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| OGGETTO: Piano di Azioni 2017-2019 per il rinnovo dell'accreditamento dell'Ateneo quale Istituzione europea di eccellenza nella gestione delle risorse umane | | | |
| N. o.d.g.: 03/01 | Rep. n. 171/2017 | Prot. n. 170609/2017 | UOR: Area Ricerca e Trasferimento tecnologico / Servizio Ricerca Internazionale |

Responsabile del procedimento: Ileana Borrelli
Dirigente: Andrea Berti

| Nominativo | F | C | A | As | Nominativo | F | C | A | As |
|---|---|---|---|----|----------------------------|---|---|---|----|
| Prof. Rosario Rizzuto (in sostituzione: Prof. Giancarlo dalla Fontana – Prorettore Vicario) | X | | | | Dott.ssa Katia Da Ros | | | | X |
| Prof. Gianfranco Bilardi | X | | | | Dott. Gabriele Del Torchio | X | | | |
| Prof. Giovanni Luigi Fontana | | | | X | Dott. Antonio Rigon | | | | X |
| Prof.ssa Lucia Regolin | X | | | | Sig. Pietro Bean | X | | | |
| Prof. Roberto Vettor | X | | | | Sig. Riccardo Michielan | X | | | |
| Dott.ssa Elena Autizi | X | | | | | | | | |

Legenda: (F - Favorevole) - (C - Contrario) - (A - Astenuto) - (As - Assente)

Il Prorettore Vicario Presidente cede la parola alla Prof.ssa Bonchio, Prorettrice alla Ricerca, la quale, coadiuvata dal Dott. Berti, Dirigente dell'Area Ricerca e Trasferimento tecnologico, illustra la proposta di delibera. In data 11 marzo 2005 la Commissione Europea ha pubblicato, sotto forma di Raccomandazione, uno strumento prezioso per intraprendere, su base volontaria, nuove azioni per il miglioramento e il consolidamento delle prospettive professionali dei ricercatori nell'Unione Europea e per la creazione di un mercato del lavoro aperto: la Carta dei ricercatori e il Codice di Condotta per l'Assunzione dei Ricercatori (C&C). Si tratta di un insieme di principi generali e requisiti che specificano il ruolo, le responsabilità, diritti e doveri dei ricercatori e dei loro datori di lavoro o finanziatori.

I principi e le regole contenuti nella Carta europea dei ricercatori e nel Codice di Condotta hanno l'obiettivo di offrire ai ricercatori condizioni di lavoro eque, nel chiaro intento di contribuire allo sviluppo dello Spazio europeo della ricerca.

In particolare, lo scopo della Carta è garantire che la natura dei rapporti tra ricercatori e datori di lavoro o finanziatori faciliti la produzione, il trasferimento, la condivisione e la diffusione delle conoscenze e dello sviluppo tecnologico, favorisca lo sviluppo professionale dei ricercatori e riconosca il valore di tutte le forme di mobilità come strumento per migliorare lo sviluppo professionale dei ricercatori. Il Codice, invece, consiste in un insieme di principi generali che dovrebbero essere applicati dai datori di lavoro e/o dai finanziatori quando nominano o assumono dei ricercatori, quali la trasparenza del processo di selezione/valutazione e la parità di trattamento dei candidati, soprattutto nella prospettiva della creazione di un mercato del lavoro europeo attrattivo, aperto e sostenibile per i ricercatori.

Nel 2009 l'Università di Padova ha sottoscritto con la Commissione Europea una "Dichiarazione di impegno all'implementazione della strategia per le risorse umane a favore dei ricercatori", che include l'applicazione di C&C ("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)") e ha iniziato il processo per l'accREDITAMENTO come Istituzione europea di eccellenza nella gestione delle risorse umane "HR Excellence in Research award".

A fine 2009 l'Ateneo ha condotto un'indagine demoscopica interna attraverso la somministrazione di un questionario on-line, con lo scopo di rilevare la percezione dei docenti e dei ricercatori



sull'applicazione della Carta dei Ricercatori ed individuare le priorità di intervento, sulla base delle quali ha pubblicato un primo Piano di Azioni per l'implementazione dei principi C&C. A seguito di tale impegno, l'Ateneo ha ricevuto l'accreditamento come Istituzione europea di eccellenza nella gestione delle risorse umane "HR Excellence in Research award", attraverso l'attribuzione del logo HR nel 2012.

Dopo aver effettuato un processo di analisi interna, l'accreditamento è stato rinnovato nel 2014.

Nella fase attuale, l'Università di Padova ha predisposto il Piano di Azione 2017-2019 (Allegato 1/1-12) da sottoporre alla Commissione Europea per ottenere il rinnovo periodico dell'accreditamento e prepararsi alla fase di valutazione esterna che verrà effettuata da tre revisori.

Per supervisionare l'implementazione del Piano di Azione viene richiesta dalla UE la nomina di una Commissione, che deve includere un rappresentante dei "ricercatori" per ciascuno stadio della carriera da R1 a R4: R1 First Stage Researcher (up to the point of PhD), R2 Recognised Researcher (PhD holders or equivalent who are not yet fully independent), R3 Established Researcher (researchers who have developed a level of independence), R4 Leading Researcher (researchers leading their research area or field), secondo le definizioni stabilite dalla Commissione Europea, DG Ricerca e Innovazione nel documento del 21.07.2011 "Towards A European Framework For Research Careers". Il Senato Accademico, nella seduta del 9 maggio scorso, ha espresso parere favorevole in merito al Piano di Azione 2017-2019, proponendo di includere nella Commissione un rappresentante per ciascun stadio della ricerca inserendo quale rappresentante dei ricercatori a tempo determinato nella fase iniziale della carriera R2, un assegnista da individuare a seguito di una raccolta di candidature da parte di assegnisti di ricerca stessi.

Il Senato Accademico, su proposta del Rettore, ha indicato la seguente composizione:

- Prof. Marcella Bonchio, Prorettrice alla ricerca scientifica e al coordinamento della Commissione scientifica di Ateneo (presidente)
- Prof. Giancarlo Dalla Fontana, Prorettore Vicario con delega al personale
- Prof. Antonio Parbonetti, Prorettore all'organizzazione e processi gestionali
- Prof. Cinzia Sada, in qualità di rappresentante dei ricercatori R4
- Dott. Enrico Grisan, in qualità di rappresentante dei ricercatori R3
- Dott.ssa Gioia Bottesi, assegnista di ricerca, in qualità di rappresentante dei ricercatori R2;
- Dott. Giovanni Comazzetto rappresentante dei dottorandi in Senato Accademico, in qualità di rappresentante dei ricercatori R1
- Dott. Andrea Berti, Dirigente dell'Area Ricerca e Trasferimento di tecnologia
- Dott.ssa Ileana Borrelli, Responsabile Servizio Ricerca Internazionale, ufficio amministrativo di supporto.

Il Consiglio di Amministrazione

- Considerata l'importanza strategica del mantenimento del riconoscimento "HR Excellence in Research" della Commissione Europea, anche in vista della partecipazione ai programmi di finanziamento della UE (per es. H2020);
- Ritenuto opportuno approvare il Piano di Azione 2017-2019 (Allegato 1)
- Preso atto del parere favorevole espresso dal Senato Accademico nella seduta del 9 maggio 2017.

Delibera



1. di approvare il Piano di Azioni 2017-2019 e relativi responsabili (Allegato 1), che fa parte integrante e sostanziale della presente delibera e di designare la Commissione di cui in premessa.

ACTION PLAN (2017-2019)

ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

| <i>nr</i> | <i>Title action</i> | <i>Timing (at least by quarter/semester)</i> | <i>Responsible Unit</i> | <i>Indicator(s) / Target(s)</i> |
|------------|---|--|---|---|
| 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 |
| 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 |
| 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 |
| 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 |

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| 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 | Continuos monitoring of the action: increase of positive evaluations from the stakeholders (eg: 2 surveys at the beginning and at the end of the period) |
| 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 |
| 7 | New Career Development Desk | Duration: 2.5 years Starting date: June 2017 | Vice rector for Research, Marcella Bonchio International research Office Vice rector for Technology Transfer, Fabrizio Dughiero Placement Office | Implementation of a new Career development Desk 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). |
| 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 | <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 |

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| | | | Research Training Office Public Relations Office - URP | |
| 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 Burra Research Training Office | <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 |
| 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 |
| 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 |
| 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 |
| 14 | Collaboration with SMART UNIPD, the wholly-owned company dedicated to | Duration: 2 years | Vice rector for Technology Transfer, Fabrizio | Approval of new internal regulations regarding relationship with Smart |

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| | technology transfer | Starting date: January 2017 | 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 |
| 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 |
| 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 |
| 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, 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 | <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 |

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| | | | personale” Office | |
| 19. | Parents&Work@UNIPD Program | Duration: 3 years Starting date: January 2017 | <p>Vice Rector for Work and Study Conditions, Renzo Guolo</p> <p>Vice- rector for Cultural, Social and Gender Relations, Annalisa Oboe</p> <p>Vice Rector for campus , Tomaso Patarnello</p> <p>Vice Rector for sport, wellness and merchandising project, Antonio Paoli</p> <p>“Servizio alla persona” Office</p> <p>“Servizio mobilità e valorizzazione del personale” Office</p> | <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; |
| 20. | Events&Dissemination on Non-discrimination | Duration: 3 years Starting date: January 2017 | <p>Vice-rector for Cultural, Social and Gender Relations, Annalisa Oboe</p> <p>CUG: Committee for equal opportunities and gender relations; Forum interdisciplinare per gli studi e la formazione di genere;</p> <p>“Osservatorio per le pari opportunità e la parità di genere”</p> <p>Responsible for Disability and Inclusion, Laura Nota</p> <p>“Servizio Formazione e Sviluppo Risorse Umane” Office</p> <p>“Servizio alla persona” Office</p> <p>“Servizio disabilità e dislessia” Office</p> | <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 |

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| | | | 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 |
| 22. | Gender_Equality@UNIPD program | Duration: 2.5 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 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 seminars and workshops on gender issues; • monitoring of actions from the Positive Action Plan (P.A.P.) of the University; • 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@UNIPD | Starting date: June 2017 Duration: 2 years | Vice Rector for Teaching and Education, Daniela Mapelli "Servizio Accreditamento, | <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 |

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| | | | Sistemi Informativi e Qualita' Della Didattica" Office | stakeholders |
| 24. | Events on Teaching | 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"> • 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 |
| 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 |
| 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 |
| 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 "Osservatorio alla Ricerca" Office | 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 |

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| | | | | the period 2015-2019. A reasonable target is to improve by 10% the value of IRAS2 of the 2011-2014 VQR. |
| 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 |
| 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. |

1. 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 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:** UNIDP 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:
 - a. easier access to kindergartens (financial support and signature of new agreements with specialised hosting structures);
 - b. agreements&discounts with specialised structures that organize summer schools for primary and secondary school pupils.
 - c. new indicators to increase the percentage of potential beneficiaries who can apply for financial support;
 - d. wider spectrum of financial support;
 - e. fastening of the procedures.
20. As far as **non discrimination** is concerned UNIPD will organize events such as seminars and workshops to promote:
 - a. the culture of inclusion;

- b. culture of diversity;
- c. indirect violence and how to face discrimination at any level;
- d. 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:

- a. Organization of events devoted to:
 - i. Dissemination of Gender equality culture;
 - ii. Advertising of the gender equality issue: revision of the web-pages.
- b. Gender Budgeting:
 - i. 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 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”** 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:
- 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.

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:
- 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
 - b. 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.

- 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