

EURAXESS

Action Plan

Case number

2022IT838957

Name Organisation under review

UNIVERSITA' DEGLI STUDI DI URBINO CARLO BO

Organisation's contact details

VIA SAFFI,2, URBINO, 61029, Italy

Submission date to the European Commission

04/10/2023

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	646
Of whom are international (i.e. foreign nationality) *	44
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	98
Of whom are women *	310
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	339.5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	136.5
Of whom are stage R1 = in most organisations corresponding with doctoral level *	170
Total number of students (if relevant) *	15128
Total number of staff (including management, administrative, teaching and research staff) *	1060.5
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	4988681.43
Annual organisational direct government funding (designated for research)	2144585.41
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2365644.23
Annual funding from private, non-government sources, designated for research	478451.79

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Established in 1506 in one of the most renowned Renaissance cities in central Italy, the University of Urbino Carlo Bo is a lively environment, where students, early-stage and experienced researchers come into direct contact with each other and share their knowledge and experiences.

Its 51 Undergraduate and Postgraduate courses, covering most of the ERC sectors, offer a research-driven approach.

UniUrb's international dimension is rapidly growing, thanks to the cooperation with other HEIs in Europe and worldwide, allowing students and staff exchange.

UniUrb is committed to research dissemination and knowledge transfer, and therefore actively cooperates with regional stakeholders and companies.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Strengths and Weaknesses (max. 800 words)

The analysis of internal practices and procedures, as well as the survey results, show a highly positive implementation of the C&C principles concerning the ethical and professional aspects of research. Many of these topics are regulated by National legislation, which the University's internal regulations comply with, making these aspects strong points of the institution as a whole.

Indeed, **research freedom** is guaranteed by art. 33 of the Constitution of the Italian Republic and acknowledged in art. 2 of UniUrb's Statute; all of the **Ethical aspects** of research activity are taken into consideration and governed by the University's Code of Ethics, as well as by specific committees, evaluating whether ethical principles are respected by the foreseen research activity on a case-by-case basis.

UniUrb is strongly against whatever kind of **discrimination**, as clearly stated in the Statute and in the Code of Ethics. The University Guarantee Committee for equal opportunities, enhancement of workers' well-being and against discrimination (CUG) monitors the respect and valorisation of underrepresented categories, promoting positive actions in order to recognize the value of diversity within the Academic community.

Researchers' academic duties – i.e., their **contractual obligations**, their **accountability** and their **professional responsibility** – are made clear to all the recruited researchers, who receive the Code of Ethics, the Code of Conduct and the Regulation on academic duties of Professors and Researchers as soon as they are enrolled. Regulations concerning intellectual property rights and the conditions of the relationship among the institution, the researcher and third parties comply with national legislation. The recent update of the national law on these topics will require the consequent updating of internal regulations.

The use of **good practices in research**, particularly in terms of health and safety, is ensured by the compliance to all national law provisions in this respect. All recruited staff (both research and faculty staff and technical-administrative staff) have to attend mandatory courses about general and specific risks in their workplace; researchers and staff working in scientific laboratories are required to attend specific training about biological, chemical and electromagnetic radiation hazards.

Research results are **disseminated** within the wider academic community thanks to a number of measures encouraging UniUrb's researchers to attend or participate to scientific meetings and initiatives in Italy and abroad, as well as to organise scientific events in Urbino; technology transfer and the economic valorisation of results are made possible, encouraged and supported thanks to the Third Mission Office, in charge of knowledge and technology transfer, which has been recently strengthened thanks to the recruitment of new staff members. UniUrb favours its researchers' **public engagement** by allocating specific internal funds and implementing initiatives, both online and face-to-face, involving researchers and citizens at the same time: indeed, the institution is strongly committed in enhancing its interaction with the surrounding territory and stakeholders, raising awareness about the lines of research carried out by its staff and spreading their results.

Finally, concerning **evaluation and appraisal system**, UniUrb complies with national legislation requiring all Universities to appoint an Internal Evaluation Committee and a Quality Assurance Committee, and by applying all criteria and appraisal methods outlined by the National Agency for the Evaluation of Universities and Research Institutes, in order to encourage its faculty staff to improve their professional performance. Moreover, as a member of the Coalition for Advancing Research Assessment (CoARA), UniUrb is taking part in the international discussion aiming to improve the assessment of researchers for the purposes of recruitment or career progressions by recognising the diversity of research activities, practices and outputs.

Although these principles are fully implemented, and therefore represent strong points within UniUrb, there are still aspects to improve, particularly for what concerns researchers' awareness about the strategic orientations and goals of national and international funding programmes. Indeed, early stage researchers are not entirely familiar with these topics threatening the institution's competitiveness on an international level. Intellectual property is also an issue deserving attention, given the ongoing evolutions of the national legislation about industrial property and the always increasing importance of copyright, editorial policies and Open science practices: the researchers' awareness on these topics has to be maintained constantly high thanks to specific continuous training.

Given the dangerousness and the frequency of cybersecurity attacks, another point requiring constant attention is the adoption by all researchers of safe working practices, particularly for what concerns proper back-up strategies and other precautions to avoid information technology disasters.

Finally, early career researchers have only limited opportunities and means to disseminate their research results, which could be increased in order to enhance their scientific independence.

Strengths and Weaknesses (max. 800 words)

Survey results and the analysis of internal practices and procedures showed that Recruitment and Selection procedures are based on open, transparent and merit-based recruitment, in compliance with National Law governing all aspects of the **recruitment** of researchers at all stages of their career, on the basis of the principles of the C&C. Although there is no comprehensive document stating UniUrb's OTM-R policy, the advertising and application phases comply with the OTM-R principles: the job adverts are published on both national and international portals during the periods of regular academic activity, and the time-span between the job advertisement and the submission deadline is usually 30 days at least. Calls for applications clearly state all necessary information about both required and desirable competencies, which correspond to the advertised positions and to the foreseen duties of the successful candidate. Concerning the selection phase, general selection criteria are included in the call for applications, and all documents concerning the appointment of selection, the definition of specific scores attributed to each publication or qualification submitted for evaluation, and the appointment of the successful candidates are published online and accessible via UniUrb's institutional website. Selection Committees are gender balanced and chosen among experts both internal and external to the institution, in order to ensure their ability and competence to recruit the most suitable candidate for the advertised position. Complying with National legislation, **post-doctoral appointments** have a transitional character, and their maximum duration is fixed by law and specified in individual job adverts, in accordance with the requirements of the broader scientific project in which the researcher is involved.

UniUrb's recruitment and selection procedures are not fully internationally comparable, primarily because, while job adverts are published both in Italian and in English, the full calls for applications are published only in Italian. Furthermore, job adverts need to be revised on the basis of the recommendations listed in the "Toolkit: a step-by-step guide to better OTM-R practices".

Some of the C&C principles which should govern the selection process are not fully implemented, mostly because of impediments represented by national legislation, particularly for what concerns the **recognition of qualifications**, the valorisation of **variations in the chronological order of CVs**, the **recognition of intersectoral mobility**. Actually, survey results and the analysis of internal procedures and documentation show a relevant difficulty in assessing all those experiences, external to the research career path within the academic context. Indeed, assessment has to be based upon teaching experience within HEIs, scientific publications, inter-academic mobility etc., as well as upon the consistency, intensity and continuity of scientific production.

Concerning the appointment phase, applicants do not receive individual feedback, showing the strengths and weaknesses of their application: however, they can access the Selection Committees' minutes upon request (i.e. *Accesso agli atti*), in compliance with National Law.

Some of these gaps are difficult to fill with individual actions, which could lead to fragmentation and inconsistencies in the assessment practices in use in different institutions, both in a national and international framework. For this reason, UniUrb is actively engaged in the international discussion concerning the introduction of more diverse selection criteria, allowing to consider researchers' individual contexts and careers and the future potential of each candidate (Agreement on Reforming Research Assessment).

Strengths and Weaknesses (max. 800 words)

The analysis of existing practices and procedures, as well as that of the survey results, highlighted a fair level of implementation of all the C&C principles related to Working Conditions and Social Security, favoured under a number of respects also by UniUrb's narrow size.

Mutual **recognition of all researchers as professionals** is enhanced by their constant contact and interaction with their colleagues, team members and supervisors, which encourage the creation of solid research groups and networks and allows each researcher to contribute to the advancement of knowledge. Early career researchers are acknowledged as **co-authors** as far as they cooperate with their senior colleagues in the writing of papers, patents etc., and they are encouraged to publish their own research in cooperation or independently from their supervisors.

The University's tight relationship with the city contributes to its employees' adequate working conditions, particularly for what concerns the possibility to conciliate family and work; UniUrb supports parenthood by providing all of its staff (both researchers and administrative staff) with specific services addressed to their families, such as the Summer Camp *Giovanissimi UniUrb "Valeria Solesin"*, even if balance between family and career could be further improved.

Gender Balance represents a strong point in UniUrb's policy and one of its main goals. Since 2020, UniUrb has made considerable efforts to reduce gender gap at all levels, thanks to a constant monitoring of the situation at all levels (students, administrative staff, research staff from R1 to R4). Although women researchers are still underrepresented among R4 and researchers holding managerial positions as well as in the decision-making bodies (Academic Senate, Administrative Board, Department Boards), several women have been appointed as Department Chairs and/or Vice Rectors, and women are more and more represented among R3. Moreover, in 2022 UniUrb adopted the *Gender Equality Plan 2022-2024*, to be updated every 3 years, aiming at monitoring the current gender gap and at providing improvement measures.

Salaries and social security provisions are established by national law, which UniUrb complies with; in addition, personal research funding is allocated to researchers taking into consideration the Research Quality Assessment (Valutazione della Qualità della Ricerca - VQR) results as well as the criteria outlined by the Italian National Agency for the Evaluation of Universities and Research Institutes (Agenzia Nazionale per la Valutazione delle Università e della Ricerca – ANVUR (<https://www.anvur.it/en/homepage/>)). **Stability and Permanence of Employment** is equally subject to national legislation, which complies with the EU Directive on Fixed-Term Work by establishing a maximum number of renewals of fixed-term contracts for researchers.

UniUrb has invested considerable resources in the refurbishment and renovation of libraries and research hubs and laboratories, paying the necessary attention to the need to guarantee access of disabled persons to the University's buildings. The quality of the **Research Environment**, in terms of equipment, materials and spaces, is therefore constantly improving, while it is already positive for what concerns health and safety measures.

Finally, geographical **mobility** is actually strongly encouraged thanks to the implementation of incoming and outgoing mobility programmes, aiming to encourage the creation of new research networks and the strengthening of existing ones.

Conversely, intersectoral and interdisciplinary mobility is more difficult to recognise, given national practices about researchers' assessment which are currently under discussion in order to acknowledge the diversity of the experiences acquired by researchers in other disciplines, as well as in sectors, other than academia. Yet, UniUrb implements specific programmes supporting researchers' entrepreneurship via the creation of spin-offs and start-ups, and fosters the interaction between its researchers and private companies by allowing the subscription of specific agreements.

Finally, UniUrb's communication strategy concerning **Complaints/Appeals** and **Intellectual Property Rights** is quite weak, leading to a general unawareness of some of the measures already implemented by the University in these respects.

Training and development*



Strengths and Weaknesses (max. 800 words)

Both survey results and the analysis of internal practices and procedures show that most of the principles included under the thematic heading *Training and development* are well implemented within UniUrb, particularly for what concerns **Supervision, the relationship between supervisor(s) and supervisee, and experienced researchers' managerial duties**. Conversely, weak points are represented by **continuous research and professional training and development**: the activated courses require better planning, scheduling and advertising.

Supervisors are clearly identified and chosen taking into consideration their experiences and specific competencies, in order to ensure that young researchers receive adequate support by their mentors. The supervisor may be confirmed or changed at the end of the first year in order to ensure the most appropriate support to the research trainee, taking into consideration the research project's progress.

The **relationship with supervisors** is particularly intense: senior researchers promote a culture of collaboration and mutual respect with their younger colleagues and supervisees. In order to enhance their knowledge and skills, the researchers constantly engage in training activities, such as workshops, conferences, seminars, as well as traditional formal training, particularly as far as R1 are concerned. The peculiar dimension of Urbino and its University makes it easier for supervisees to receive regular feedback from their supervisors both in formal and informal situations; moreover, PhD students and Research Fellows often cooperate with senior researchers well beyond their research program: early-career researchers support their supervisors and senior colleagues in drafting broader research projects, applications for funding, and cooperate to the organisation of scientific events, thus acquiring informal training useful to develop their knowledge and acquire managerial competencies, necessary to carry on research work under all of its multi-faceted aspects.

The establishment of a Doctoral School, which will coordinate all of the existing Doctoral Programmes and their activities, will avoid fragmentation and will guarantee the alignment of each Doctoral Programme to the same high standard, both in terms of supervision and in terms of planning of training addressed to PhD students.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://www.uniurb.it/hrs4r> (<https://www.uniurb.it/hrs4r>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Enhancement of the participation of early career researchers in the training activities focussing on the strategic goals of the main European funding programmes (e.g. Horizon Europe).

GAP Principle(s)

(+/-) 4. Professional attitude

Timing (at least by year's quarter/semester)

Q3

Responsible

Unit

Indicator(s) / Target(s)

Grants Unit

Governance:

• Vice-Rector for Research

Indicator: Training on strategic goals of European funding programme
Target: no. 2 courses on HE addressed to R1 and R2 organised

Proposed ACTIONS

Action 2

Update of the internal Regulation on Patents and Industrial Property, in order to incorporate the changes introduced by the new legislative framework.

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

Timing (at least by
year's
quarter/semester)

Q2

Responsible

Unit

Indicator(s) / Target(s)

Third Mission

Unit

Governance:

• Vice-
Rector for
Third Mission
and Public
Engagement

Indicator: Update of the Regulation on Patents and Industrial
Property Target: No. 1 Regulation updated

Proposed ACTIONS

Action 3

Training on cybersecurity attacks and information technology disasters (e.g. proper back-up strategies), open to all researchers.

GAP Principle(s)

(+/-) 7. Good practice in research

Timing (at least by year's quarter/semester)

Q3

Responsible

Unit

Indicator(s) / Target(s)

ICT Unit
CISDEL
(Integrated
Centre for
Learning
Services and
E-Learning)
Governance:
• Vice-
Rector for
Research
Staff
Recruitment
& Quality
Assurance

Indicator: Training on cybersecurity attacks and information technology disasters
Target: No. 1 course organised

Proposed ACTIONS

Action 4

Allocation of a budget intended to cover Research Fellows' dissemination costs.

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

(+/-) 26. Funding and salaries

Timing (at least by
year's
quarter/semester)

Q1

Responsible

Unit

Indicator(s) / Target(s)

Research

Unit Finance

Unit

Department

Secretariats

Governance:

• Vice-

Rector for

Research •

Department

Chairs

Indicator: Research Fellows' dissemination costs Target:

Economic resources for Research Fellows recorded in UniUrb
estimated budget 2024-2026

Proposed ACTIONS

Action 5

Creation of an institutional personal webpage for PhD students directly linked to their IRIS-ORA profiles, in order to provide easy access to their research products.

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

Timing (at least by year's quarter/semester)

Q2

Responsible Unit

Indicator(s) / Target(s)

Communication,
Web, Social
media and
multimedia Unit
Research Unit
Governance: ●
Vice-Rector for
Education and
Internal &
External
Communication
● Rector's
Delegate for
PhD

Indicator: PhD students' institutional personal Web Page
linked to IRIS-ORA Target: PhD students' web page set up

Proposed ACTIONS

Action 6

Questionnaire on organisational well-being, to be periodically administered to all Researchers, aiming at investigating: - perception of disparities in the treatment of researchers at different stages of career; - researchers' needs in terms of workspaces and equipment; - work-life balance; - gender issues; - satisfaction about training activities concerning teaching strategies and methodologies. The results of the questionnaire will be used to recognise the most challenging situations and to identify the appropriate measures to solve them.

GAP Principle(s)

- (++) 10. Non discrimination
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (+/-) 33. Teaching

Timing (at least by year's quarter/semester)

Q3

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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Organisational
Development
Unit

Governance:

- Vice-Rector
for

Sustainability
and the
Enhancement
of Differences

- Rector's

Delegate for
Equal
Opportunities

- CUG (i.e.
University
Guarantee
Committee for
equal
opportunities,
enhancement
workers' well-
being and
against
discrimination)

Indicator: Questionnaire on organisational well-being
Target: Questionnaire on organisational well-being administered

Proposed ACTIONS

Action 7

Embedding of the HRS4R into UniUrb's Strategic Plan 2024-26.

GAP Principle(s)

(+/-) 12. Recruitment

Timing (at least by year's quarter/semester)

Q1

Responsible

Unit Indicator(s) / Target(s)

Management
Control and
Strategic
Planning
Unit
Department
Secretariats
Governance:
• Vice-
Rector for
Research •
Vice-Rector
for Research
Staff
Recruitment
& Quality
Assurance •
Department
Chairs

Indicator: Incorporation of the HRS4R into the UniUrb's Strategic Plan 2024-26 Target: UniUrb's Strategic Plan 2024-26 approved

Proposed ACTIONS

Action 8

Evaluation of the current assessment practices in terms of alignment with the principles and commitments of the Agreement of Reforming Research Assessment (ARRA), aiming at defining the UniUrb ARRA Action Plan.

GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

Timing (at least by year's quarter/semester)

Q1

Responsible

Unit

Indicator(s) / Target(s)

Research

Unit

Governance:

• Vice-

Rector for

Research •

Vice-Rector

for Research

Staff

Recruitment

& Quality

Assurance

Indicator: UniUrb ARRA Action Plan with defined milestones
Target: UniUrb ARRA Action Plan approved

Proposed ACTIONS

Action 9

Establishment and publication on the institutional website of UniUrb's OTM-R policy.

GAP Principle(s)

(+/-) 12. Recruitment

Timing (at least by
year's
quarter/semester)

Q1

Responsible

Unit

Indicator(s) / Target(s)

Research

Staff

Recruitment

Unit

Governance:

• Vice-

Rector for

Research

Staff

Recruitment

& Quality

Assurance

Indicator: UniUrb's OTM-R Policy Target: UniUrb's OTM-R
Policy approved and published

Proposed ACTIONS

Action 10

Revision of the internal PhD Regulation and of the Regulation for the award of Research Fellowships, ensuring that they mention the Charter & Code explicitly.

GAP Principle(s)

(+/-) 12. Recruitment

Timing (at least by
year's
quarter/semester)

Q3

Responsible

Unit

Indicator(s) / Target(s)

Research Staff
Recruitment
Unit Ph.D. Unit
Governance: ●
Vice-Rector for
Research Staff
Recruitment &
Quality Assurance ●
Vice-Rector for
Education and
Internal &
External
Communication
● Rector's
Delegate for
PhD

Indicator 10.1: Update of the PhD Regulation Target: No. 1
Regulation updated
Indicator 10.2: Update of the Regulation
for the award of Research Fellowships Target: No. 1
Regulation updated

Proposed ACTIONS

Action 11

For each R2-R4 call for applications, publication of the link to the corresponding job offer on Euraxess including all the relevant information in English.

GAP Principle(s)

(+/-) 13. Recruitment (Code)

Timing (at least by
year's
quarter/semester)

Q3

Responsible

Unit

Indicator(s) / Target(s)

Research

Staff

Recruitment

Unit

Governance:

• Vice-

Rector for

Research

Staff

Recruitment

& Quality

Assurance

Indicator: Link to Euraxess R2-R4 job offers
Target: Link to Euraxess R2-R4 job offers published

Proposed ACTIONS

Action 12

Update of job adverts in order to provide candidates with instructions concerning the procedure to access the full Selection Committee's assessment.

GAP Principle(s)

(+/-) 15. Transparency (Code)

Timing (at least by
year's
quarter/semester)

Q3

Responsible

Unit

Indicator(s) / Target(s)

Research Staff
Recruitment
Unit PhD Unit
ICT Unit
Governance: ●
Vice-Rector for
Research Staff
Recruitment &
Quality Assurance ●
Vice-Rector for
Education and
Internal &
External
Communication
● Rector's
Delegate for
PhD

Indicator: Strengths and weaknesses of candidates' applications (R1-R4) Target: Selection Committees' assessment available to the applicants

Proposed ACTIONS

Action 13

Improvement of internal childcare services through: - feasibility study to assess the technical, economical and logistical aspects of the creation of internal childcare services; - enhancement of the summer camp Giovanissimi UniUrb “Valeria Solesin”.

GAP Principle(s)

(+/-) 24. Working conditions

Timing (at least by year’s quarter/semester)

Sub-action 13.1: Q4
Sub-action: 13.2: Q4

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
<p>Sub-action 13.1: Department of Humanities (DISTUM) Secretariat Third Mission Unit Governance: ● Chair of the Department of Humanities (DISTUM) ● Vice-Rector for Third Mission and Public Engagement Sub-action: 13.2: Rector's and Vice- Rectors' Secretariat CUG Supporting Unit Governance: ● Rector's Delegate for Equal Opportunities ● CUG (i.e. University Guarantee</p>	<p>Indicator 13.1: Internal Childcare services Target: Feasibility study completed Indicator 13.2: Summer Camp Giovanissimi UniUrb "Valeria Solesin" Target: Giovanissimi UniUrb "Valeria Solesin" extended in terms of flexibility of opening times and/or available spaces</p>

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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Committee for equal opportunities, enhancement workers' well-being and against discrimination)	
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Proposed ACTIONS

Action 14

Update of internal regulations in order to explicitly mention obligations concerning gender balance in Selection Committees.

GAP Principle(s)

(+/-) 27. Gender balance

Timing (at least by year's quarter/semester)

Q3

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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Research Staff
Recruitment
Unit PhD Unit
Governance: ●
Vice-Rector for
Research Staff
Recruitment &
Quality
Assurance ●
Rector's
Delegate for
Equal
Opportunities ●
Vice-Rector for
Education and
Internal &
External
Communication
● Rector's
Delegate for
Ph.D ● CUG
(i.e. University
Guarantee
Committee for
equal
opportunities,
enhancement
workers' well-
being and
against
discrimination)

Indicator: Gender balance in Selection Committees Target:
No. 3 regulations updated

Proposed ACTIONS

Action 15

Adoption of a career development plan addressed to PhD students and Research Fellows, to be filled out with their supervisors, in order to improve the professional guidance provided to early-stage researchers.

GAP Principle(s)

(+/-) 28. Career development

Timing (at least by year's quarter/semester)

Q5

Responsible Unit

Indicator(s) / Target(s)

Research Staff
 Recruitment
 Unit PhD Unit
 Research Unit
 Department
 Secretariats
 Governance: ●
 Vice-Rector for
 Education and
 Internal &
 External
 Communication
 ● Vice-Rector
 for Research
 Staff
 Recruitment &
 Quality
 Assurance ●
 Rector's
 Delegate for
 PhD

Indicator: Career development plan Target: Adoption of the career development plan

Proposed ACTIONS

Action 16

Implementation of courses and services specifically addressed to R1 and R2, useful to their career development (e.g. by improving their ability to attend a job interview or to write an incisive narrative CV).

GAP Principle(s)

(+/-) 28. Career development

(--) 30. Access to career advice

Timing (at least by
year's
quarter/semester)

Q5

Responsible

Unit

Indicator(s) / Target(s)

CISDEL
(Integrated
Centre for
Learning
Services and
E-Learning)

Governance:
• Vice-
Rector for
Research
Staff
Recruitment
& Quality
Assurance

Indicator: Training for career development Target: No. 2
courses addressed to R1 and R2

Proposed ACTIONS

Action 17

Opening of the UniUrb "Outgoing visiting researchers" programme to Research Fellows, in order to foster their geographical mobility.

GAP Principle(s)

(+/-) 29. Value of mobility

Timing (at least by
year's
quarter/semester)

Q1

Responsible

Unit

Indicator(s) / Target(s)

International
Relations
Unit

Governance:

- Vice-

Rector for
International
and National
Strategic

Partnerships

- Rector's

Delegate for
International
Relations

Indicator: Research Fellows' geographical mobility Target: No.
1 additional funding scheme of UniUrb Outgoing Visiting
Researchers programme reserved to Research Fellows

Proposed ACTIONS

Action 18

Communication campaign addressed to private companies, in order to make them aware of the expertise owned by UniUrb research staff and therefore increase the number of partnerships and collaborations with private stakeholders.

GAP Principle(s)

(+/-) 29. Value of mobility

Timing (at least by year's quarter/semester)

Q6

Responsible

Unit

Indicator(s) / Target(s)

Communication,
Web, Social
media and
multimedia Unit
Third Mission
Unit

Governance: ●
Vice-Rector for
Education and
Internal &
External
Communication
● Vice-Rector
for Third
Mission and
Public
Engagement

Indicator: communication about the expertise owned by UniUrb research staff
Target: No. 1 communication campaign carried out

Proposed ACTIONS

Action 19

Organisation of initiatives within the future editions of UniUrb Career Day addressed to researchers, particularly those at the early stages of their career, in order to support the transition of R1-R2s to broader employment sectors outside academia.

GAP Principle(s)

(-- 30. Access to career advice

Timing (at least by
year's
quarter/semester)

Q3

Responsible

Unit

Indicator(s) / Target(s)

Job Placement
Unit

Communication,
Web, Social
media and
multimedia Unit

Governance: ●
Vice-Rector for
Third Mission
and Public

Engagement ●
Rector's

Delegate for
Internships and
Placement

Indicator: Career Day for researchers Target: No. 1 initiative
addressed to early career researchers

Proposed ACTIONS

Action 20

Training on: - industrial property (mainly addressed to early-stage researchers); - copyright and editorial policies; - Open Science practices.

GAP Principle(s)

(+/-) 31. Intellectual Property Rights

Timing (at least by
year's
quarter/semester)

Q5

Responsible

Unit

Indicator(s) / Target(s)

Third Mission

Unit Library

Unit

Research

Unit

Governance:

- Vice-

Rector for
Third Mission
and Public

Engagement

- Rector's

Delegate for

Libraries •

Vice-Rector

for Research

Indicator: Training on Intellectual property and Open Science
Target: No. 1 course organised

Proposed ACTIONS

Action 21

Discussion and elaboration of a new overall organisation of teaching activities which will consider: - amount of hours that fixed-term researchers should devote to lecturing; - sustainability of UniUrb educational offer.

GAP Principle(s)

(+/-) 33. Teaching

Timing (at least by
year's
quarter/semester)

Q6

Responsible

Unit

Indicator(s) / Target(s)

Educational
Offer Unit
Departments
Secretariats
Governance: ●
Vice-Rector for
Education and
Internal &
External
Communication
● Vice-Rector
for Research
Staff
Recruitment &
Quality
Assurance ●
Department
Chairs

Indicator: compatibility of teaching duties with research activities
Target: overall organisation of teaching activities discussed

Proposed ACTIONS

Action 22

Enhancement of the visibility of the Confidential Counsellor and their areas of intervention/services among researchers.

GAP Principle(s)

(+/-) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

Q5

Proposed ACTIONS

Responsible Unit

Indicator(s) / Target(s)

Communication,
Web, Social
media and
multimedia Unit
CUG

Indicator: Confidential Counsellor visibility
Target: n. 2
actions to increase the Confidential Counsellor's visibility
(e.g. meetings, newsletter)

Supporting Unit

Governance: ●
Vice-Rector for
Education and
Internal &
External

Communication

● Vice-Rector
for

Sustainability
and the

Enhancement
of Differences ●

Rector's

Delegate for

Equal

Opportunities ●

Rector's

Delegate for

Counselling ●

CUG (i.e.

University

Guarantee

Committee for

equal

opportunities,

enhancement

workers' well-

being and

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
-----------------------------	---------------------------------

against
discrimination)

Proposed ACTIONS

Action 23

Creation of a section on the institutional website gathering all relevant information about the procedures concerning the handling of complaints and appeals, in order to make them more easily accessible.

GAP Principle(s)

(+/-) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

Q4

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Communication, Web, Social media and multimedia Unit Research Staff Recruitment Unit Legal Unit Governance: ● Vice-Rector for Education and Internal & External Communication ● Vice-Rector for Legal and Institutional Issues ● Rector's Delegate for Administrative Procedures and Litigation ● Vice-Rector for Research Staff Recruitment & Quality Assurance	Indicator: Online visibility of the procedures regulating complaints and appeals Target: n. 1 institutional web page set up

Proposed ACTIONS

Action 24

Establishment of a Doctoral School which will coordinate the whole of the existing Doctoral Programmes and their activities, implementing common services, practices and procedures also in terms of supervision (e.g. taking into consideration the MSCA Guidelines on Supervision) and allowing a better planning, organisation and communication of all the training activities addressed to PhD students.

GAP Principle(s)

(+/-) 36. Relation with supervisors

(-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Q6

Responsible

Unit

Indicator(s) / Target(s)

PhD Unit

Departments

Secretariats

Governance: ●

Vice-Rector for

Education and

Internal &

External

Communication

● Rector's

Delegate for

PhD ●

Department

Chairs

Indicator: structural reorganisation of Doctoral Programmes
Target: Doctoral School established

Proposed ACTIONS

Action 25

Design of a training plan in order to improve all researchers' skills, mainly related to teaching, also in accordance with the national guidelines for Self-assessment, Periodic Evaluation, Accreditation (Modello AVA3 – D.M. 1154/2021).

GAP Principle(s)

(-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Q2

Responsible

Unit

Indicator(s) / Target(s)

Organisational
Development
Unit

Educational
Offer Unit

Governance: ●
Vice-Rector for
Education and
Internal &

External
Communication

● Vice-Rector
for Research
Staff

Recruitment &
Quality

Assurance ●
Vice-Rector for
Research ●

Department
Chairs

Indicator: Training development plan for researchers
Target: Training development plan approved

Unselected principles:

- (++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 6. Accountability (++) 9. Public engagement
- (++) 11. Evaluation/ appraisal systems (++) 14. Selection (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)
- (++) 22. Recognition of the profession (++) 25. Stability and permanence of employment (++) 32. Co-authorship
- (++) 35. Participation in decision-making bodies (++) 37. Supervision and managerial duties (++) 38. Continuing Professional Development
- (++) 40. Supervision

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

The fundamental principles of Open, Transparent and Merit-Based Recruitment are guaranteed within UniUrb despite the lack of an overall and clearly defined OTM-R policy. Indeed, the openness and transparency of all the procedures, as well as merit-based selection, are ensured by both national legislation and internal regulations (see OTM-R checklist 1 and Gap Analysis principle 12 "Recruitment"). As stated above (ACTION 9), an OTM-R policy will be stated in a comprehensive document and published on UniUrb's website. Moreover, the principles of the C&C will be embedded into UniUrb's next Strategic Plan and into its other strategic documents (see above, ACTION 7). In order to outline a comprehensive and consistent recruitment policy, the OTM-R toolkit and the OTM-R checklist will be used as a point of reference to improve current practices and procedures. Moreover, UniUrb organises upgrading and training courses, including specific courses about OTM-R, held by experts and managed by external companies, aiming to make the administrative staff involved in the OTM-R process sufficiently trained on this topic (see OTM-R checklist 3).

Indeed, most of the recommendations included in the OTM-R toolkit are already in place: the calls for applications and job adverts provide all the relevant information for preparing the application [organisation and recruiting unit; job title with specifications; researcher career profiles (R1-R4) with the respective 'required' and 'desirable' competencies; knowledge and professional experience (distinguishing the 'required' and 'desirable'); number of available positions; entitlements (salary, other benefits, etc.); type of contract; deadline], while the specific selection criteria and their respective weight are established by the appointed selection committee and immediately published; the advert is published on Euraxess and other national platforms and websites in Italian and in English; applications are submitted via the e-recruitment tool PICA, thus keeping administrative burden to a minimum for applicants.

However, current job advert templates will be modified in order to take into consideration the recommendations of the OTM-R toolkit. Moreover, all the relevant information concerning each job offer will be available on Euraxess in English and accessible from the UniUrb website via a direct link, in order to encourage the participation of international candidates and to make UniUrb's procedures internationally comparable (ACTION 11).

Selection committees are appointed in order to guarantee that their members have the necessary experience, qualifications and competencies to assess the candidates, taking into account gender balance and ensuring the presence of external experts, including international experts and/or experts from different sectors, when appropriate. However, the presence of external experts is not mandatory in R1 selection committees, and the gender balance within the committees, though required by national legislation, is not explicitly mentioned in internal regulations concerning recruitment procedures: therefore, internal regulations will be updated (ACTION 14).

In order to improve the qualitative judging of merit, UniUrb has signed the Agreement on Reforming Research Assessment (ARRA), and therefore is committed to discuss research assessment criteria which could take into account the diversity of research results and of career breaks, as well as recognise the added value of non-academic experiences. In compliance with the requirements of the ARRA's process, UniUrb will define a specific Action Plan with milestones (ACTION 8). Yet, in order to avoid inconsistencies in the evaluation of researchers and research outcomes and to make selection procedures internationally comparable, it will be important to act in agreement with other HEI and research institutions in Italy and abroad. For this reason UniUrb's representatives are actively taking part in the meetings organised by the CoARA Italian National Chapter.

Although transparency is perfectly implemented in the advertisement, application and selection phase, the full Selection Committees' assessments are not published online. However, the candidates can access them upon request. In order to improve transparency in the appointment phase, the call for applications will be updated to include instructions concerning the procedure to access the full Selection Committee's assessment (ACTION 12).

Finally, UniUrb will create a section on the institutional website which will gather all indications about the existing procedures for handling complaints and appeals, in order to facilitate access to relevant information on this topic (see above, ACTION 23).

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The Action Plan was approved by the University's academic bodies, the Academic Senate and the Administrative Board, in the sessions of September 29, 2023.

UniUrb is already committed to embed the HRS4R into its University's Strategic Plan 2024-26, as well as into its other programmatic documents (some of which to be approved in the coming months).

The implementation phase will be supervised by the same Steering Committee appointed for the coordination and the supervision of the HRS4R Initial Phase, composed of the Vice-Rector for Research, the one for Research Staff Recruitment & Quality Assurance, the one for Education & Internal and External Communication and the President of UniUrb's Quality Assurance Committee (Presidio della Qualità di Ateneo). Since they have been actively involved in the HRS4R process from the very beginning, their contribution will have a decisive impact on the implementation of the HRS4R Action Plan, also due to the awareness and the knowledge they gained about the HRS4R as a whole.

Moreover, a new Implementation Group, presided by the Director General, will be formally appointed and it will include a representative of each Responsible Unit listed in the Action Plan, with the aim of implementing and monitoring the proposed actions. Each Responsible Unit will act in accordance with a member of the Governance, i.e. a Vice-Rector or a Rector's Delegate, depending on the needed expertise and on the different areas of intervention. The latter, in their turn, will cooperate with any committees they chair, thus ensuring an even greater involvement of the University governance.

The Implementation Group will meet periodically (online or in-person), to verify the status of implementation of the single actions, identify any problems which may hinder the foreseen implementation process, and propose the necessary corrective measures to achieve the targets and indicators set in the Action Plan.

As Units appointed as responsible for the overall implementation of the HRS4R, the Research Office and the International Relations Office will take part in the Implementation Group's meetings and report their conclusions to the Steering Committee. The latter will be in charge to propose and/or validate any further actions that may be necessary. At the end of each year the Steering Committee will report to the Academic Senate and the Administrative Board.

Both the Rector and the Director General are committed to submit specific provisions to the Administrative Board and request their approval, whenever a budget for the implementation of the above-mentioned actions needs to be allocated.

Finally, an internal communication campaign will be addressed to the whole academic community, in order to widely disseminate the Action Plan and make both research and administrative staff aware of the importance of their contribution in the implementation process.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

The implementation of the Action Plan will be supervised by a specifically appointed Implementation Group, in cooperation with the Steering Committee which is actively involved in the HRS4R process from the very beginning.

The key role played by the Steering Committee in the implementation phase is due to the fact that the awareness and knowledge about the HRS4R it gained is considered an added value which is essential also in this second phase. At the same time, it will be necessary to appoint a new group, composed of a member of each administrative or technical unit of the university listed in the Action Plan, in charge of the supervision of the proposed activities' implementation. Indeed, this will ensure that those who own the required specific skills and competencies will play an active role in the implementation process.

The Implementation Group will regularly meet to oversee the progress and to agree on possible corrective measures. The Steering Committee is in charge of validating progress in the implementation and coordinate changes in the overall strategy. The monitoring of the progress will be further guaranteed by the annual reports that the Steering Committee will submit to UniUrb's Academic Bodies.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

The Action Plan is the result of discussions which were widely shared within the whole UniUrb's academic community. Indeed, the proposed actions take into consideration suggestions arising from the Administrative Working Group, who drafted the OTM-R checklist and carried out the analysis of the internal practices and procedures connected to the status of implementation of the C&C principles. The Researchers' Focus Groups, including representatives of researchers R1-R4, drafted the survey and discussed its results, identifying new proposals which might be useful to fill the existing gaps; the University Governance, in particular the Steering Committee, the Rector and the Director General discussed the proposals, assessed their feasibility and outlined the final Action Plan, which was eventually approved by the Academic Bodies and the Administrative Board. The process was therefore designed in order to guarantee a bottom-up involvement of the University's staff, which was further ensured by the large number of researchers who actively filled the survey (about 59% of the entire research staff), so that their perception could be properly taken into consideration by the Working Group.

This broad participation will be an essential element also in the Implementation Phase. The implementation of each action will be assigned to an administrative Responsible Unit and to one researcher on the basis of their skills, competencies and role within the institution. In particular, the Responsible Unit will be the office/sector/department in charge of the envisaged administrative procedure, while the researcher will be the Vice-Rector or the Rector's Delegate in charge of overseeing a particular domain of the University's activity.

In addition, in order to maintain the widespread participation to the process, the Researchers' Focus Groups will be held in place all over the implementation process and the researchers will be involved whenever their support is deemed useful to implement the planned actions and/or to verify the efficacy of the ongoing actions.

An internal communication campaign will be launched in order to widely disseminate the Action Plan within the whole academic community which will be also kept constantly informed about the development of all activities through specific internal dissemination actions (e.g. during the Department Boards meetings). The involvement of the Vice-Rector for Communication as a component of the Steering Committee will guarantee an adequate dissemination of the actions inside and outside the academia. Moreover, as required by the HRS4R, a specific web page will be created where all the documents related to the Initial Phase will be uploaded, and where all the progress will be recorded together with the new challenges and critical issues which should emerge during the implementation phase.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

*



Detailed description and duly justification (max. 500 words)

UniUrb is already committed to embed the HRS4R into its Strategic Plan 2024-26 and into its other programmatic documents in order to guarantee the consistency between them and for the purpose of implementing the HRS4R within the institution.

Indeed, the actions foreseen in the Action Plan are consistent with and functional to those described in other documents that have to do with the University's strategic planning, such as:

- The Gender equality plan (GEP);
- The University training plan "Piano Integrato di Attività e Organizzazione (PIAO)";
- The University three-year planning document in compliance with D.M. 289/2021;
- The Action Plan in compliance with the principles and commitments of the Agreement on Reforming Research Assessment;
- The Recruitment Plans;
- The programmatic documents required by the national guidelines for Self-assessment, Periodic Evaluation, Accreditation (AVA) - D.M. 1154/2021;
- The University Financial Report.

Some of these documents are currently under discussion and will be sent to the Academic Bodies for approval in the coming months.

The alignment of the overall organisational policies with the HRS4R will also be facilitated by the fact that the Steering Committee is composed by members of the University's governance responsible for long-term strategic priorities for research and education, i.e. the Vice-Rector for Research, the one for Research Staff Recruitment & Quality Assurance, the one for Education & Internal and External Communication and the President of UniUrb's Quality Assurance Committee (Presidio della Qualità di Ateneo). This has also the aim of reinforcing and assuring the commitment of the governance to recognize the HRS4R in the institution's research strategy, as the overarching HR policy.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

As mentioned above, the actions foreseen in the HRS4R Action Plan are consistent with the already existing strategic documents, while the HRS4R as a whole will be embedded in UniUrb's Strategic Plan 2024-2026 and in the other institutional strategic documents under discussion (see above).

The consistency among these documents and the actions they envisage will have positive consequences in the HRS4R Action Plan implementation. Indeed, all the strategic plans include specific targets and indicators subject to periodical monitoring: accordance among the actions and their overarching aims will result in an alignment of both the implementation and the monitoring of the envisaged actions.

Furthermore, the above-mentioned actions will be formally assigned to the indicated Responsible Units and will therefore become part of the routine development plans of each office involved in the Action Plan implementation. The implementation of individual actions will be also guaranteed by the appointment of representatives of the corresponding Responsible Units as members of the Implementation Group, reporting to the Steering Committee, and therefore to the Academic Bodies, in order to allow reviewing or confirmation of the plan on the basis of the impediments which may possibly occur in the actions' implementation and/or the necessary updates and amendments to the implementation strategy.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The Implementation Group will arrange a kick-off meeting as soon as the HR award is granted, in order to organise the activities within the timeframe foreseen by the Action Plan. The group will meet regularly (about every six months), in person and/or online, to check that targets are met on time or to explore the reasons of occurring delays/impediments, and they will report the results to the Steering Committee.

The progress status of each action, and of the Action Plan as a whole, will be submitted to UniUrb's Academic Bodies on a yearly basis.

Estimated Action Plan implementation starting date: January 2024

- Implementation Group Kickoff meeting: January 2024

First year monitoring:

- First interim monitoring (IG meeting and report to Steering Committee): June/July 2024
- Second interim monitoring (IG meeting and report to Steering Committee): November/December 2024

First report to the Academic Bodies: December 2024

Second year monitoring:

- First interim monitoring (IG meeting and report to Steering Committee): June/July 2025
- Second interim monitoring (IG meeting and report to Steering Committee): November/December 2025

Second report to the Academic Bodies: December 2025

Final monitoring and evaluation (Plenary meeting of the Implementation Group and the Steering Committee): January 2026

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

Each action listed in point 3 of this document corresponds to one indicator and to one specific target, expected to be reached within 24 months from the award of the HR Excellence in research label.

Targets and indicators have been identified on the basis of the specific action envisaged, also considering the timing of its implementation. Although each Responsible Unit will have to monitor the progress of the actions and the achievement of the targets, possibly involving other structures/units called for cooperation, the appointment of the Implementation Group (see above) will be fundamental to oversee and coordinate the whole implementation process. In their kick-off meeting, the Group will identify the intermediate steps leading to the final target of each action, and establish which actions prove functional the one to the other.

This will allow the design of a more efficient work plan within the appointed Responsible Unit, as well as a closer intermediate monitoring of the achievement of the target. Therefore, the Responsible Units' representatives will be able to easily report progress and any critical issues to the Implementation Group. Moreover, constant confrontation among representatives of the Responsible Units will allow a rapid identification of possible impediments or delays which may affect the implementation of more than one action. Finally, continuous monitoring will allow the Steering Committee to rapidly propose improved implementation strategies, if necessary.

In view of the next assessment, a new internal review will be carried out in order to verify that the implemented actions have actually contributed to fill the gaps identified in the Initial Phase, possibly involving the Working Group appointed for the initial phase (both the Administrative Working Group and the Researchers' Focus Group) which could carry out the review of the updated practices and procedures and their effectiveness, and test the possible changes in the researchers' perception of the implementation of each principle of the C&C.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)