



## TEMPLATE 2: HR STRATEGY - ACTION PLAN (2017-2019)

Name Organisation under review: UNIVERSITA' DEGLI STUDI DI PADOVA

Organisation's contact details:

Università degli Studi di Padova

Via VIII Febbraio 1848, 2

35122 Padova

Person in charge of the HRS4R process: Marcella Bonchio (Vice Rector for Research)

hrs.ricercaue@unipd.it

Web link to published version of organisation's HR Strategy and Action Plan: <http://www.unipd.it/carta-europea-codice-reclutamento-ricercatori>

SUBMISSION DATE: 21/09/2017

### 1. ORGANISATIONAL INFORMATION

The following data refer to the year 2015 (last certified).

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	4.334,37
<i>Of whom are international (i.e. foreign nationality)</i>	497,00
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	661,18
<i>Of whom are women</i>	1.797,04
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	2.059,62
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	913,75

<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	1.361,00
<i>Total number of students (if relevant)</i>	57.646
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	4.261,00
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	€
<i>Total annual organisational budget</i>	536.384.695
<i>Annual organisational direct government funding (designated for research)</i>	285.807.657
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	26.345.649
<i>Annual funding from private, non-government sources, designated for research</i>	3.909.525
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p><i>Dating back to 1222, the University of Padova is one of Europe's oldest and most prestigious seats of learning. The University of Padova offers its <b>61.000</b> students <b>32</b> departments, <b>1</b> University Hospital, <b>1</b> Veterinary Hospital, <b>1</b> Experimental Farm, <b>39</b> doctoral degree courses activated this year, and <b>43</b> research and service centres across the spectrum of sciences, medicine, social sciences and humanities, with more than <b>2,000</b> professors and researchers employed . It has an annual budget of <b>603</b> million euro, out of which <b>60</b> million euro for research.</i></p> <p><i>Moreover, the University of Padova is Euraxess Contact Point.</i></p>	

## 2. NARRATIVE (MAX. 2 PAGES)

The University of Padova is organised in 32 Departments and 43 Research and Service Centres. As established by the national Law L.240 (2010), the governance is managed by the Rector, elected every 6 years and assisted by the Deputy of the Rector. The Rector is the legal representative of the University. The Rector is assisted by a group of vice-rectors, appointed by the Rector himself with specific mandates, and a General (administrative) Manager. In October 2015 a group of 12 vice-rectors were designated, with the following mandates: Research, Research training, Buildings and Safety, Technology Transfer, Work and Study Conditions, Lifelong learning: school, university and work place, Teaching and Education, Cultural, Social and Gender Relations, International Relations, Organization and Management Processes, Campus and Peripheral Structures and Artistic Heritage, Museums and Libraries respectively. They coordinate strategic actions, guaranteeing their implementation. The University's Governance reckons also on elected

organisms (coordinated by the Rector) made of representatives of stakeholders, that discuss and approve in a collegial way the specific concrete actions deriving from the University policies. The main elected organisms are:

- Academic Senate (“Senato Accademico”), made of 9 Deans of department, 6 professors, 3 researchers, 3 administrative staff members, 5 students (including PhD). It has the role to propose and to give mandatory opinions on teaching and research issues as well as on the strategic plan;
- Board of Administration (“Consiglio di Amministrazione”), made of 4 academic representatives, 3 external representatives and 2 students representatives, with the role of approving and monitoring every finance’s issues.

Each Department is directed by a Dean, coordinating the Department Council, i.e. the organism that discusses, approves collegially any specific actions regarding the Department activities in accordance to the University’s policies. The Department Council is made of all the teaching staff, representatives of the technician and administrative staff, representatives of Undergraduate Students, of PhD students and post docs respectively. All the stakeholders have therefore their own representatives in the main decision board, and can pursue requests and instances at any level. This structure, although mandatory to fulfil the national law (L.240), is however particularly time consuming in plan’s approvals and sometimes hinders fast actions implementations. Moreover, it is worth mentioning that the University of Padova is provided with a Human Resources Area that includes: the HR issues regarding the teaching staff (i.e. professors and researchers) are coordinated by the top management while the recruitment procedures are managed by a specific office (“Servizio Carriere e Concorsi”). The Technical and Administrative Personnel issues are managed by another office (“Servizio Carriere Personale Tecnico Amministrativo - PTA”). This configuration, again aligned to the national law requirements, represents instead a strong weakness in the HR strategy management as well as a limiting factor in fastening the action plan implementation due to the complexity of the decisional procedures and the need of the final approval of each main decisional organism. Stakeholders are normally not aware of these administrative protocols and processes, often perceived only as burdens. Consequently they complain about slowness and delays. In the last 5 years and even more in the next future, one of the priorities of the University strategic policies has been to strongly simplify administrative procedures. This action, although general, is expected to have a great impact on the institution, especially in stakeholders. This infrastructural intervention is aimed to boost the University of Padova to be a very competitive, modern and efficient Institution at international level, improving the overall working conditions and their relative perceptions. To further achieve this result and its sustainability, the HRS4R plan 2017-2019 has been integrated within the Overall Strategic Plan, i.e. the programmatic document required by the Italian Minister of research on a three-year

base, including actions and relative indicators for their monitoring (last OSP approved on 25/11/2016 by the Senate). The University policy has been based on 6 main pillars:

- facing the increasing competition in research and training, to boost excellence and novelty in any field;
- professional recognition and talent valorisation without any form of discrimination and promote the culture of equal opportunities, inclusion and social responsibility;
- enhancement of the competences and skills of the university staff and simplification of the administrative bureaucracy;
- establishment of an open, transparent and merit based recruitment of the personnel;
- consolidation of the relationships and partnerships with either public and private institutions as well as companies and industries
- preservation of the economical-financial balance.

The Human Resources (HR) plan 2017-2019 has been therefore drawn-up in accordance to:

- University policies, as previously described;
- Stakeholders commitment and feedbacks by way of representatives, public consultations, surveys and questionnaires;
- Self-assessment of the previous HR-action plans (2012-2014; 2014-2016);
- Evaluation of the University Performance made by the independent university performance Control Committee (Nucleo di Valutazione, NdV).

It has been focused on four main Priorities, strongly connected to the C&C principles and to reduce gaps still present in the institution although progressively reduced in the last 5 years during the past HR-actions plans:

- P.1. **Better working conditions, environment and opportunities;**
- P.2. **Professional recognition** at every level of the researcher career;
- P.3. **Researchers' commitment** and empowerment in the Institution;
- P.4. **Simplification of the administrative processes** to fasten and improve the performance efficiency at any level.

In the following section the summary of the 2017-2019 HR plan is reported (see Tab.1). A brief description of the main actions planned is presented together with relative schedule time and responsibilities. It is worth mentioning that to better guarantee the action implementation, the

Vice Rector for Research will be the action leader, coordinating the services and all the personnel involved in the relative implementation.

### 3. ACTIONS

#### ACTION PLAN (2017-2019)

<i>nr</i>	<i>Title action</i>	<i>Timing (at least by year's 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	<b>Soft skills training&amp;Dissemination</b>	Duration: 3 years Starting date: January 2017	Vice Rector for Research, Marcella Bonchio  Research Office + International Research Office	20 workshops/seminars
3	<a href="http://ISR@unipd.it">ISR@unipd.it</a> (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	<a href="mailto:BIIRD@unipd.it">BIIRD@unipd.it</a> (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
5	<b>Monitoring of contracts</b> on stability of employment conditions and salaries	Duration: 2,5 years Starting date: January 2017	Deputy Rector: Giancarlo Dalla Fontana “Concorsi e carriere personale docente” Office Vice Rector for Research, Marcella Bonchio Research Office	Continuous monitoring of the action: increase of positive evaluations from the stakeholders (eg: 2 surveys at the beginning and at the end of the period)
6	<b>Brain gain @UNIPD program</b>	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	<b>New Career Development Desk</b>	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 <b>Tailored Indicators</b> 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.	<b>Mobility Value</b>	Duration: 3 years Starting date: January 2017	Vice Rector for International Relations, Alessandro Paccagnella International Relations	<ul style="list-style-type: none"> <li>• Organization of at least 3 events/training courses per year about mobility dedicated to students</li> <li>• Creation and implementation</li> </ul>

			Office  Vice Rector for Research Training, Patrizia Burra  Research Training Office  Public Relations Office - URP	of web pages in the period under consideration
10.	<b>Mobility@UNIPD program</b>	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"> <li>• 2 calls for mobility dedicated to UNIPD staff every year</li> <li>• 3% increase in the number of participants every year</li> <li>• Creation of 1 new dedicated office</li> <li>• 1% increase of positions on offer</li> <li>• 1% increase in the number of months for both for incoming and outgoing students</li> </ul>
11.	<b>Training for PhD Supervisors</b>	Duration: 3 years  Starting date: June 2017	Vice Rector for Research training, Patrizia Burra  Research Training Office	<ul style="list-style-type: none"> <li>• At least 1 seminar offered per year</li> <li>• At least 1 customer satisfaction survey per year</li> </ul>
12.	<b>Exchange@UNIPD program</b>	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"> <li>• 10 new bilateral agreements with foreign universities every year</li> <li>• 3% increase in the number of people taking part to mobility in the period</li> <li>• &gt; 40 mobility agreements with enterprises signed in the period</li> </ul>
13.	<b>Networking in Research with regional stakeholders</b>	Duration: 3 years  Starting date: January 2017	Vice Rector for Technology Transfer: Fabrizio Dughiero and  Delegate of the Rector for relations with	> 8 regional innovative networks which include the University as partner

			financing institutions: Luciano Gamberini  Technology Transfer Office	
14	Collaboration with SMART UNIPD, the wholly-owned company dedicated to technology transfer	Duration: 2 years  Starting date: January 2017	Vice rector for Technology Transfer, Fabrizio Dughiero  Technology Transfer Office	Approval of new internal regulations regarding relationship with Smart Unipd
15.	<b>Revisions and simplification of Regulation regarding spin-off creation and patents</b>	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.	<b>Information on funding for Researchers and contractual conditions</b>	Duration: 2 years  Starting date: April 2017	Rector's Delegate for Institutional Communication, Telmo Pievani  Public Relations Office	<ul style="list-style-type: none"> <li>• Dedicated page in the website;</li> <li>• Number of users and contacts both in the website and in social networks</li> </ul>
17.	<b>Life&amp;Work@UNIPD Program</b>	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"> <li>• increase in percentage of people who can attend financing</li> <li>• shortening in percentage of procedures</li> </ul>
18.	<b>Wellness&amp;Work@UNIPD Program</b>	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,	<ul style="list-style-type: none"> <li>• Overall increase on customer satisfaction (IGP)</li> <li>• Increase in percentage of employees who use the support service for the staff</li> <li>• Increase in number of counseling actions in support of employees with disabilities and vulnerabilities</li> <li>• Possibility of career progression relating to the merit</li> <li>• Creation of a psycho-physical wellness office</li> <li>• Implementation of wellness courses</li> </ul>

			<p>Antonio Paoli</p> <p>“Servizio alla persona” Office</p> <p>“Programmazione e Controllo di gestione” Office</p> <p>“Servizio mobilità e valorizzazione del personale” Office</p>	
19.	<b>Parents&amp;Work@UNIPD Program</b>	<p>Duration: 3 years</p> <p>Starting date: January 2017</p>	<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"> <li>• Increase in percentage of beneficiaries involved</li> <li>• Number of agreements to be concluded in the period</li> <li>• Monitoring of results: increase of positive evaluations of the overall offer;</li> <li>• Increase of budget allocated to actions;</li> </ul>
20.	<b>Events&amp;Dissemination on Non-discrimination</b>	<p>Duration: 3 years</p> <p>Starting date: January 2017</p>	<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>	<ul style="list-style-type: none"> <li>• 8 seminars/workshops/ conferences/study days/ public debates for researchers, teaching staff and students</li> <li>• 1 teaching program on “Human rights and Inclusion” per year</li> </ul>

			<p>“Servizio Formazione e Sviluppo Risorse Umane” Office</p> <p>“Servizio alla persona” Office</p> <p>“Servizio disabilità e dislessia” Office</p> <p>Public Relations Office</p>	
21.	<b>Monitoring discrimination</b>	<p>Duration: 3 years</p> <p>Starting date: June 2018</p>	<p>Vice-rector for Cultural, Social and Gender Relations, Annalisa Oboe</p> <p>Nucleo di Valutazione (NdV) - University Evaluation Committee</p> <p>CUG</p> <p>“Osservatorio Pari opportunità e parità di genere”;</p> <p>“Servizio Programmazione e Controllo di Gestione” Office</p>	<ul style="list-style-type: none"> <li>• One survey every two years</li> </ul>
22.	<b>Gender_Equality@UNIPD program</b>	<p>Duration: 2.5 years</p> <p>Starting date: January 2017</p>	<p>Vice- rector for Cultural, Social and Gender Relations Annalisa Oboe</p> <p>CUG;</p> <p>Committee for equal opportunities and gender relations;</p> <p>Forum interdisciplinare per gli studi e la formazione di genere;</p> <p>Osservatorio Pari opportunità e parità di genere;</p> <p>Servizio alla persona</p> <p>Servizio URP e Relazioni</p>	<ul style="list-style-type: none"> <li>• increase in number of seminars and workshops on gender issues;</li> <li>• monitoring of actions from the Positive Action Plan (P.A.P.) of the University;</li> <li>• increase in number of university people to whom the guidelines for institutional and administrative language use are distributed;</li> <li>• monitoring of diffusion of gender-sensitive language;</li> <li>• increase in number of women in each step of career progression for teaching staff;</li> <li>• increase of the presence of women in governing bodies, administrative committees, evaluation panels;</li> <li>• development and test of a</li> </ul>

			Pubbliche	new system of indicators for monitoring gender equality in Gender Budgeting;
23.	<b>Teaching&amp;Quality@UNIPD</b>	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"> <li>• level of internationalization</li> <li>• number of hours of teaching supported by the teachers of Department</li> <li>• size of Corso di Studio</li> <li>• Monitoring of the action through surveys to stakeholders</li> </ul>
24.	<b>Events on Teaching</b>	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"> <li>• 15 training programs for faculty (1 week each)</li> <li>• 4 conferences</li> <li>• 2 training program for new researchers</li> <li>• 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</li> </ul>
25.	<b>Teach_To_Teaching@UNIPD program</b>	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"> <li>• Mooc will be addressed to all instructors of University of Padova</li> <li>• Set up of multiple TSG within each department,</li> <li>• 400/500 instructors in two years</li> <li>• number of recipients reached</li> <li>• number of activated courses</li> </ul>
26.	<b>Employment program</b>	Duration: 3 years Starting date: January 2017	Deputy Rector: Giancarlo Dalla Fontana  “Concorsi e carriere personale docente” Office	<ul style="list-style-type: none"> <li>• 180 new positions in the period 2017-2019</li> <li>• Achieve a stable total number of 300 researchers (RTD (A) by 2019</li> <li>• Ensure a balance between retirements and recruitment</li> </ul>

				of tenure track RTD(B) by 2019
27.	<b>Study of a new appraisal system</b>	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 the period 2015-2019. A reasonable target is to improve by 10% the value of IRAS2 of the 2011-2014 VQR.
28.a.	<b>OTMR - Recruitment Policy</b>  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.	<b>OTMR – Recruitment Policy</b>  -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	<b>OTMR – Recruitment Policy</b>  - ex-post evaluation of the recruitment results	Start: January 2017  Duration: 3 years	Deputy Rector: Giancarlo Dalla Fontana  Concorsi e Carriere	Feedback from the Departments  Continuous monitoring of the HR planning and distribution

	-Policy Strategy of the HR planning and distribution		personale docente  Vice Rector for Research, Marcella Bonchio	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:** UNIPD will sign new bilateral agreements with foreign Institutions and specific agreements with local, regional and interregional enterprises to increase the mobility between public and private sector.
  
13. **Networking with regional stakeholders:** Program of networks' establishment committing all the regional networks to boost University&Territory collaborations.
  
14. UNIPD will collaborate with **SMART UNIPD**, a new born company owned by UNIPD, totally dedicated to technology transfer. UNIPD will revise the internal regulations regarding the collaboration between the University and Smart Unipd, with a particular focus on creating the conditions to enable Smart Unipd to successfully commercialize research and intellectual property developed by the University.
  
15. UNIPD will **revise the internal regulations regarding spin-off** creation and patents filing to provide financial and administrative support and remove difficulties that researchers face when establishing collaborations aimed at technology transfer.

16. **Information on funding for Researchers and contractual conditions:** UNIPD will revise its website and its social networks dedicated to the dissemination of information on the issues regarding funding and salary.
17. **Life and Work:** UNIPD will revise the regulations concerning the financial support that it can provide to its employees to help them face personal difficulties and set up a new system of financial support in case of personal expenses due to diseases, invalidity and generic needs related to their family based on:
  - a. new indicators to increase the percentage of potential beneficiaries who can apply for financial support;
  - b. wider spectrum of financial support;
  - c. fastening of the procedures.
18. **Wellness and Work** is a program dedicated to improve employees' wellness including:
  - a. revision of the job assignment;
  - b. improvement of organizational environment;
  - c. career development linked to a new merit based system.
  - d. Implementation of wellness courses
19. **Parents and Work:** The University of Padova will revise the regulations concerning the financial support that can be provided to its employees with children. In particular the following aspects will be a priority:
  - 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* **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

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

The actions addressing the implementation of the OTMR principles are based on a revision of the recruitment procedure, filling the gaps that have been already evidenced by the Top management as well as those perceived by the stakeholders. The OTMR policy will in particular face the following key aspects that are the most severe gaps within the institution:

Gender balance in the selection commission for recruitment (when possible, in accordance to the national legislation on the requirements to be fulfilled by the commission experts). This aspect will be under specific monitoring process.

E-recruitment: boost e-recruitment procedures by upgrading the e-platform. PhD and Researchers recruitments are made by online procedures, whereas post-docs recruitment is managed by the departments. Improvements can be done also in the post-docs recruitment procedure.

Appointment phase: improve the channel of communications to the applicants, in respect to the national legislation and relative requirements.

Overall assessment: it is necessary to start to implement an overall assessment procedure, up to now not present within the institution because OTMR policies have not been implemented yet. The overall assessment will be the basis to proceed in 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.

Implement new policies to increase the attractiveness of the positions available at UNIPD and increase applications from abroad. This is a high priority to boost a real internationalization at all levels. The national legislation is a limiting factor concerning this issue, because salary is in most case fixed at a national level (R1, R3 and R4 positions).

Training on the OTMR process at every level to increase the awareness of its policy and its implementation.

Further improvements of the already established procedures to better align the Institution selection processes to the OTMR requirements will concern the advertising channel of the open positions and the evaluation and the selection procedures.

#### **4. IMPLEMENTATION (MAX. 1 PAGE)**

The HRS4R strategies are fully integrated in the institutional policies, being part of the *Ciclo della Performance: obiettivi strategici 2017-2018* (Strategic plan 2017-2018 ) approved by the University Governance Bodies (i.e. Academic Senate and Board of Directors respectively). The implementation of the Action plan is also aligned with the national evaluation system requirements (VQR: <http://www.anvur.org/index.php?lang=it>) to reinforce its sustainability.

IMPLEMENTATION COMMITTEE: A Steering Group (HRS4R-SG), consisting of the Deputy Rector,

Vice-Rector for Research, Vice Rector for Organization and Management Processes, representatives of researchers at each stage of the research career (R1 to R4) and the Director of the Research Area was appointed by the Rector. The HRS4R-SG will monitor the implementation of the action plan and of the final reporting processes. It will present the actions progress to the main University Governing Bodies., propose action-related strategies to further speed it up, minimize eventual gaps in the implementation, and manages the stakeholders involvement and commitment.

Each action is in fact implemented by the offices in charge (see table above) supervised by Institutional experts (Vice- Rectors), who are responsible of the actions, of the delivery of updated reports about the status of action to the Steering group (HRS4R-SG) .

**STAKEHOLDERS INVOLVEMENT:** Stakeholders representatives are involved in the HRS4R-SG . They contribute to the implementation of the actions, the monitoring process, with special attention to fill the eventual gaps, with suggestions and proposals.

Direct feedbacks, including survey, questionnaires, public consultations, customer-care interviews, from all the stakeholders (researchers from R1 to R4), will be collected, with the aim to assess the effectiveness of the action. Action modifications will be taken in case of negative feedbacks.

**MONITORING:** The progress in the implementation of the action plan will be monitored by the Steering Group.

For each action the following 5 main dimensions will be considered: Objective, Schedule Time, Mission, Outcome and Impact (effects respect to other actions, including correlations in other fields of that foreseen in that action).

The action progress is monitored using standardised evaluation grid based on these five main items. The action results (referring to Objective, Schedule Time, Mission) are evaluated using the indicators foreseen in the Action plan. The Outcome is monitored with periodic Stakeholders consultation (including survey and questionnaire). The Impact is overseen by the HRS4R Steering group..

**REPORTING:** The reporting process will consist of 4 different levels:

Action Results Report: including list of achievements, raw data, data statistical analysis, gaps and data relative to the stakeholder feedback (including consultations results and relative statistical analysis). This 18-month-report, is a technical internal report accessible to the UNIPD staff.

Action Progress Report: overview of the action implementation respect to the action Objective, Schedule Time, Mission and Outcome respectively. Summary of the actions progress including SWAT and Impact analysis, action corrections or interventions to fill the gaps. This report, periodically delivered by the HRS4R Steering group , will be published on the UNIPD accessible e-platform.

Action Plan Assessment: it will be carried out through an internal review process and a periodic assessment on the achieved results and future planning regarding the UNIPD performance (<http://www.unipd.it/trasparenza/performance>) and external review processes (by the NdV, External Nucleus of evaluation, <http://www.unipd.it/nucleo>) and by the national evaluation system (ANVUR and VQR) .