses
 - c. Seminars
 - d. New web-pages.
10. **Mobility@UNIPD** is a program dedicated to short mobility and long mobility (Incoming and Outcoming foreign countries). It will consists of three initiatives:
 - a. PhD-calls;
 - b. creation of a welcome and international relation office dedicated to Asian countries;



- c. Implementation of an evaluation system of the PhD courses that includes the evaluation of short mobility and long mobility
11. **Training for PhD supervisors** is based on several seminars to improve the PhD Supervisors skills in offering support and tools to the PhD students.
12. **Exchange program:** UNIPD will sign new bilateral agreements with foreign Institutions and specific agreements with local, regional and interregional enterprises to increase the mobility between public and private sector.
13. **Networking with regional stakeholders:** Program of networks' establishment committing all the regional networks to boost University&Territory collaborations.
14. UNIPD will collaborate with **SMART UNIPD**, a new born company owned by UNIPD, totally dedicated to technology transfer. UNIPD will revise the internal regulations regarding the collaboration between the University and Smart Unipd, with a particular focus on creating the conditions to enable Smart Unipd to successfully commercialize research and intellectual property developed by the University.
15. UNIPD will **revise the internal regulations regarding spin-off** creation and patents filing to provide financial and administrative support and remove difficulties that researchers face when establishing collaborations aimed at technology transfer.
16. **Information on funding for Researchers and contractual conditions:** UNIPD will revise its website and its social networks dedicated to the dissemination of information on the issues regarding funding and salary.
17. **Life and Work:** UNIPD will revise the regulations concerning the financial support that it can provide to its employees to help them face personal difficulties and set up a new system of financial support in case of personal expenses due to diseases, invalidity and generic needs related to their family based on:
 - a. new indicators to increase the percentage of potential beneficiaries who can apply for financial support;
 - b. wider spectrum of financial support;
 - c. fastening of the procedures.
18. **Wellness and Work** is a program dedicated to improve employees' wellness including:
 - a. revision of the job assignment;
 - b. improvement of organizational environment;
 - c. career development linked to a new merit based system.
 - d. Implementation of wellness courses



19. **Parents and Work:** The University of Padova will revise the regulations concerning the financial support that can be provided to its employees with children. In particular the following aspects will be a priority:
- easier access to kindergartens (financial support and signature of new agreements with specialised hosting structures);
 - agreements&discounts with specialised structures that organize summer schools for primary and secondary school pupils.
 - new indicators to increase the percentage of potential beneficiaries who can apply for financial support;
 - wider spectrum of financial support;
 - fastening of the procedures.
20. As far as **non discrimination** is concerned UNIPD will organize events such as seminars and workshops to promote:
- the culture of inclusion;
 - culture of diversity;
 - indirect violence and how to face discrimination at any level;
 - awareness of discrimination and how it can be exerted
21. **Monitoring discrimination:** To monitor the perception of the different causes of discrimination survey and questionnaires will be distributed .
22. **Gender Equality:** UNIPD is strongly committed in the Gender issues. For this reason several initiatives will be implemented as:
- Organization of events devoted to:
 - Dissemination of Gender equality culture;
 - Advertising of the gender equality issue: revision of the web-pages.
 - Gender Budgeting:
 - First Gender Budget of Unipd: "Gender budgeting" is an application of *gender mainstreaming* in the university budgetary process. It means a gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote equality. In 2017 the University of Padua will publish its first "Bilancio di Genere" (Gender Budget): a thorough



collection and analysis of data concerning the female and male presence at all levels in the University (students, researchers, professors, administrative staff), which will inform strategies of investment and development to increase gender equality through a careful allocation of resources.

- c. Training courses on Gender Equality
 - i. gender language – new guidelines for institutional and administrative language use
 - ii. gender equality issues.
- d. Monitoring of the Gender Equality Issue:
 - i. Development of a new system of indicators for monitoring Gender Equality;
 - ii. Application and feedbacks of the indicators system.
- e. Increase of gender balance:
 - i. Improve female representation in the management boards (departments included);
 - ii. Improve gender balance at any level of teaching and research career

23. **“Teaching&Quality”** is a program to improve the quality of teaching perceived both by stakeholders and by the quality system evaluating the teaching staff. A new system of indicators of the teaching quality will be realized, even on the budget and financial resources delivered to the department. After positive feedbacks the program will be renewed, otherwise revised.

24. **“Teaching&Events”** consists in the organization of events (seminars, workshops, round tables) dedicated to teaching and new tools for teaching and issue related to it. Targeted feedbacks delivery from the stakeholders will be collected.

25. **“TeachingToTeach”** is a program that consists of:

- a. The production of a MOOC on “Innovative teaching methods and new technologies”, especially devoted to the academics of the University of Padua;
- b. Teachers-Study-Group (TSG) program to introduce new tools of teaching focused on the central role played by the students (program dedicated to the staff employed in teaching, at any level of the career).

In case of positive feedback the program will be renewed, otherwise revised.



26. **“Employment program”** is a new program for the recruitment of not-permanent researchers RTD(A) and tenure track RTD(B) to support both professional recognition and permanence of employment.
27. **“Study of a new appraisal system”**: it consists in meritocratic policies to acknowledge researchers who reached excellence results in order to support:
- Career development;
 - Professional recognition.

These policies will be based on evaluation system of skills, competences and results achieved, as developed at the University level and at Department as well.

28. **OTMR**: Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R). The selection procedures are performed via open calls according to the national laws and including quantitative parameters referring to the scientific production and career achievements of the participating candidates to implement the OTMR principles. The University of Padova will implement the following actions:
- Revision of the **recruitment platform** starting from the early stage of careers *and* **Vast publicity of open positions** in well established advertisement-sites for scientific jobs and academic placement
 - Delivery of an official document to point out the **General Guidelines** for the recruitment policy based on the principles of Open, Transparent and Merit-Based selections as a priority requirement. This document will explicitly refer to the results of the evaluation of the research quality assessment (VQR) implemented by the National Ministry of Research and University and performed by the designated national panel (ANVUR), together with the national committee for the academic scientific habilitation procedures (ASN) *and* Delivery of **Guidelines for the selection of the Recruitment Committees** that should include panelists with excellent academic and scientific records based on the VQR and ASN assessment.
 - Ex-post evaluation of the recruitment results** within the diverse university departments will be established to verify the impact of the recruitment policy on the research progress of the diverse scientific areas of the University *and* **Strategy of the HR planning and distribution** among the diverse research areas based on the results and quality assessment of previous recruitment actions performed by the university Departments