

## Monitoring report of the 2017-2020 Action Plan's objectives for the implementation of the European Charter for Researchers at the University.

### Results achieved and potential areas for improvement.

Latest Update: 2<sup>nd</sup> February, 2021

#### THE 2017 - 2020 HR ACTION PLAN: ACTORS AND OBJECTIVES

The University of Padua, with resolution of the Board of Directors n.171 of 30 May 2017, approved the 2017-2019 Action Plan (Annex 1 / 1-12) subsequently submitted to the European Commission to obtain the periodic renewal of the "HR-Excellence in Research" accreditation for the Human Resources Strategy for Researchers (HRS4R). The definition of the Action Plan was accompanied by the appointment, by decision of the Academic Senate of 9 May 2017, of the Commission in charge of supervising its implementation, whose members included a representative for each phase of the research career (R1: PhD students, R2: research fellows, R3: Associate Professors; R4: Full Professors). The 2017-2019 plan in question was structured into multiple initiatives, grouped into 29 areas, each chaired by one or more Central Administration Offices (AC) and supervised by a Pro-Rector of reference. Following this procedure, the University of Padua was consequently re-accredited, as evidenced by the HR logo.

The actions valid for the three-year period 2017-2019 have all been extended to 2020 due to the extension granted to the institutions that would have been revised in 2020 but, because of organizational complexity, have not been planned for the contingent health emergency. In the meantime, the HRS4R accreditation process has been refined and structured in a more analytical way by the European Commission, which the University of Padua is required to comply with.

The renewal of HRS4R accreditation now provides as a prerequisite (P) that the University:

- P1) has fulfilled the obligation to establish a Commission in charge of supervising the implementation of the Action Plan, including a representative of the "researchers" for each career stage from R1 to R4;
- P2) ascertains the progress in the implementation of the existing action plan through an appropriate monitoring process that demonstrates the consultation of stakeholders;
- P3) meets the eligibility criteria for renewal, namely:
  - the HRS4R logo on the home page;
  - the presence on the institutional website of an active and updated section dedicated to HRS4R with online documentation in vehicular and English language containing at least the approved plan and the summary of the analysis of the results obtained from the previous plan, including the OTMR (Open Transparent Merit-based Recruitment);

- the approval of a HRS4R action plan for the following three-year period (in this case 2021-2023) relating to the period for which accreditation is requested, i.e. a plan for the implementation of the principles contained in the European Researchers' Charter (C&C) consistent with the strategic guidelines of the university, integrated into the practices of the institution and therefore monitored and always revisable if the need arises (with the exception of those principles that are in disagreement with nationally valid rules and regulations). The plan must also demonstrate that it includes consultation of the Stakeholders (in a manner at the discretion of the Institution).

This renewal is divided into three distinct phases (F) with different deadlines and different actors:

**F.1) by 20/3/2021, UNIPD shall be in charge of the following:**

- i. the submission to the European Commission of the internal analysis on the progress of the 2017-2019 / 2020 plan with references to the targets achieved and highlighting both strengths and weaknesses in a balanced way as well as any remodeling of the plan that may have been necessary. It is also required to describe the monitoring process. This submission takes place using an e-tool prepared by the Commission itself and the insertion is the responsibility of ARRI under the supervision of the HRS4R Contact Person;
- ii. submission of the new action plan approved for the three-year period 2021-2023;

**F.2) within 2 months of submission, the European Commission will:**

- i. Review (desk analysis) of documents submitted by UNIPD for validation of the achievement of the eligibility criteria for the request for renewal of accreditation. This review is conducted by the RTD-HRS group delegated by the European Commission and by 3 external auditors who will then be appointed to carry out the site visit. The auditors are chosen of non-Italian nationality;

**F.3) within 6 months of submitting the renewal request, the European Commission will:**

- i. Appoint the three external auditors (summer 2021) to perform the site visit of the University of Padua office

## RENEWAL OF ACCREDITATION FOR 2021-2023: PROGRESS.

In order to meet the prerequisites for renewal of accreditation, all the necessary actions have been implemented to make the University eligible:

- 1) monitoring action: a monitoring action on an annual basis would verify the progress of the actions making up the 2017-2019 / 2020 plan, with a survey within the Offices and a verification conducted by the Contact Person of the Working Group as appointed by the Rector. The results of the monitoring will be described in more detail in the next section;
- 2) With the Rector's appointment (2017, prot. 195726) an HRS4R Commission was established to monitor the implementation along with an individual in charge of the process (prof. Cinzia Sada: prot. 412353 for 2017-2018; prot. 0440110 / 2019-2020 ).

In order to satisfy the most rigorous prerequisites applied to the accreditation process as previously described, with resolution no. 103 of 10 November 2020, the Academic Senate reconstituted the "Commission for the application of the principles of the Researchers' Charter and the Code of Conduct for the recruitment of Researchers" for 2020/2021, articulating it into a Steering Committee and a Working group, with the following functions:

- *Steering committee (SC)* - oversees the process of implementing and monitoring the action plan, must include members of top management, and may not include representatives of all categories.
- *Working group (WG)* - discusses the issues that arose during the implementation of the Action Plan and also includes representatives of all categories.

The Steering Committee and the Working group have a particularly important role in formulating an overall assessment of what has been achieved during the implementation of the action plan 2017-2019 / 2020 and in preparing the proposal of new actions to be included in a future Action Plan for the three-year period 2021-2023 which includes:

- actions of the integrated strategic plan in order to highlight the degree of embedding of the implementation of the C&C (top-down approach);
- actions that originate from the analysis of the results achieved in the previous plan, including corrective actions, actions suggested by feedback from stakeholders (bottom-up approach);
- actions that are considered important to implement or continue (On-going) with respect to the previous plan, as highlighted by the analysis conducted by the Steering Committee and the Working group also on the basis of the monitoring analysis and new needs arising at the institutional level (Inside approach).

It should be noted that consultation with stakeholders is necessary and to be documented, but the manner in which it is carried out is at the discretion of the Institution. For these reasons, it was decided to follow the suggestion provided by the European Commission to use questionnaires or working groups, and to ensure adequate representation of stakeholders (R1-R4) where possible.

Table 1 shows the indication of the various commissions that have played the role of coordinating the HRS4R monitoring and their composition according to the reference period.

HRS4R COMMISSION	STEERING COMMITTEE	WORKING GROUP	STAKEHOLDER CONSULTATION
<ul style="list-style-type: none"> <li>• Prof. Marcella Bonchio, Vice Rector for Research and Coordinator of the Scientific Committee of the University of Padua</li> <li>• Prof. Giancarlo Dalla Fontana, Deputy Rector (Prorettore Vicario)</li> <li>• Prof. Antonio Parbonetti, Vice Rector for Organization and Management Processes</li> <li>• Prof. Cinzia Sada, Representative of R4 Researchers</li> <li>• Prof. Enrico Grisan, Representative of R3 Researchers</li> <li>• A representative of R2 Researchers, to be identified among the applications by the R2 themselves</li> <li>• Giovanni Comazzetto Representative of R1 Researchers</li> <li>• Andrea Berti, Head of Research and Business Relations Area</li> <li>• Ileana Borrelli, (Head of the International Research Office supporting the HRS4R Process)</li> </ul>	<ul style="list-style-type: none"> <li>• Prof. Marcella Bonchio, Vice Rector for Research and Coordinator of the Scientific Committee of the University of Padua</li> <li>• Prof. Giancarlo Dalla Fontana, Deputy Rector (Prorettore Vicario)</li> <li>• Prof. Antonio Parbonetti, Vice Rector for Organization and Management Processes</li> <li>• Prof. Michele Maggini (Coordinator of the Departments' Directors Council)</li> <li>• Prof. Cinzia Sada (Responsible for the Human Resources Strategy for Researchers and the HR accreditation at Unipd)</li> <li>• Andrea Berti, Head of Research and Business Relations Area</li> <li>• Anna Maria Cremonese (Head of the Human Resources Area)</li> <li>• Andrea Grappeggia (Head of the Teaching and Students Services Office)</li> <li>• Dora Longoni (Head of the International Relations Office)</li> </ul>	<ul style="list-style-type: none"> <li>• Monica Giomo (Representative of Researchers - R3)</li> <li>• Umberto Granzio (Representative of Researchers – Research Grants Holders)</li> <li>• Vito Emanuele Cambria (PhD Representative in the Academic Senate)</li> <li>• Stefania Bertelle (Head of the Payroll and Welfare Office)</li> <li>• Andrea Crismani (Head of Phd and post-lauream Office)</li> <li>• Veronica Furlan (Head of the Organizational Development Office)</li> <li>• Anna Maria Fusaro (Head of the Teaching Area)</li> <li>• Mattia Gusella (Head of the Global Engagement Office)</li> <li>• Francesca Mura (Head of the International Research Office)</li> <li>• Rosa Nardelli (Head of the Public engagement Office)</li> <li>• Prof. Cinzia Sada (link with the Steering committee)</li> <li>• Prof. Michele Maggini (Coordinator of the Departments' Directors Council).</li> </ul>	<ul style="list-style-type: none"> <li>• Full Professors</li> <li>• Associate Professors</li> <li>• Researchers</li> <li>• Grant Holders</li> <li>• Scholarship Holders</li> <li>• PhD Students</li> <li>• Laboratory Technicians</li> <li>• Top Management from the Central Administration</li> </ul>
<b>TIMING: 2017-2019</b>	<b>TIMING: 2020</b>	<b>TIMING: 2020</b>	<b>TIMING: 2020 - 2021</b>
The International Research Office supporting the HRS4R Process and the related Project Management activities			

Tab. 1 All the parties involved in the HRS4R process

## PERIODIC MONITORING ACTION: PURPOSE, METHODOLOGY, RESULTS

### **Purpose**

The monitoring process aims to ascertain the degree of progress of the actions proposed and approved in the HRS4R plan by the competent bodies for the reference period. The HRS4R action plan is drawn up independently by the institution and is not subject to evaluation by the Commission in terms of content. The European Commission assesses the level of relevance and consistency of the proposed plan with respect to the objective of implementing the C&C, as well as the degree of applicability and ambition. The definition of targets and indicators, even if necessary, are at the total discretion of the Institution, which can modify them in the course of work to better adapt them to the measure of the impact and effectiveness of the actions themselves in the short, medium and long term. For these reasons, the monitoring aims to ascertain the progress of the implementation of the various actions with respect to the planned agenda as well as the progress achieved, the presence of any critical issues and responsibilities in order to implement corrective actions (including also the closure of an action or its extension or modification in itinere), where necessary and provided that it is seriously motivated. The monitoring system must therefore guarantee the traceability of the changes made and the related reasons as well as the references to the contingency plan implemented, be periodic and integrated into the system and provide information and elements for discussion for the formulation of the subsequent plan. The monitoring system is therefore dynamic and versatile, adapted and adaptable to the aforementioned purpose and not bound by an external evaluation system for the administration of the results.

### **Methodology**

The monitoring process was conducted using a synergistic combination of top-down and bottom-up approaches respectively:

1) top-down monitoring: it was articulated with the administration of survey forms on the progress of the implementation of the actions on an annual basis. These forms were sent to the managers and / or heads of departments identified as responsible for each action. In addition to updating the progress, it was expressly requested to highlight critical issues or special requests in order to be able to promptly intervene. The data collected was analyzed and structured in annual internal assessment reports. This monitoring therefore involved all the offices of the CA and was chaired by the International Research Office which supported colleagues in the compilation, administration and collection of monitoring reports, useful for detecting the progress of the activities carried out, for identifying strengths and criticalities found, to highlight the targets reached and to account for any delays recorded or the introduction of corrective or improvement measures. The monitoring process was supervised by the Commission in charge and coordinated by the University Coordinator for HRS4R accreditation. Specifically, a Forum dedicated to monitoring HRS4R actions was also set

up within the University platform Moodle - International Research Office, aimed at exchanging and sharing monitoring forms between the CA offices;

2) bottom-up monitoring: this monitoring is based on the consultation of stakeholders, so that they can provide a valuable contribution of feedback and suggestions for further improvements, as well as a measure of the impact of the actions. The consultation of the stakeholders took place both through the direct involvement in the commissions and workgroups dedicated to HRS4R and, as previously mentioned, with the administration of questionnaires. In this regard, it should be remembered that the University of Padua has joined the so-called Camerino Group, a group promoted by the Rector of the University of Camerino prof. Esposito in 2009 who, together with the then Magnifico Prof. Vincenzo Milanese, signed a formal document with the European Commission as a group promoting the implementation of C&C at national and international level, subscription renewed in 2015 under the mandate of Magnifico Prof. Giuseppe Zacharias. The Camerino group had formulated a specific and shared questionnaire to be administered in all Italian universities for accreditation, with the commitment of the parties to administer it at each renewal with site visit. The University of Padua has respected these commitments with an initial data collection carried out in 2012 and constituting the starting point for the detection of gaps, followed by surveys in 2016 and end 2020 respectively. The questionnaire administered in 2020 and closed in January 2021 represents a key element for consulting wide-ranging stakeholders and acquiring feedback on their perception of the level of C&C implementation mediated by the 2017-2019 / 2020 action plan. It is important to emphasize that this questionnaire also included a portion of questions on the OTMR because from 2018 it is mandatory to implement this aspect and document its progress, unlike what was requested prior to that year. To make the monitoring more widespread in the various aspects of interest for the implementation of the C&C, the results were therefore integrated with surveys prepared in the quality system of the Patavino university (Performance Plan, Gender Balance, Good Practice, Annual Report of NdV and quality controls) whose results are published and easy to find on the institutional website and will not be summarized here for summary reasons. In this case, the monitoring system is consolidated and provides significant information on the Padua system: these reports are therefore included as part of the monitoring of the implementation of the HRS4R plan, from which the elements directly and indirectly connected to the HRS4R plan are extracted. In fact, it clearly emerged that most of the stakeholders in the R3-R4 category have a not entirely correct perception of the beneficiaries of the implementation of the C&C, believing that it applies exclusively to young researchers. This in fact made the R3-R4 categories not proactive in answering questionnaires that directly refer to C&C, while the response rate on the same topics rises significantly if proposed as questionnaires issued by the Institution in the face of evaluation needs such as VQR and ANVUR. Although this criticality will be subject to review in the next plan, it was in fact partially compensated by the consolidated quality system at the university and by the use of the data collection system already in place, also minimizing the time required to complete these surveys and avoiding the administration of several surveys on the same topic.

## Results

As follows, reference will be made to the overall analysis of the implementation of the 2017-2019-2020 action plan, omitting for summary the declination of the results of the analyses on an annual basis.

At the end of the 2017-2020 period, the overall analysis of the targets achieved for each action (Annex 2/1-XX) made it possible to classify them, according to the actual level of completion, into the following three categories:

<b>COMPLETED</b>	The action was successfully completed, respecting the deadlines and the method of execution. Annual monitoring made it possible to resolve initial critical issues and enhance the impact of the initiative, leading to significantly exceeding the target.
<b>COMPLETED AND TO UPDATE</b>	The action was successfully completed, respecting the deadlines and the method of execution. The annual monitoring has shown that, given the complexity of the action, there is room for improvement and an in-depth analysis is necessary for the consolidation of the results obtained.
<b>NOT COMPLETED</b>	The action was not completed. The annual monitoring revealed some criticalities in the data collection, given the complexity of the action. Further investigation is needed to improve the implementation and impact of this action.

In particular, on the actions not completed or for which there is room for improvement, attention will be paid to verify whether, in the next Action Plan 2021-2023, the criticalities that have emerged can be transformed into priority areas of intervention, to be dealt with with new more appropriate objectives and indicators.

The actions originally envisaged in the plan are listed, with the relative description, categorized as described above in order to facilitate the understanding of the level of progress of the actions proposed in relation to the 2017-2019- / 020 plan as approved at the time. It should be noted that neither the monitoring nor the monitoring bodies have decision-making power on the implementation of an action: where critical issues have been identified, those responsible for the actions have been involved.

### Action Plan 2017-2019-2020: list of completed actions:

#### COMPLETED ACTIONS

**1a - STARS@UniPD-StG grants (Supporting TALEnt in ReSearch@University of Padova)**

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The University of Padova will implement an initiative called STARS - Supporting TALEnt in ReSearch@University of Padova. A total budget of 7 million Euros will be invested to promote and encourage high quality, innovative and ambitious research in Padova, 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

**1b - STARS @UniPD-CoG  
(Supporting Talent in  
ReSearch@University of  
Padova)**

**1c - STARS @UniPD-Wild  
card (Supporting TALEnt in  
ReSearch@University of  
Padova)**

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**

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  
(Infrastrutture Strategiche  
di Ricerca – Strategic  
Research Infrastructure  
Program**

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 (Budget  
Integrato per la Ricerca dei  
Dipartimenti - Integrated  
Budget for Research in the  
Department call)**

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).

**6 - Brain gain @UNIPD  
program**

**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.

**7a e 7b - New Career  
Development Desk**

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**

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.



**13 - Networking in Research with regional stakeholders**

**Networking with regional stakeholders:** Program of networks' establishment committing all the regional networks to boost University&Territory collaborations.

**14 - Collaboration with SMART UNIPD, [UNISMART] the wholly-owned company dedicated to technology transfer**

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 - Revisions and simplification of Regulation regarding spin-off creation and patents**

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.

**18 - Wellness&Work@UNIPD Program**

**Wellness and Work** is a program dedicated to improve employees' wellness including:

- revision of the job assignment;
- improvement of organizational environment;
- career development linked to a new merit based system.
- Implementation of wellness courses

**19 - Parents&Work@UNIPD Program**

**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 - Events&Dissemination on Non-discrimination**

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**

**Monitoring discrimination:** To monitor the perception of the different causes of discrimination survey and questionnaires will be distributed.

**22 - Gender\_Equality@UNIPD program**

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

**23 -  
Teaching&Quality@UNIPD**

“**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.

**24a, 24b, 24c - Events on  
Teaching**

“**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 -  
Teach\_To\_Teaching@UNIPD  
program**

“**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 Padova;  
 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**

“**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.

**28 a III - OTMR-  
Recruitment Policy-  
Revision of the Recruitment  
platform (starting from the  
early stage of career)  
Publicity of open positions**  
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**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:  
 a. 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.

**28 b - OTMR- Recruitment  
Policy- General guidelines  
for the recruitment policy**

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**Guidelines for the selection  
of the Recruitment  
Committees**

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**29 - React-UNIPD - Unipd ensures education and research continue within a safe environment and adapts its support services to face the Covid-19 outbreak**

Unipd has adopted several actions to turn the threat of COVID-19 into an opportunity (e.g. events taking place virtually, which were able to gather more people than usual, etc.)

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Action Plan 2017-2019-2020: list of actions completed and to update

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COMPLETED AND TO UPDATE

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**5a - Monitoring of contracts on stability of employment conditions and salaries**

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

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**7c - New Career Development Desk**

A New **Career Development Desk** will be created/implemented to:

- Improve the support to early stage researchers for the development of their career both in the academic and non academic sector.
- 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.
- Career Day** Open day to promote contacts between PhD students, Post docs and enterprises.

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**9 - Mobility Value**

**Mobility value** is a program of promotion and dissemination of the value of mobility among the students and PhD students that will consist of:

- Workshops
- Training courses
- Seminars
- New web-pages

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**10 - Mobility@UNIPD program**

**Mobility@UNIPD** is a program dedicated to short mobility and long mobility (Incoming and Outcoming foreign countries). It will consists of three initiatives:

- PhD-calls;
- creation of a welcome and international relation office dedicated to Asian countries;
- Implementation of an evaluation system of the PhD courses that includes the evaluation of short mobility and long mobility.

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**11 - Training for PhD Supervisors**

**Training for PhD supervisors** is based on several seminars to improve the PhD Supervisors skills in offering support and tools to the PhD students.

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**12 - Exchange@UNIPD  
program**

**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.

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**16 - Information on funding  
for Researchers and  
contractual conditions**

**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.

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**17 - Life&Work@UNIPD  
Program**

**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.

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**24d - Events on Teaching**

**“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.

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**27 - Study of a new  
appraisal system**

**“Study of a new appraisal system”:** it consists in meritocratic policies to acknowledge researchers who reached excellence results in order to support:

- a. Career development;
- b. 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.

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**28 a I - OTMR- Recruitment  
Policy- Revision of the  
Recruitment platform  
(starting from the early  
stage of career) Publicity of  
open positions**

**OTMR:** Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R).

- a. Delivery on Internal **General Guidelines** for the recruitment policy based on the principles of Open, Transparent and Merit-Based selections as a priority requirement.

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**28 c II - OTMR - Recruitment  
Policy - ex-post evaluation  
of the recruitment results -  
Policy Strategy of the HR  
planning and distribution**

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Action Plan 2017-2019-2020: list of non-completed actions

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NOT COMPLETED ACTIONS

**5b - Monitoring of contracts on stability of employment conditions and salaries**

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

**28 a II - OTMR- Recruitment Policy- Revision of the Recruitment platform (starting from the early syage of career) Publicity of open positions**

OTMR: Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R).

b. Delivery of official **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.

c. **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.

**28 c I - OTMR - Recruitment Policy - ex-post evaluation of the recruitment results - Policy Strategy of the HR planning and distribution**

## FINAL REMARKS

The overall outcome of the monitoring action referred to the period 2017-2019-2020 made it possible to identify some actions whose impact can be enhanced and others whose implementation has necessarily been postponed or corrected. As regards the uncompleted actions, problems emerged in the practical implementation of the actions not expected during the drafting of the plan and not definitively resolvable in the reference period. This includes monitoring the contractual conditions of R2 researchers (post-docs and research fellows), especially critical for the fact that these contracts are managed at a decentralized level and there is a natural diversification between the various scientific areas. The new regulations approved in the three-year period have allowed the simplification of procedures with greater freedom of action by the structures in defining the salary amount which has also facilitated internationalization and the attractiveness of the University in recruiting. From a purely practical point of view, this choice, which is amply justified by the need to keep pace with the European labor market, contains the inevitable downside of lending itself to a greater lack of homogeneity in the economic treatments for the same professional figure recruited. depending on the scientific areas involved and potentially be perceived differently than the expectations of stakeholders. There remains the complexity of monitoring these contracts and their evolution (career development and job placement) and how to manage this centrally.

As for OTMR, the action is not complete due to its complexity: the formulation of official guidelines for the implementation of an OTMR recruitment requires further investigation that differ by category of researcher. Guidelines have been prepared for the recruitment processes (including pre-verbal and guidelines for their compilation) which include schemes to manage a merit system based on the use of objective performance indicators of candidates. These guidelines have already been

gradually acknowledged by the various recruiting commissions and put into practice, and the same can be said for the advertising of the calls. There remain some complexities to be solved for the part concerning the transparency of the recruitment processes as regards the feedback provided to non-winning candidates, especially in the recruitment of young researchers and in the description of the recruitment path necessary for a foreign candidate to access the various positions provided for by law and for career advancement. Finally, the support for foreign candidates in understanding the Italian university system and national legislative limits still needs to be improved, especially as regards the declination of institutional rights and duties and the tasks associated with the professional profile recruited and their drafting in the recruitment calls.

It is also emphasized that the results of the questionnaire administered to the stakeholders, necessarily bound to be completed at the end of the plan, are being analyzed (Questionnaire 2020, with closure extended to January 18, 2021 to increase the compliance rate). The collected information base will be integrated with data relating to the consultation of Stakeholders (ref. Tab.1) and constitutes an important additional resource for the preparation of the next Action Plan 2021-2023 which, based on the experience gained, includes new actions and new priority interventions in favor of improving research strategies and conditions in Padua.