Allegato 1 - Action Plan HRS4R – 2021-2023

Legenda
— AAGL: Area Affari generali e legali
— ACOM: Area Comunicazione e Marketing
— ARI: Area Relazioni Internazionali
— ARRI: Area Ricerca e rapporti con le Imprese
— ARU: Area Risorse Umane
— ASIT: Area Sistemi Informatici e Telematici
— CAB: Centro di Ateneo per le Biblioteche
— CAM: Centro di Ateneo per i Musei dell'Università di Padova
— CUG: Comitato Unico di Garanzia

C&C Principle		Action Plan: 2021-2023				
Title	**Description**	**Actions**	**Proposer & Responsible Unit**	**Schedule time**	**Targets**	**Indicators**
Career development	Employers and/or funders of researchers should draft, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, therefore including researchers on fixed-term contracts. The strategy should also cover the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any uncertainty in their professional future. All researchers should be made familiar with such provisions and arrangements.	**1. ReSearch@University** **Action motivation:** Research launching pad 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. **Action description:** A total budget of 7 million Euros will be invested 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. **Action structure:** Grants will be provided to support research activities proposed by both early-stage researchers and staff researchers. The grants will be provided upon application to competitive calls financed by UNIPD including a feedback form to the applicants on detected weaknesses and strengths. **Links with the previous action plan:** On-going (continuation of the STARS@UNIPD action).	**Proposer** ARRI **Responsible Unit** International Research Office	**Duration**: 3 years **Starting date**: May 2021	Expected funded projects > 40	- n. of EU-funds applications on topics coming from ReSearch projects/ n. funded ReSearch projects
		2. First-arrival support service for researchers **Action Description** First-arrival escort service to support incoming researchers with the paperwork for their entry to Italy. The action includes the dispatch of supporting documents and reference materials to University structures in order to support them when dealing with immigration and first-arrival procedures. **Links with the previous action plan:** *First-arrival support service for researchers*: NEW	**Proposer** ARRI **Responsible Unit** International Research Office	**Duration:** 1 year **Starting date:** June 2021	Guidelines	- Stakeholders satisfaction
		3. CareerDevelopment@UNIPD **Action Motivation:**	**Proposer** AAGL **Responsible Area**	**Duration:** 1,5 year **Starting date:** June 2021	To promote a merit-based career development and recognition of	- AAGL_8 Regulation approval - ARRI_3 - ARR_10 - ASIT_2

		To promote a merit-based career development and recognition of professional, boosting excellence. **Action Description:** It is made of 4 main assets: — Preparation of the new Regulation for the biennial increments for teaching staff (researchers performance evaluation and valorisation of the activities carried out without area differentiation); — Centralized monitoring of R2's recruitment (Post-doc: research grants); — Implementation of a new procedure to allow the candidate, who has been awarded a research grant, to update his/her personal data section (including his/her social security/fiscal/banking data); — Creation of a chat box to simplify and automate the communications with users with regards to internships and placements. **Links with the previous action plan:** NEW	AAGL **Involved Areas** ARU+ARRI+ ASIT		professional, boosting excellence	
Access to research training and continuous development	Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to lifelong development of skills and competencies' measures. Such measures should be regularly assessed with regards to their accessibility, participation and effectiveness in improving competencies, skills and employability.	**4. SDG@UNIPD** **Action Motivation:** increase research on Sustainable Development Goals (SDGs**)** **Action Description:** Support the achievement of SDGs with focused actions including funding for research projects on the SDGs. **Action structure:** The action is designed by a 4-assets plan**:** *Sustainability Challenge @ UNIPD*: creation of a call for proposals that rewards the structures or research projects carried out in the field of sustainability that can then be created or become business ideas. *WorldWide_SDG @ UNIPD:* Implementation of research projects on SDGs in collaboration with other universities or networks that deal with sustainability with call for tenders for research projects related to the SDGs. *SDG-4-UNIPD* Enhancement of internal know-how through research grants for researchers to carry out studies on how to improve the sustainability and energy efficiency of buildings and increase the well-being of those who work and study at the University.	**Proposer** ACOM **Responsible Unit** Public Engagement Office **Involved Units** International Research Office + Research Office	**Duration**: 3 years **Starting date**: September 2021	2 calls for Sustainability Challenge @ UNIPD Activation of 1 national network and 1 international networks Activation of 1 research grant Creation of a database featuring the research activities carried out in the field of sustainability	- total funds allocated to research - n. participants in the Challenge - n. of research projects carried out with other universities - n. of calls for research projects - n. of calls for internal researchers - n. of projects inserted in the database

		Monitor_SDG Monitoring of results and organization of results in a usable way for Top Management and stakeholders. **Links with the previous action plan:** NEW action				
		5. UNIPD-4-You **Action Motivation:** Support the stakeholders in the professional development. **Action Description:** The action intends to reinforce the continuous development of skills and competencies, at in inter-sectorial and intra-sectorial level. The action will focus on improving the personal skills of the stakeholders to be successful and acquiring new skills in some strategic European pillars such as sustainability, open-Access, European citizenship. **Action structure:** The action is planned on a 4-assets structure. **Links with the previous action plan:** *ImproveYourself@UNIPD:* On-going with new initiatives. *Sustainability@Unipd*: NEW *Open-Access:* NEW *European citizenship:* NEW	**Proposer**: Top Management **Responsible Areas** ARRI+ACOM+CAB	**Duration**: 3 years **Starting date**: March 2021	Support the stakeholders in the professional development.	- progress indicators outlined in the Integrated Plan of Performance
		a) ImproveYourself@UNIPD Soft skills training sessions and dissemination events dealing with: Soft skills (e.g. CV development, communication, research proposal writing, entrepreneurial skills, cross-cutting issues e.g. ethics, RRI, IP rights management).	**Proposer** ARRI **Responsible Unit** International Research Office **Involved Units** Research Office + Technology Transfer Office	**Duration**: 3 years **Starting date:** February 2021	20 workshops/ seminars	- n. of training activities - n. of people involved - satisfaction of participants

		b) Sustainability@Unipd Focused training on: - Implementation of actions and trainings for female students, employees and researchers on issues related to sustainability, such as SDGs and Carbon Footprint; - Implementation of projects aimed at involving female students and the realization of actions organized by them and aimed at their peers.	**Proposer** ACOM **Responsible Unit** Public Engagement Office	**Duration**: 3 years **Starting date:** February 2021	Increase the awareness on sustainability	- n. of training activities - n. of people involved - satisfaction of participants
		c) OpenAccess@UNIPD — Dedicated training for stakeholders on OpenAccess, since the early stage of career. — Dedicated events for the dissemination of the OpenAccess culture. — Implementation of a support service for research data management to allow response to the requirements of the European Commission for the researches financed with public funds ("Open Access by-default"). The action's results will be revised after two years and in 2022 new strategy plan will be submitted for approval.	**Proposer** CAB **Responsible Area** CAB	**Duration**: 2 years **Starting date:** February 2021	Support service for researchers: front desk test and communication/ documentation	- research support service - n. of training activities - n. of people involved - satisfaction of participants
		d) WeEurope (ARQUS) Dedicated events for the dissemination of the European citizenship culture: roles and perspectives.	**Proposer** ARI **Responsible Unit** Projects and Mobility Office **Involved Unit:** Public Engagement	**Duration**: 3 years **Starting date:** February 2021	Increase the awareness of the EU citizenship culture	- n. of training activities - n. of people involved
		6. Unipd4Privacy **Action Motivation** Awareness raising regarding the protection of personal data. **Action Description** Implementation of information and awareness raising activities regarding the protection of personal data. **Action Structure** Implementation of the following assets: a) Revision of the institutional web page (www.unipd.it/privacy); b) Drafting and disclosure of the privacy instructions. **Links with the previous action plan:** *Unipd4Privacy*: NEW	**Proposer** AAGL **Responsible** AAGL	**Duration:** 1 years **Starting date:** March 2021	Instructions to University structures	qualitative-quantitative, instructions given to all the staff authorized to process personal data

Access to career advice	Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation	**7. Look@Your-Future** **Action Motivation:** To keep investing in the program named "Talent in Research", aimed at supporting excellent research to be conducted at the University by the most promising and outstanding candidates. **Action Description:** The action is focused on providing support and guidance for the personal and professional development of researchers by reinforcing strengths and recover weaknesses. **Action structure:** The action is based on 2 main assets: *You-4-You@UNIPD* A virtual *Career Development Tool* will be set up for researchers. This virtual tool will enable UNIPD researchers to conduct a self-assessment, get feedback on the strengths and weaknesses of their professional profile, find the best career fit and draft a career plan. The International Research Office will be the focal point for the creation of the platform while UNIPD Departments will integrate the tool with specific opportunities and relevant information. The Career Development Tool will include the availability of contacts involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. *Match-making events@UNIPD* The Career Service will organise matchmaking events dedicated to PhD students and postdocs to meet the industrial sector. **Links with the previous action plan:** Progress of the previous action concerning how supporting excellent research by "Talent in Research" action. *You-4-You*: NEW *Match-making events*: NEW	**Proposer** ARRI **Responsible Unit** International Research Office **Involved Units** Career Service, Research Office, PhD Office (+ ASIT; +Departments)	**Duration**: 2 years **Starting date**: February 2021	Implementation of a new virtual Career Development Tool; At least 3 Matchmaking events dedicated to PhD students and postdocs to meet the industrial sector	- n. of users for the Tool - n. events - n. of participants in the events

		8. JoinUs@UNIPD **Action Motivation:** The Gap Analysis assessed the need of Stakeholders to have a more organised way of dispatching information when recruited. **Action Description:** A Welcome Kit for newly recruited researchers will be planned and provided to dispatch information and guidance on - planning, preparation and implementation of research at UNIPD; - information on scholarships and employment at UNIPD; - information on additional funding opportunities, - description and presentation of research support service activities implemented by UNIPD). **Links with the previous action plan:** *JoinUs@UNIPD*: NEW	**Proposer** ARRI **Responsible Unit** International Research Office **Involved Units** Research Office +Technology Transfer Office + Ufficio Personale Docente	**Duration:** 1 year **Starting date:** February 2021	Welcome kit available	- n. of training activities - n. of people involved - satisfaction of participants
Value of mobility	Employers and/or funders must recognize the value of geographical, cross-area, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This	**9. Networking in research with regional stakeholders** **Action Motivation:** UNIPD intends to strengthen the interrelationship with the local industrial environment, supporting the cooperation and investment in innovation, with direct progress in the university third mission targets. **Action Description:** Definition of a new regional policy for innovation and co-operation university-industry and relative implementation. **Links with the previous action plan:** On-going with new initiatives.	**Proposer** ARRI **Responsible Unit** Ranking and Third Mission Sector	**Duration**: 3 years **Starting date**: February 2021	Production of deliverables of the project funded by Veneto Region	- to be defined within the policy delivery
	also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	**10. IoC@UNIPD: Internationalisation of the curriculum** **Action Motivation:** Internationalisation of the curriculum (IoC) is a strong component of UNI-PD internationalisation strategy, especially considering the impact of Covid-19 pandemic on international mobility. **Action Description:** UNI-PD intends to take the opportunity to revisit its strategy and to launch a call to support virtual international activities, which foresee: - Short-term Visiting professors; - Virtual & Collaborative programmes; - Virtual Summer & Winter Schools. **Action structure:**	**Proposer** ARI **Responsible Unit** Projects and Mobility Office	**Duration**: 3 years **Starting date**: February 2021	UNIPD Internationalization strategy published	- n. of new initiatives launched - n. of participants

			Proposer	Duration		

		Along with virtual activities, International Summer and Winter School in presence targeted also to PhD students, post-docs, researchers, etc. will be promoted and supported as soon as the pandemic is under control. In 2022 and 2023 virtual activities will continue to complement physical mobility opportunities, which will remain a fundamental component both for teaching staff and for students. **Links with the previous action plan:** *IoC@UNIPD*: NEW				
		11. Beyond_frontiers **Action Motivation:** To widen access to mobility, strengthen the value of mobility and its impact on the career progress and professional development. **Action Description:** In 2021 – 2023, Uni-PD will continue promoting mobility opportunities for students, including PhD students, and staff adding new approaches to the consolidated ones to achieve a better impact of mobility even under pandemic conditions. **Action structure:** The Action is based on 2 main assets: *Fly-Training* program The International Relations Division will provide support organise new training activities for researchers and faculty interested in submitting successful project proposal within the new Erasmus+ Programme 2021-2027. *Connect&Go* program A new strategy for Virtual Exchange (VE) will be developed. Virtual initiatives will be promoted aimed at enhancing the international dimension of degree programmes (Bachelor's, Master's, Single-cycle degree programmes and PhD programmes). **Links with the previous action plan:** *Fly-Training* program: NEW *Connect&Go* program: NEW	**Proposer** ARI **Responsible Unit** Projects and Mobility Office	**Duration**: 2 years **Starting date**: January 2022	UNIPD Strategy mobility plan published	- n. of Erasmus+ projects submitted - n. of credits obtained abroad
Evaluation/appraisal systems	Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and	**12. OpenScience&Career Assessment Matrix** **Action Motivation:** Study of a new appraisal system. The overall goal is to move from traditional forms of publications to other "modes of delivery", public outreach, knowledge transfer or professional experience.	**Proposer** ARRI **Responsible Unit** International Research Office	**Duration:** 2 years **Starting date:** February 2022	Report on skill design and identification of competences available,	- n. of training activities - n. of people involved - satisfaction of participants

	in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.	**Action Description:** The action aims at implementing the "Open Science Career Assessment Matrix", incorporating broader criteria for academic careers. **Action structure:** Academics will be supported to familiarise themselves with the current debate and its implications. A plan of interventions will be developed and then executed, including but not limited to Training&Dissemination Events. **Links with the previous action plan:** OpenScience&Career Assessment Matrix: NEW			Position paper and report on best practices for alternative assessment approaches available
		13. Excellent_Research&Researchers **Action Motivation:** Pursuit of excellence and multidisciplinarity in research **Action Description** It is made of 4 main assets: — To apply criteria of merit for the distribution of resources; — To make the departments responsible for the management of funds and to put in place the Quality Assurance (AQ) system; — To evaluate ex post initiatives financed with own funds; — To encourage the interdepartmental recruitment of researchers. **Links with the previous action plan:** Ongoing but with new initiatives.	**Proposer** Top Management **Involved Areas and Units** ARRI+AFIP+ Ufficio Personale Docente +Ufficio Sviluppo Organizzativo	**Duration:** 3 years **Starting date:** March 2021	- Improve VQR ranking - Improve International ranking Creation of an online dashboard of the strategic indicators envisaged by the three-year MIUR program, the MIUR assessment on responsible autonomy and the University strategic plan	- n. of project proposals submitted in interdepartmental calls - % resources of the University Budget Fund spent
Public engagement	Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.	**14. InspiredBy@UNIPD** **Action Motivation:** To motivate young Stakeholders to undertake a career in research. **Action Description** It includes the development of a strategic plan for public engagement and its actuation to underline the importance of research activities to address societal challenges and improve the living conditions. Direct engagement with high school students will enable researchers to engage in virtual dialogues and meetings about science and technology from another perspective. **Action structure:** It is based mainly on three assets:	**Proposer** ACOM **Responsible Unit**: Public Engagement **Involved Unit:** Ufficio Servizi agli Studenti	**Duration:** 2 years **Starting date**: September 2021	Increase the awareness and motivation to undertake a career in research	- n. of meetings - n. of people involved - satisfaction of participants

		Links with the previous action plan: *InspiredBy@UNIPD*: NEW				
		a) NewPE_Strategy: Development of a new public engagement strategy.	**Proposer** ACOM **Responsible Unit** Public Engagement	**Duration:** 3 years **Starting date:** February 2021	New public engagement strategy	- n. website views
		b) SuccessStories@UNIPD: As researchers should ensure that their research activities are made known to society at large, the action aims at improving the public's understanding of science. Interviews to UNIPD researchers will be made available on the University website and social media.	**Proposer** ARRI **Responsible Unit** International Research Office + Communication Office	**Duration:** 3 years **Starting date:** February 2021	Dissemination of success Stories	- n. of meetings - n. of people involved - satisfaction of participants
		c) SciencePills@UNIPD: UNIPD MSCA, and Seal of Excellence Fellows, STARS Grantees will be at the centre of the new public engagement strategy including a series of video clips to be disseminated among high schools in the Veneto Region. Researchers will be asked to explain their own professional experiences and answer questions of general interest.	**Proposer** ARRI **Responsible Unit** International Research Office + Communication Office	**Duration:** 3 years **Starting date:** February 2021	N° video clips (each 8 minute long) = 20	- n. of meetings - n. of people involved - satisfaction of participants
		15. Stakeholders&Commitment **Action Motivation:** Enhancement of the University's cultural and scientific mission in the area. **Action Description:** 1) Start a mapping of Public Engagement activities; 2) Organise cultural and knowledge-sharing events; 3) Promote access to the University's museums, historical and cultural sites; 4) Facilitate the planning of cultural events and their valorisation; 5) Enhance a culture of heterogeneity, diversity and inclusion at all levels. **Links with the previous action plan:** Ongoing but with new initiatives.	**Responsible Unit** Public Engagement Office**+**CAM	**Duration:** 3 years **Starting date:** March 2021	Enhancement of the University's cultural and scientific mission in the area mapping of Public Engagement activities	- n. events - stakeholders' satisfactions
Working Conditions	Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where	**16. IRIS-Research Resource Management** **Action Motivation:**	**Proposer** ARRI **Responsible Unit**	**Duration:** 1.5 years **Starting date:** April 2021	Database implementation Database population	- n. of accesses to the system - stakeholders' satisfaction

appropriate the essential flexibility for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time work, smart working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.	The gap analysis revealed that both the Top Management and the Stakeholders would appreciate an efficient system of consultation for the resources available at the University and a routinely updated platform including databases for research infrastructures and resources and research groups. Apart from a best their rationalization and optimization, the action aims also to favor the efficiency of the data sharing and boost groups collaborations. **Action Description** Implementation of IRIS Resource Management (IRIS= Institutional Research Information System). **Links with the previous action plan:** *IRIS-Research Resource Management*: NEW	Research Office			
	17. UNIPDFit **Action Motivation:** Improve the health and well-being of the staff and, at the same time, encourage the staff of the University of Padua to move around without using a car, in order to reduce CO_2 emissions. **Action Description:** Development and implementation of a UniPDFit App aimed at promoting and encouraging physical activity and movement. **Links with the previous action plan:** *UNIPDFit*: NEW	**Proposer** ACOM **Responsible Unit** Public Engagement Office	**Duration**: 3 years **Starting date**: February 2021	Increase the wellbeing conditions of stakeholders	- n. app downloads - level of satisfaction - n. Opt-in (number of users who wish to receive notifications through the app or by mail)
	18. WellnessSpaces@UNIPD ("Spazi Benessere") **Action Motivation:** Development of "Wellness Spaces" ("Spazi Benessere") in the different areas of the University. **Action Description:** Development and definition of multifunctional "Wellness Spaces" ("Spazi Benessere") aimed at improving working well-being. The Wellness Spaces will be located within the work environments and in different university areas. **Links with the previous action plan:** *WellnessSpaces*@UNIPD: NEW	**Proposer** ACOM **Responsible Unit** Public Engagement Office	**Duration**: 3 years **Starting date**: February 2021	Increase the well-being conditions of stakeholders	- level of satisfaction - n. beneficiaries - n. wellness spaces available
	19. Project_Bo2022 **Action Motivation:**	**Proposer** ACOM	**Duration**: 2 years **Starting date**: February 2021	Promote well-being, sustainability of the stakeholders	- n. universities involved - n. participants - level of satisfaction

		Celebrate the important anniversary by sharing a message of well-being, sport and sustainability. **Action description:** Organisation of a cycling race among the oldest European universities on the occasion of the eight hundredth anniversary of the University of Padua (2022). **Links with the previous action plan:** *Progetto Bo2022*: NEW	**Responsible Unit** Public Engagement Office			
		20. University Corporate Wellness **Action Motivation:** Promote well-being and sport activities at the University in a unified vision of well-being through a University Corporate Wellness service. **Action Description:** It is made of 3 main assets: — Implementation of wellness and sport courses and activities at the University (e.g. yoga, tai chi, tao yoga, open days, etc.); — development of the *University Corporate Wellness* service for the staff of the University of Padua (individual assessment of the person's posture and physical fitness); — implementation of the project "Evaluation of the psycho-physical well-being of the staff". **Links with the previous action plan:** *University Corporate Wellness*: NEW	**Proposer** ACOM **Responsible Unit** Public Engagement Office + Biomedical Science Department	**Duration**: 3 years **Starting date**: February 2021	Increase the well-being conditions of stakeholders	- n. University Corporate Wellness users - n. courses - n. activities - n. course participants - level of satisfaction of the courses - level of psycho-physical well-being
		21. Sustainable Routes@UNIPD ("Percorsi Sostenibili") **Action Motivation** The goal is to make the CO2 savings clearly visible to encourage physical activity and promote movement and the use of sustainable ways of transport. **Action Description:** Implementation of "sustainable routes" ("percorsi sostenibili") across the University buildings through signs or stickers to highlight CO2 savings (e.g. stair path vs. lift). **Links with the previous action plan:** *Sustainable Routes*: NEW	**Proposer** ACOM **Responsible Unit:** Public Engagement Office **Involved Areas** AES	**Duration**: 3 years **Starting date**: February 2021	Increase the well-being conditions of stakeholders	- n. structures involved
		22. Wellness-Networking **Action Motivation:**	**Proposer** ACOM **Responsible Unit:**	**Duration**: 3 years **Starting date**: February 2021	Increase the well-being conditions of stakeholders	- n. collaborations / memberships

		Development and widening of collaborations with the territory at local, national and international, public and private levels also through networks, working groups and tables dealing with wellness and sport. **Action Description:** Development and implementation of a program for a synergic integration of the wellness&sport for better living condition at Work&Home&Society. Collaborations with Entities, Institutions, Companies and Associations (public and private) at local, national and international level and participation in networks, groups and working tables (local, national and international). **Links with the previous action plan:** *WW_wellness*: NEW	Public Engagement Office		
		23. Wellness and Sustainability **Action Motivation:** Raise the awareness of sustainability and the ways to integrate it into private and working life. **Action Description:** The action is made of 3 main assets: 1) Implementation of environmental sustainable interventions that improve the context and well-being of University staff, such as installation of lighting systems that improve the environmental comfort, the enhancement of green spaces surrounding the University facilities. 2) Organization of events dealing with sustainability: - Organisation of new events dealing with sustainability and make sure that the events already scheduled are put in place (such as the Sustainability Festival); - Implementation of programs dealing with sustainability aimed at school students: activities in the schools, inclusion of these issues in existing events, such as Kids University and Venetonight; - Events aimed at the university community and citizenship dealing with the enhancement of the green heritage and the planting of trees in the University spaces. 3) Development of communication actions dealing with sustainability: - Creation of the new "UniPadova Sostenibile" website, which includes all the information on all the actions and research activities carried out at the University with regards to this issue;	**Proposer:** ACOM **Responsible Unit:** Public Engagement Office	**Duration**: 3 years **Starting date**: April 2021	Increase the well-being conditions of stakeholders	1) Interventions - n. of actions carried out - survey on the well-being of people - who work at the University 2) Events - n. of organized events - n. of people involved - n. of specific events for schools - n. of schools involved - n. of trees planted 3) Communication - n. website views - n. of videos views - promotion of the guide

		- Production of 17 informative videos related to SDGs and the research activities carried out at the university on these issues; - Creation and promotion of an informative guide to support non-residents students who benefit from the university residences and canteens. **Links with the previous action plan:** *Wellness and Sustainability*: NEW			
		24. Kindergarten@UNIPD **Action Motivation:** Support the researchers to find a balance between Life&work, taking into account their parental needs. **Action Description:** Creation of a nursery dedicated to structured and non-structured teaching staff, PTA, and in particular to young PhDs and postgraduate schools' students, to support staff parenthood and careers of women. **Links with the previous action plan:** *Kindergarten@UNIPD*: NEW	**Proposer** ARU **Responsible Unit** Ufficio Trattamenti Economici e Welfare	**Duration:** 3 years **Starting date:** September 2021	Improve the working conditions of stakeholders supporting parents at work	- n. of places available
		25. Life&Workload-Balance **Action Motivation** The gap analysis and the analysis of the Stakeholders feedbacks (see survey "Bilanciamento Vita-Lavoro" distributed in 2020) underline the need of balancing Life&Workload. **Action Description:** Definition of a welfare program and implementation of interventions lines to provide support of staff members starting their academic career, teaching staff and administrative and technical staff, who sometimes struggle to balance their private life with the workload. **Links with the previous action plan:** *Life&Workload-Balance*: NEW	**Proposer** ACOM **Responsible Unit** Public Engagement Office+ Ufficio Trattamenti economici e welfare	**Duration:** 3 years **Starting date:** September 2021	Improve the working conditions of stakeholders	- n. actions of welfare and life&workload balance
		26. PhD Community **Action Motivation** Create a PhD Community embedded and supported within UNIPD. **Action Description**	**Proposer** ADiSS **Responsible Unit** PhD Office	**Duration:** 1 year **Starting date:** March 2021	Create a PhD Community embedded and supported within UNIPD	-Stakeholders satisfaction

		— Database to track the mobility of PhD students and to help staff in another site in case of need; — PhD week: soft skills training. **Links with the previous action plan:** *PhD Community*: NEW	**Involved Units** Projects and Mobility Office		
		27. Search&Find **Action Motivation:** Optimize the current communication system between services and between services and stakeholders, improving the availability of documents and their access, simplifying procedures and reducing the workload and impact of bureaucracy at all levels. **Action Description:** Preparation of an intranet area of the Central Administration to share, in an orderly and user-friendly way, the databases, actions, forms, regulations and any other useful information for the University structures. The portal is created through the development of the current AFIP portal and each area will migrate its information tools to the single portal. Additional actions and functionalities will be put in place within the new portal. The following activities are planned: a) To move the information tools currently managed on different channels to the single portal; b) implementation of new contents; c) *Cruscotto*: development of integrated tools for management reporting and data monitoring. **Links with the previous action plan:** Search&Find: NEW	**Proposer** Top Management **Responsible Units** Central Administration	**Duration:** 1 year **Starting date:** September 2021	Implementation of the new section "Contracts and Insurances" on the new portal All the informative portals are moved to the new single portal	- project progress rate
		28. POLA **Action Description** The smart-working operational plan (POLA), with related computerization of the procedures. The POLA defines the organizational measures, the technological requirements, the training courses of the staff, including managerial ones, and the tools for detecting and periodically verifying the results achieved, also in terms of improving the effectiveness and efficiency of administrative action, the digitization of processes, as well as the quality of the services provided, also involving citizens, both individually and in their associative forms.	**Proposer** Top Management **Responsible Units** Central Administration	**Duration:** 2 years **Starting date:** June 2021	POLA Approved	- Mapping of teleworkable activities, of those partially teleworkable and those to be carried out only in presence. - Scrutiny of the regulatory provisions concerning annual leaves and M.O.I according to current legislation and decisions of C.d.A. dated 23 June 2020

		Action Structure Phase 0: organization of smart-working in the absence of the POLA through the definition of general rules of management and the agreement for smart-working in the transitional period; Phase 1 - Definition of the University POLA and general principles of smart-working; Phase 2 - Smart working regulation and definition of correlated information flows; Phase 3 - Process analysis and engineering and software development; Phase 4 - Implementation of the platform for smart-working. **Links with the previous action plan:** *POLA*: NEW			
		<u style="color:red">29. Quality Assurance</u> **Action Motivation** Continuous improvement of the quality in all activity areas. **Action Description** The quality policy defines the general principles for improving the quality and effectiveness of the services offered to students and academic community, without ignoring that local citizens and businesses are also interested in this process through the dissemination of knowledge. **Action Structure** - Teaching Quality (CPDQ); - Research Quality (CPQR); - Third Mission Quality (CPQTM). **Links with the previous action plan:** Ongoing but with new initiatives.	**Proposer** Presidio della qualità di Ateneo (PQA) **Responsible Units** Presidio della qualità di Ateneo (PQA) – Ufficio Offerta formativa ed assicurazione della qualità+Ufficio Ricerca e Qualità+Settore Ranking e Terza Missione	**Duration:** 3 years **Starting date:** February 2021	Continuous improvement of the quality in all activity areas.	- ANVUR indicators
		<u style="color:red">30. PTPCT Transparency Plan for the prevention of corruption</u> **Action Motivation** Due to the ongoing emergency situation, A.N.A.C. (National Anti-Corruption Authority), with a Communication dated 2 December 2020, postponed the adoption and publication of the new Three-Year Corruption and Transparency Prevention Plan to 31 March. Therefore, the objectives related to Anti-Corruption and Transparency will be brought to the approval stage, as an integration to this Integrated Performance Plan, within the first months of the year 2021.	**Proposer** AFIP **Responsible Unit** Ufficio Controllo di Gestione	**Duration:** 3 years (2020-2022) **Starting date** April 2021	Plan Approval	- Stakeholders satisfaction - n. of notifications of not compliances

		Action Description Adoption and publication of the three-year transparency plan for the prevention of corruption of the University of Padua. **Links with the previous action plan:** Ongoing but with new initiatives.				
Funding and salaries	Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.	**31. Funding Opportunities for Researchers** **Action Motivation:** As employers should ensure that researchers enjoy fair and attractive conditions of funding and promote a career development for researchers at all stages of their career, a new strategy for disseminating research funding opportunities to be shared with UNIPD Professors and Researchers at any stage of career will be implemented. **Action Description:** The newsletter will announce upcoming external grant opportunities for teaching staff and researchers and will serve as a calendar to see the entire years' worth of grant opportunities and deadlines. The newsletter will include descriptions, funding range, links to requests for proposals, and relevant disciplines. Past newsletters will be saved in a repository. **Links with the previous action plan:** Ongoing with new initiatives.	**Proposer** ARRI **Responsible Unit** International Research Office **Involved Units** Research Office + Research Valorization Office +PhD Office	**Duration**: 3 years **Starting date**: February 2021	N° newsletters: 6/year	- stakeholders' satisfaction
		32. Attract@UNIPD **Action Motivation:** Incentives for direct calls from non-European countries. **Action Description:** Increase the attractiveness of UNIPD for researchers from non-EU countries - scholars who have been permanently engaged abroad for at least three years - by at least partially supporting the transfer costs. Guarantee support for the request for tax breaks to those entitled (involvement of the University's Tax Office). **Links with the previous action plan:** *Attract@UNIPD*: NEW	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente **Involved Unit** Ufficio Fiscalità	**Duration**: 2 years **Starting date**: June 2021	Increase the number of foreigners recruited personnel.	- n. teaching staff who benefit from the tax breaks - n. teaching staff who require support for tax breaks

Participation in decision-making bodies	Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed appropriate, that researchers shall be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the working of the institution.	**33. WeAre@UNIPD** **Action Motivation:** To increase the commitment of the Stakeholders by widening participation of each stakeholder's category in the decision-making bodies. **Action Description:** Reform of the electoral body for the election of the Rector Full voting rights for fixed-term researchers (full recognition of the role of researchers). **Links with the previous action plan:** *WeAre@UNIPD*: NEW	**Proposer** Top Management **Responsible Area** AAGL	**Duration**: 1 year **Starting date**: February 2021	Wider participation of each stakeholder's category in the decision-making bodies.	- n. RTD voters / no. RTD voting in previous elections - n. RTD voters / no. RTD entitled
Recruitment	Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	**34. OTMR-Progress** **Action Motivation:** The Open Transparent Merit Based recruitment process is a core pillar at UNIPD and needs further efforts to be improved to achieve the best alignment to the C&C principles despite of the national constraints. Thanks to the monitoring of the previous plan and the analysis of the achieved results (including the Gap analysis, feedbacks of the Top-Management/UNIPD services/Stakeholders) a new intervention plan is outlined. The main goals are: — To favor and support the application of foreigners candidates; — To improve the impact of the communication system on recruitment processes both at an administrative and stakeholders point of views; — To progressively achieve the best match of the C&C application and the national laws. **Action Description** OTMR-action is made of 3 assets: — Continuing the alignment process of the recruitment procedure to the C&C principles; — Widening of the stakeholder's audience, with special care to internationalization; — Simplifying the recruitment process for the Stakeholders and the Administrative staff. **Action Structure** It includes several tasks organized in 4 main intervention lines: *OTMR_1_calls* Revision of the calls structure to better evidence the alignment with the C&C principles.	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente **Involved Unit** Ufficio Comunicazione-redazione web	OTMR_1_2_3 **Duration**: 1 year **Starting date**: April 2021 OTMR_4 **Duration**: 3 years **Starting date**: April 2021	Deep OTMR implementation	- n. appeals/complaints and/or reports on non-compliant calls - publish the RTD (A) and RTD (B) calls - general part - in English - time for project's execution

		OTMR_2_Internationalization Internationalization of the recruitment calls Translation into English of all the calls (including Researchers RTD and professors applications) with explanatory tutorials. *OTMR_3_Monitoring* monitoring and adjustment of the selection notices (drawn up according to national and university legislation) to the principles of the European Charter for researchers with regards to recruitment procedures. *OTMR_4_HowTo* Implementation of a section of the University's website in English on the subject of Recruitment. The section is already present and available in Italian. Creating an English section would facilitate: - to find information about calls; - to apply to the calls; - an understanding of the recruitment mechanisms; - to access to information with reference to the different stages of recruitment; - to find information about the calls' results; - to understand which office one may contact for information. **Links with the previous action plan:** Ongoing with new initiatives.				

		35. OTMR-4-Administration **Action Motivation** The recruitment processes are complicated by the application of national law restrictions and legal aspects. Further support is needed for helping the Departments in the recruitment management. **Action Description** Support to departments (management offices, department directors and resource committee coordinators) on insolvency procedures and on basic information relating to the start of recruitment. **Action Structure** It is made of 2 main assets: *OTMR-Proper* Implementation in the internal Proper procedure of a "diary" relating to the steps of the ongoing competition procedures (constant information on the "life" of the competition). *OTMR-Help* Creation of a FAQ page on recruitment and on aspects to be known and solved, making the main and most frequently asked questions (and related answers) systematic (available to everyone) via help desk or email. **Links with the previous action plan:** *OTMR_Proper:* NEW *OTMR-Help:* NEW	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente	**Duration**: 2 years **Starting date**: March 2021	OTMR implementation	- FAQ delivery - User satisfaction
		36. OTMR-4-Stakeholders **Action Motivation:** Support researchers and departments on the main aspects and moments of the teacher/researcher's career. The Gap analysis revealed an increasing need of info about the recruitment process from both the Stakeholders and the Departments that manage a specific recruitment procedure. **Action Description** OTMR- review and reorganization of the section dedicated to the career of teachers and researchers relating to rights and duties. **Action Structure** It is made of 2 main assets: *OTMR-InfoCareer-Departments* Update and creation of missing forms. *OTMR-InfoCareer-Researchers*	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente **Involved Units** Ufficio Comunicazione-redazione web	**Duration**: 1 year **Starting date**: March 2021	OTMR implementation	- Standards delivery - User satisfaction

		Section dedicated to the career of teachers and researchers relating to rights and duties, absences, expectations and leave, transfers, change of affiliation and SSD, external assignments, transfers, double affiliation, evaluation, career progress, etc. **Links with the previous action plan:** *OTMR-InfoCareer-Departments*: NEW *OTMR-InfoCareer-Researchers*: NEW				
Selection	Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.	**37. OTMR-Selection** **Action Motivation:** Improvement of the Selection Committees activities in accordance with the quality standards defined by the University and the OTMR principles - organization of active support activities and promotion of the participation in RTDb selections of candidates with international research experience. **Action Description:** — Implementation of guidelines for Selection Committees activities; — Information sharing on the activities of the Selection Committees with the department directors; — Informative activities to the appointed Selection Committees via e-learning before starting the competition, with the support of the Sector "Avvocatura di Ateneo"; presentation of the process and of the main critical points regarding the evaluation criteria, scores, publications, conflict of interest, incompatibility, drafting of minutes, signatures, etc.; — Certified digital signature on all minutes; — The Regulations dealing with UNIPD RTD recruitment have introduced access requirements that favor the participation of candidates with international research experience in universities, research and welfare institutions, by ensuring greater consideration of these requirements than what foreseen by law. These regulations require further support for the practical application of the principles contained therein. **Links with the previous action plan:** Ongoing with new initiatives.	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente	**Duration**: 2 years **Starting date**: April 2021	OTMR implementation	- Standards delivery - User satisfaction
Judging merit	The selection process should take into consideration the whole range of experience 15 of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This	**38. Selection&Quality** **Action Motivation:** Application and monitoring of quality standards for carrying out selection - monitoring procedures. **Action Description:**	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente	**Duration**: 2 years **Starting date**: June 2021	Quality Standards (QS) applied in the new recruitment system	- n. procedures managed per year

	means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, and knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.	With the adoption, at the end of 2019, of the new regulations on the recruitment and with the continuous changes (adaptation to legislative changes), starting from 2020 the quality standards for the open competitions procedures have been implemented, which refer to all the activities carried out by candidates, with particular reference to publications and curriculum, including research, institutional, organizational and service activities, teaching, supplementary teaching and student service activities, and welfare activities. The action will define a strategy for implementing a monitoring system of the Quality Standards (QS) applied in the new recruitment system (since 2020). **Links with the previous action plan:** *Selection*&*Quality*: NEW				
Recognition of qualifications	Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels	**39. RecognitionOfQualifications@UNIPD** **Action Motivation:** Improvement of administrative support provided to researchers and Departments for the recognition of experiences, roles, qualifications, including international study qualifications. **Action Description:** New strategic program to improve and make the administrative support action provided to researchers, judging committees and departmental structures for the recognition of international experiences and qualifications in the selection, recruitment and submission phases of the proposals for direct calls more efficient and effective. **Links with the previous action plan:** *RecognitionOfQualifications@UNIPD*: NEW	**Proposer** ARU **Responsible Unit** Ufficio Personale Docente	**Duration**: 2 year **Starting date**: June 2021	Guideline for the recognition of qualifications in recruitment processes	- quality perceived by the users - reduction in requests for additional documentation from the Ministry for direct calls
		40. Merit-based professional acknowledgment **Action Motivation:** Increase the attractiveness of excellent researchers. **Action Description:** It is made of 2 main assets: *Win-To-Win*: Implement rewarding policies for researchers who obtain funding from competitive calls. *BrainGain*: Promote the recruitment of excellent researchers.	**Proposer** ARU **Responsible Unit** Ufficio Sviluppo Organizzativo	**Duration:** 2 years **Starting date:** September 2021	Increase the attractiveness of excellent researchers	*Win-To-Win*: Resources specifically allocated for the recruitment initiatives of successful researchers of highly qualified projects *BrainGain*: N. of researchers who have won highly qualified projects and who have been recruited

		Links with the previous action plan: Ongoing but with new initiatives.				
Non-discrimination	Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. .	**41. EqualOpportunities&Inclusion** **Action Motivation:** Promote equal opportunities and inclusion. **Action Description** Implementation of promotion and awareness initiatives, national and international conferences focused on the issues of equity, inclusion and equal science. **Links with the previous action plan:** Ongoing but with new initiatives.	**Proposer** ACOM **Responsible Unit:** Public Engagement Office	**Duration:** 3 years **Starting date:** February 2021	Promote equal opportunities and inclusion	- n. initiatives per year - n. participants per year
		42. Equal-Opportunities&Inclusion-Training **Action Motivation** Promotion of non-discrimination, inclusion, equal opportunities and gender equality, and fight against sexual and gender-based violence. **Action Description** Implementation of transdisciplinary training aimed at academic community, student community, staff and citizens. Some examples: — general course "Human rights and inclusion"; — general course "Gender, knowledge and social justice"; — "Gender crosses"; ("Incroci di genere"); — advanced training course for journalists; — NERD? project; — Summer STEM Academy. **Links with the previous action plan:** Ongoing but with new initiatives.	**Proposer** ACOM **Responsible Unit:** Public Engagement Office + Ufficio Servizi agli studenti	**Duration:** 3 years **Starting date:** February 2021	Promotion of non-discrimination, inclusion, equal opportunities and gender equality, and fight against sexual and gender-based violence	- n. training events per year - n. participants per year - n. students involved (in relation to the project "*NERD?*" and *Summer STEM Academy*)
		43. Equal-Opportunities&Inclusion-Networking **Action Motivation** Participation to equal opportunities and inclusion networks. **Action Description** The action is made of 3 assets: *BeInTheNet*	**Proposer** ACOM **Responsible Unit:** Public Engagement Office + Ufficio Servizi agli studenti	**Duration:** 3 years **Starting date:** September 2021	Promotion of non-discrimination, inclusion, equal opportunities and gender equality, and combating sexual and gender-based violence.	- n. networks (internal, national and international) - n. actions carried out within the networks - n. University participants in the networks - n. of networks meetings

		Participation of the University of Padua in national and international networks focusing on inclusion, non-discrimination and gender equality (e.g., working group "Inclusion and social justice of the RUS, CRUI table for equality of gender; GIFTS network of Italian universities; Regional network for combating violence against women, Municipality of Padua; European Association for Women in Science, UNESCO Unitwin Network for Gender Media and ICT, UNWomen HeforShe campaign; SaR-Scholars at Risk international network; ARQUS-Action Line 2; COIMBRA Working Group on Equality and Diversity). *Inclusive-teaching* Development of an internal network within the University made up of contact persons for inclusion as part of the "Inclusive Education" ("*Didattica Inclusiva*") project and representatives for equal opportunities. *UNIPD Wellness Network* Development of a University's internal network on wellbeing. *Inclusion&Psychiatric Project* Psychiatric inclusion and disability project at the University of Padua. **Links with the previous action plan:** Ongoing but with new initiatives.				
		44. Equal-Opportunities&Inclusion-dissemination **Action Motivation:** Promote and raise awareness on the issue of equal opportunities and the value of inclusion with direct experiences of inclusive guided tours. **Action Description:** Organise visits to cultural sites of the University of Padua with the use of innovative, inclusive and non-discriminatory tools, including: - information totems; - "VisitUnipd" App; - telepresence robots; - guides in LIS; - sensory visits. **Links with the previous action plan:** *EqualOpportunities&Inclusion-dissemination*: NEW	**Proposer** ACOM **Responsible Unit:** Public Engagement Office	**Duration:** 3 years **Starting date:** February 2021	Promote and raise awareness on the issue of equal opportunities and the value of inclusion	- n. visits - n. participants - participants satisfaction

		45. Gender Balance Promotion **Action Motivation:** Promote gender balance. **Action Description:** Implement rewarding policies to increase gender balance.	**Proposer** ARU **Responsible Unit** Ufficio Sviluppo Organizzativo	**Duration:** 3 years **Starting date:** March 2021	Promote gender balance	- resources specifically allocated for recruiting initiatives. - gender relationship among newly recrui
		46. PAP- Positive Action Plan **Action Motivation** Counseling & Inclusion & equal opportunities & Gender Balance. **Action Description** The Positive Action Plan (PAP) establishes the actions and goals the University of Padua wants to carry out with regards to equal opportunities, overcoming discrimination, enhancement of differences and promotion of organizational well-being for people who study and work at the University. **Action Structure** — Visibility of recruitment policies in favour of gender balance; — Funding for Gender Budget allocated to University structures; — Recruitment of women: financial contribution from the University to those structures recruiting women;	**Proposer** CUG **Responsible Unit** CUG	**Duration:** 3 years **Starting date:** March 2021	Equal opportunities, overcoming discrimination, valorisation of differences and promotion of organizational well-being	- % gender balance - Stakeholder satisfaction