REVISED ACTION PLAN

Name Organisation under review: **Ca' Foscari University of Venice**
Organisation's contact details: Monica Gussoni
Web-link to published version of organisation's HR Strategy and Action Plan: https://www.unive.it/pag/17614/ (ENG)
https://www.unive.it/pag/12314/(ITA)

3. ACTIONS

Please consult the <u>list of all actions</u> you have submitted as part of your HR strategy. Please add to the overview the <u>current status of these actions as well as the status of the indicators</u>. If any actions have been altered, omitted or added, please provide a commentary for each action.
Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Action 1 1.4 In the text of the calls for researcher, researcher fellow, Phd student, and scholar, highlight the ways in which the candidate can view the evaluation received	13. Recruitment (Code) 15. Transparency (Code)		HR and Research Areas, Departments	On/Off	COMPLETED	**New Action** inserted thanks to the HRS4R Assessors' suggestion when awarding the HR Excellence in Research Label, to consider other critical issues that emerged from the Gap Analysis. This action is already part of the University procedures even though there is no legal obligation in Italy on it. The current practice is now the following:

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						The University publishes the overall outcomes of the selections, on its website. Then, candidates privately receive evaluations from external referees. At the end of the selection procedures, candidates are always properly informed by the selection committees about the weaknesses and strengths of their applications
Action 2 1.5 Inclusion among the documents required by the calls especially for young researchers, of a **motivation letter**: (preparation of a format)	16. Judging merit (Code) 19. Recognition of qualifications (Code)	30/09/2017	HR Area	Insertion in the new call for applications process of a motivation letter.	COMPLETED	All calls currently require applicants to submit a letter of motivation. It was decided not to adopt a binding format but to leave each candidate free in the wording of the letter. The University ascertains the overall potential of candidates as researchers and, in particular, their creativity and degree of independence are adequately examined by selection committees

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Action 3 2.1 Set up of University Regulations to reward researchers in charge of externally funded projects to align remuneration with the European standards.	26. Funding and salaries	31 December 2019	HR Area in collaboration with Research Area	Approval by Academic Bodies of the new Regulations by 31/05/2018	COMPLETED	Following the resolutions of the Academic Senate of 27/01/2021 and the Board of Directors of 05/02/2021 on direct calls of individual grant awardees and related salaries and top-up for Marie Curie Fellows recruited as tenure-track researchers, the University issued the document: "Guidelines on the process of direct calls of individual grant awardees and related reporting" (Circular No. 17/2021 Prot. No. 0111789 of 14/10/2021) and subsequent "Interpretive Clarification Prot. No. 0018750 dated 28/02/2022) Link [IT]: https://www.unive.it/pag/fileadmin/user_upload/ateneo/norme_regolamenti/circolari/ricerca/Circolare_Lineeguida_chiamate_dirette_ERC-MC.pdf Currently the guidelines are in Italian, but information can be found in English on this page: https://www.unive.it/pag/33625/ Researchers are thus guaranteed appropriate, advantageous conditions

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						and incentives, in terms of salary, at all stages of their careers, regardless of the type of contract (permanent or fixed-term)
Action 4 2.2 Feasibility analysis for the stipulation of a supplementary health insurance policy with advantageous conditions for researchers at all levels and their families.	24. Working conditions 26. Funding and salaries	November 2017	HR Area in collaboration with Estates and Purchasing area)	1) Feasibility study	COMPLETED	Researchers can benefit from adequate social security benefits, including sick leave, parental leave, and pension rights under current national legislation and can take advantage of a supplementary health insurance policy providing benefits to them and their family members.

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Action 5 2.2 Establishment of a supplementary health insurance	24. Working conditions 26. Funding and salaries	November 2018	HR Area in collaboration with Estates and Purchasing area	2) Establishment of supplementary health insurance	**COMPLETED**	The insurance is available to teaching and research staff, research fellows and PhD students (R1- R4) at advantageous prices and conditions. Family members can also sign up. (Wellbeing and Health plan at https://www.unive.it/pag/11330/) 2022: As of 1 April 2022, the University renewed the supplementary health care plan for its staff for an additional three years (PASI Healthcare Assistance Plan - https://www.unive.it/pag/33338/?L=1 The policy is usable by Teaching and Research Staff, Assignees and PhD students (R1- R4) at favourable prices and conditions. Possibility of extension to family members as well (Wellness and Health Plan https://www.unive.it /pag/11330/)

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Action 6 3.2 Support of research activities, with particular attention to starting researchers (R2) through funds specifically designated by the University 3.2.1	23. Research environment	Start/end: Q1 2017-Q4 2020	Research Area	Budget dedicated to starting researchers (R2). 125.000 EUR (established by Organs)	COMPLETED.	Continuous implementation. The university set a new initiative: the seed fund scheme (fondo di primo insediamento) Seed fund scheme granted 137,000 euro in 2017 to 11 beneficiaries, in 2018 of 175,000 euro to 15 beneficiaries. 2022: The University invested more resources than the ones indicated in the previous action plan: Early settlement fund notice 2019 funded 20 young researchers Early settlement fund notice 2020 funded 21 young researchers for a total amount of EUR 313,000
Action 7 3.2 Incentivizing the Departments to provide research grants of a minimum duration of two years and grants on topics proposed by researchers	23. Research environment 25. Stability and permanence of employment	May 2018	Research Area	Promotion of external calls (ERC, Marie Curie) and funding of programs on their own budget	COMPLETED	Launched in 2018 and completed in 2021, the SPIN Call - Supporting Principal INvestigators https://www.unive.it/pag/31926/ was open to researchers from any background, whether tenured or not at Ca' Foscari University Venice, whose academic profile met criteria of

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autonomously (area grants) 3.2.2						excellence. Candidates must commit to submitting collaborative or ERC projects with Ca' Foscari as host institution. Researchers not holding a position at Ca' Foscari, whose projects were eligible for funding, would be contracted through a 2-year research grant and a research budget up to EUR 40,000 per year. SPIN calls were issued in 2020 for EUR 500,000; in 2021 for EUR 500,000; and in 2022 for EUR 250,000. In 2021, the initiative was modified and partly replaced by the EU cofunded Marie Sklodowska-Curie COFUND Global@Venice initiative (for external researchers), and SPIN was reserved for Ca' Foscari researchers. The investments in MSCA (Marie Sklodowska-Curie) calls (Ca' Foscari is top 5 in Europe for individual and postdoctoral fellowships) and ERC grants has brought remarkable results, with numerous research grants lasting even more than 2 years, both for Marie Sklodowska-Curie fellows and ERC team members. While

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						drafting the proposals, the research support staff encouraged applicants to set at least 2-year research positions, which meant not only more ambitious activities, but also investing in the training and competences of new recruited staff.

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Action 8 3.2 Establishment of a start-up fund by departments to allow research autonomy in the first year after hiring at Ca' Foscari	23. Research environment	November 2018	Research Area in collaboration with Departments	Approval of the funding constitution by the Board of Governors	COMPLETED	The action has been merged with the previous action 3.2.1 Almost all departments have already formally adopted this initiative; the other departments are establishing similar practices that will be formalised soon. Information on these is given to new hired researchers through the existing guidelines or in their onboarding procedures

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Action 9 3.4 Onboarding Project aimed at facilitating the integration of new hires into the reality of Ca' Foscari 3.4.1	23. Research environment	November 2017	HR Area in collaboration with Research Area and Departments	Approval of Welcome kit and Onboarding procedure for all researchers	COMPLETED	The Onboarding procedure is now fully implemented both by Departments and the Central Administration. Furthermore, a Practical Guide (Welcome Kit) for Research Fellows/Grantees in English or Italian https://www.unive.it/pag/fileadmin/user _upload/ateneo/ricerca /documenti/ricerca-cafoscari/assegni-ricerca/Guidaassegnisti_ ricerca_ENG.pdf is provided. One onboarding meeting per year is dedicated to PhD students (PhD Welcome) day and 2 onboarding meetings per year are dedicated to newly hired researchers and professors. Apart from these meetings, each new hired person is individually welcomed by his/her Department's governance and administrative staff. 2022: This action has been among the University's best practices and is still continuing to be implemented for newcomers

Action 10	5. Contractual and legal obligations 23. Research environment	May 2018	General Affairs Office/University Communication and Promotion Office (see remarks)	Translation of the regulations / codes mentioned in the English language employment contract. (Statute, Code of Ethics, Code of conduct, Code of conduct against sexual harassment)	COMPLETED	Tender procedure for translation services concluded on 09/11/2018. Ca' Foscari Charter (Statute) translated https://www.unive.it/pag/36983
3.4 Translation into English of the University regulations (regulations and codes) with priority for those that have the greatest impact on the activity of researchers 3.4.2						Code of Conduct against Sexual Harassment translated (verification in progress)
						As required by national legislation, the University is unifying the Code of Ethics and the Code of Conduct. The new text will be translated by 31/12/2019 Responsibility assigned to the University Communication and Promotion Office, and no longer assigned to the General Affairs Office.
						2022: The Code of Conduct Against Sexual Harassment has been translated and published https://www.unive.it /pag/8163/ The University unified the Code of Ethics and the Code of Conduct, issuing the new Code of Ethics and Conduct in November 2019, also published in English; https://www.unive.it/pag/8162/

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Action 11 3.4. Translation of all University regulations concerning researchers 3.4.3.	5. Contractual and legal obligations 23. Research environment	May 2021	University Communication and Promotion Office	2) Translation of all University regulations affecting researchers.	IN PROGRESS	Translation of all University Regulations concerning researchers The most important ones were translated first: ● Regulations for Visiting Scholars and Visiting Professors https://www.unive.it/pag/12563/ ● Regulations for Missions https://www.unive.it/pag/8269/ ● Regulations for the recruitment of researchers (verification in progress) ● Regulation for the recruitment of Professors (verification in progress) ● Research grants regulation and Scholarship regulations (translation in progress) 2022: The following documents had already been translated The Regulations for Visiting Scholar and Visiting Professor - https://www.unive.it/pag/8312/ - Mission Regulations - https://www.unive.it/pag/8269/ The work continued with the translation of the following regulations:

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						● Self-certification and verification of duties related to teaching and services dedicated to students. https://www.unive.it/pag/8296/ ● Research Fellowship Regulations https://www.unive.it/pag/9735/ ● Regulation for granting professorships and supplementary teaching assignments pursuant to Art. 23 of Law 240/2010 - https://www.unive.it/pag/8301/ ● Regulation governing working timetables of professors and researchers - https://www.unive.it /pag/8305/ ● Regulation of selection procedures and calls of Full Professors and Associated Professors - https://www.unive.it/pag/8306/ ● Regulation Governing Public Selections for the recruitment of Fixed-Term Researchers Pursuant to Art. 24 of Law 240/10 https://www.unive.it/pag/8310/?L=0 ● Regulation governing external assignments and activities of professors and researchers - https://www.unive.it/pag/8307/ ● Regulations on how the institutional repository for publications https://www.unive.it/pag/8254/

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Action 12 3.4 Realization of university residences with increased residential use including for international researchers in Via Torino.	23. Research environment	June 2023	Estates and Purchasing Area	Constructing of a university residence with a total of 142 beds. (Building construction completion.)	IN PROGRESS	The deadlines set for the action have been postponed due to the application process for the building permits, the verification and validation of the executive project to be submitted to the tender process, the technical times needed for the completion of the tender. Construction completion date postponement to March 2021. Published call for tenders for the work on 03.09.2018 2022: The postponement of the completion of some of the work was caused by the closures and slowdowns due to the Covid19 health emergency and the variations requests approved during the execution of the work. The end dates of construction and furniture supply have been postponed and are now rescheduled for June 2023 and September 2023.

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Action 13 3.4 Realization of university residences with increased residential use including for international researchers in San Giobbe. Building construction completion	23. Research environment	May 2020	Estates and Purchasing Area	Constructing of a university residence with a total of 220 beds (Building construction completion).	COMPLETED	End of work scheduled by mid-2020. 2022: The postponement of the completion of some of the work was caused by the closures and slowdowns due to the Covid19 health emergency and the variations requests approved during the execution of the work. Work ended on 31 May 2021, and implementation started on 1 October 2021
Action 14 3.4 Construction of the Epsilon Building on via Torino (space for teaching and Research)	23. Research environment	May 2020	Estates and Purchasing Area	Construction of the Epsilon building totalling 5,200 sq. m.	COMPLETED	End of construction due by October 2020. 2022: The postponement of the completion of some of the work was caused by the closures and slowdowns due to the Covid19 health emergency and the variations requests approved during the execution of the work. The work was completed on 15 April 2021, implementation started on 09/11/2021.
Action 15 3.4 Student accommodation with a total of 650 beds in Santa Marta reserved for	23. Research environment	September 2019.	Estates and Purchasing Area	Completion of the works for 650 beds	COMPLETED	New Action. In the month of October 2018, the prototype of 4 standard accommodations was presented 2022: The end of work occurred on 29/08/2019

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students and doctoral students.						
Action 16 3.6 Highlight the existence in the guides of assignees and researchers and in the onboarding procedures of the existence of the Trust Advisor for the prevention and suppression of bullying https://www.unive.it/pag/11174/	34. Complains/ appeals	31/12/2019	HR Area in collaboration with Research Area and Department	Update of the guides for research fellows and researchers, and of the onboarding procedures	EXTENDED	2022 In further support of the initiative in May and June 2019, the "Rector's Delegate for Personnel Enhancement and Implementation of the Code of Ethics" and the University Trusted Advisor presented the initiatives to the Councils of the eight Departments of the University, in the presence of all researchers, representatives of technical and administrative staff and students (including PhD students), to conduct awareness-raising on the phenomenon of mobbing, the Code of Conduct against Sexual Harassment and channels to request assistance. To update and highlight the existence of these procedures in the written guidance notes, we are waiting for the new national laws on post-doc contracts (see section Have any of the circumstances in which your organisation operates, changed and as

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						such have had an impact on your HR strategy?). Information, in any case is already published on the university website and has been disseminated through dedicated mailing lists
Action 17 3.9 Extend, within the limits established by the regulations, Company Welfare measures, already present for administrative and technical-scientific personnel to researchers (R1-R4) through the extension of the network of agreements that allow access to goods and services.	26. Funding and salaries	June 2019	HR Area	Plan extension Access through a website dedicated to a network of goods / services with the application of discounts reserved for teaching staff, researchers, research fellows and PhD students.	EXTENDED	2022 The Welfare service started in 2019 for a three-year period and was extended, following a new tender concluded in 2022 for a new and additional three-year period. The service is managed through a dedicated website, through which a series of goods/services or discounts can be provided to faculty members, researchers, fellows, administrative staff and doctoral students. Product categories available include travel, sport services, food, technology. There are two ways to take advantage of the benefits: **1 via discount code:** users can immediately benefit from the reserved discount by entering the code while checking out in the partner's e-

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						commerce or by presenting the coupon at the physical store **2 through cashback:** users select the brand of interest, purchase products and services on the partner's e-commerce site, and get a refund according to the amount spent directly to their indicated bank account.
Action 18 4.1 Phase I Establishment of a project for the training and management in order to improve the teaching skills of researchers of all levels, including in relation to innovative delivery methods linked to the needs of international courses (English) and new technologies (e-learning)	28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	May 2018	HR Area in collaboration with Educational Programmes and Student Services Area (ADISS)	Definition of a training plan after needs analysis by 31/05/2018	COMPLETED.	During the Academic Senate and the Board of Directors held in July 2017 the Plan and initiatives (already implemented) were presented: 1. Academic Lecturing service for faculty members of different Subject Areas (the one for Science Area Departments is already active); 2. Teaching Services interventions aimed at professors and teachers interested in learning more about innovative teaching topics, particularly in the area of e-learning; 3. development of training initiatives aimed at the acquisition and development of soft skills, as well as other training activities aimed

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						particularly (but not exclusively) at new researchers and doctoral students 2022 In July 2018, the Teaching Innovation Cluster was approved after the proposal of the Rector's Delegate for Educational Innovation. Teaching Innovation began with a three-year project, starting in October 2018, and was managed through the recruitment of a highly specialised figure in the field of education at the academic level, an expert in education design and use of new e-learning technologies, capable of supporting teaching and research staff in designing methodologically cutting-edge teaching and for the organisation of seminars/workshops and one-to-one focuses. In April 2019, the first training plan for professors and researchers, especially newly hired ones, aimed at acquiring innovative teaching tools in the pedagogical/educational field was implemented, pursuing the specific operational objective set out in the 2019

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						Performance Plan and related to the University's Strategic Plan . The training plan, with a relevant number of initiatives, was drafted after the collection of key training needs. The Covid-19 pandemic forced a review of priorities by putting the management of interventions related to online education (lectures, exams, etc.) first, which characterised the years 2020 and 21. A new training program enriched with specific modules was implemented in early 2022, with the following corses: - Academic lecturing in English - Research training - Public engagement training - Initial training for new hired staff -Continuing education for professors - Digital tools for integrated teaching They are published on: https://moodle.unive.it/course/index.php?categoryid=656

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Action 19 4.1 Phase II Implementation of the training plan.	28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	May 2020	HR Area	Implementation of training courses for researchers envisaged by the plan. Target: 2018-2019	EXTENDED	Continuous implementation. Academic lecturing https://www.unive.it /pag/30576/ two editions in 2018 2022 The Academic lecturing course continued in 2019 with two editions. It was suspended in 2020 due to Covid-19 pandemic and resumed in 2022, open to researchers, professors and other teaching staff
Action 20 4.1 Phase III Application of the training plan:Teaching Innovation Service	28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	September 2021	Human Resources Area/ Educational Programmes and Student Services Area	Initial training of newly hired researchers for the essential aspects of teaching seminars and workshops on new trends in educational innovation	COMPLETED	In the Senate of 4th July 2018, the imminent activation of the Teaching Innovation project was announced. The project starts from the pilot experience of the 2017 Teaching Service, focused on educational innovation and the adoption of online activities. The project has a threeyear duration: from October 2018 to September 2021. https://www.unive.it/pag/35050/ A highly specialized figure from the training sector, expert in educational planning and e-learning will be recruited. 2022:

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						The Human Resources Area initiated and coordinated the Teaching Innovation Project from 23 October 2018 to 22 October 2021. After the conclusion of the project, the management of training for professors and researchers was given to a dedicated Unit in the Educational Programmes and Student Services Area - Educational Programmes Office in view of consolidating innovative and online teaching practices. As previously written, the activities under the teaching innovation project covered: Initial training of newly hired teachers in the essential aspects of teaching Refresher seminars and workshops on new trends in educational innovation. Additional in-depth thematic activities, updated every year. At the end of each year, monitoring was planned to better reorient subsequent training actions.

| Action 21 4.2 Promoting international occupational mobility of the researchers (Inbound and outbound fellowship development, Brain Gain Programme, Marie Curie +1) 4.2.1 | 18. Recognition of mobility experience (Code) 29. Value of mobility | May 2019 | Research Area in collaboration with Human Resources Area | Planned
- 1 Fellowship announcement per year.
- 1 Brain Gain call per year
- rMC+1/nrMC: 70% per year for each reference call

Implemented:
Year 2017
- published two calls for Adjunct Professor (Brain Gain calls) open to foreign lecturers or researchers employed in foreign research institutions. Winners: 24 lecturers.

- Marie Curie Plus One Initiative https://www.unive.it/pag/15073/ recognised as a "best practice" | EXTENDED | 2022
Initially planned actions have been completed and results were more substantial than expected as it can be seen from the indicators.

New actions have been added:

From 2021, the implementation of this action has been extended through a new sub-action:

G@V - GLOBAL_AT_VENICE - Research and Training for Global Challenges is a 60-month Marie Sklodowska-Curie COFUND Fellowship Project implemented by Ca' Foscari University Venice to offer 15 potential fellows from around the world an interdisciplinary research and training contract.

The program is jointly funded by the European Commission and Ca' Foscari University through the Marie Skłodowska-Curie Actions COFUND program.

It provides two calls to recruit 15 promising researchers for 24 months to work at the interdisciplinary hubs Research for Global Challenges at Ca' Foscari: complexity, digital and cultural heritage, social innovation, international |

	by the European Commission and also relaunched in the 2019 -2021 triennium. In total: 5 MC +1 Fellowships activated in 2017 - 100% of applicants were funded.

No. 2 ERC Principal Investigators who took advantage of grant portability to move their project to Ca' Foscari in 2017; No. 2 ERCs funded with Ca' Foscari as the host institution;

Year 2018
- No. 3 MC +1 activated in 2018
No. 17 new MC individual | | | studies, green and blue growth, and innovation management. The innovation ecosystem of 28 strategic partners collaborating under the program, including spin-off companies, SMEs, large corporations and research organisations, will offer fellows the opportunity to develop entrepreneurship skills among stakeholders and increase synergies at the EU level in order to address emerging opportunities and market developments. The main features of the G@V program include:
- Scientific research training paths with supervisory modes of excellence
- connection to the innovation ecosystem
- Build an exceptional postdoctoral opportunity with international networking and transferable skills
- OTM-R principles fully applied in the evaluation and selection
- HRS4R fully implemented ensuring the quality of working conditions for researchers |

				fellows activated in 2018 No.1 ERC in 2018 **External call for Fellowship: Visiting Scholar** for 13 positions **Internal calls for Adjunct, Visiting Professor and Visiting Scholar:** awarded 37 positions. **Year 2019** No. 19 new MC individual fellows activated in 2019 No. 3 Researchers hired as tenure track researchers due to their success in the implementation		

				of their Marie Curie Global fellowship (direct call without competition) **Year 2020:** MSCA+1: 7 Fellowships No. 1 Researcher hired as tenure-track researcher thanks to the MSCA GF ERC Portability: 1 Project ERC funded with Ca' Foscari as host institution: 1 project Published 2 internal calls for Visiting Professor and Visiting Scholar: 65 new positions for the		

				academic year 2020/2021 and 2021/2022 **Year 2021:** MSCA +1: 2 No. 2 Researchers hired as tenure-track researchers ERC Portability: 2 projects **Year 2022** (partial data that may increase) MSCA +1: 5 1 Researcher hired as tenure-track researcher ERC Portability: 1 project ERC funded with Ca' Foscari as host institution: 2		

				- An Internal Call for Visiting Professors and Visiting Scholars published for a.y. 2022/2023 for a total of 60 positions - a similar call for the a.y. 2023/2024 - now underway- with a specific funding measure dedicated to researchers from universities in the EUTOPIA Network.		

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Action 22 4.2 Development of initiatives to support innovation and technology transfer: Creation and development of the Technology Transfer Office which will facilitate dialogue between researchers and companies;	8. Dissemination, exploitation of results 31.Intellectual Property Rights	August 2017	Research Area	Creation and development of the Technology Transfer Office	COMPLETED	The Board of Directors on 28/07/17 approved establishment of the Organisational Unit for Knowledge Transfer and Business Relations called PINK - Promoting Innovation and Knowledge The New PINK Office - Promoting Innovation and Knowledge as part of the Research Area https://www.unive.it/pag/38173/ Active since September 2018 with 6 staff members, Pink Unit supports researchers - In dealing with businesses, - In the development of spin-off companies - and in the protection of intellectual property, also through patenting.

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Action 23 4.2.3 Development of interdisciplinary and intersectoral collaboration with the creation of and impetus for interdisciplinary research teams (Research for global Challenges)	29. Value of mobility	May 2017	Research Area in collaboration with HR Area	Launch and implementation of the "research for global challenges" initiative https://www.unive.it/pag/11651	EXTENDED.	Hired 3 dedicated staff members technologists in the role of "research facilitators" in November 2017. Two additional resources acquired during 2019 An additional resource acquired in 2022. 2 Permanent positions for these resources acquired in 2017. Increased number of EU-funded collaborative project proposals (from 48 in 2017 to 146 in 2022)

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Action 24 4.3 <u>Phase I</u> Preparation of a Training Plan for the acquisition development of soft skills especially for young researchers (focus on public speaking, project management, property management intellectual, civic engagement, European and Italian design courses). <u>Phase II</u> Application of the Plan	28.Career development 38.Continuing Professional Development 39.Access to research training and continuous development	May 2017	Research Area and HR Area	Definition of a training plan subject to needs Analysis by 31/05/2017	COMPLETED	The initially planned actions have been completed and are now re-proposed annually by the University. In the Academic Senate (AS) of 20/07/2017 and the Board of Directors of 28/07/2017, the Training Plan and the courses implemented where are approved: 1 training course on soft skills dedicated to research grant holders assignees implemented: https https://www.unive.it/pag/11522/ 1 training course for doctoral students on soft skills.

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						Research Communication Week 2018 - Week of meetings, trainings and insights aimed primarily at the research staff for providing them with skills on outreach activities lose doing Research (Link) 2-day design thinking workshop (ACE 150 -imagine your future) (Sept. 18 and 20). Italian courses for foreigners - with cost borne by the University at CFSIE (link) for researchers, technical and administrative staff, doctoral students, and assignees. One family member per beneficiary has a 50% discount for the same courses. Other language courses are offered by CLA with a 50% percent reduction to professors, researchers, contract lecturers, postdoctoral fellows, and fellows. (link). Other initiatives are implemented by the Research Area under ARIC (PhD office):

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						• Language courses at the University Language Centre - CLA with cost borne by the University. (link). • Training in Presentation tools for researchers [ENG] (computer training) • Training in research management, knowledge of research systems and funding systems (Courses in European project design planning, Research Ethics, Services and Tools for Research at Ca' Foscari) • Training on exploitation of research results and intellectual property (Course on Intellectual Property Rights, Copyright and Patents, Practical skills for international publishing [EN], Scientific Writing [ENG], Sustainability and Research) • Soft Skills courses at the Challenge School with costs borne by the University (Stress Management and Self-Control, The Art of Persuasion, Active Empathetic Listening, Results Orientation to results, Research

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						Communication Week, Negotiation Techniques, ...) [(link)](link) For research fellows, facilities are provided for participation in soft skills courses. - Course on personal data management in research projects by A. Bernes - Courses on Open Access
Action 25 Implementation, systemisation and updating of new IT tools	5. Contractual and legal obligations 6. Accountability	Q4 2025	Research Area	Fully implemented tools:	NEW	The University, based on the needs of the research community (R1-R4) and administrative staff working on funded projects, is creating and implementing IT

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
dedicated to the research community to optimise project management procedures	7. Good practice in research 8. Dissemination, exploitation of results			Updated online timesheet Spreadsheet for creating research project budgets, linked to current personnel costs, created and updated Tool for acquiring staff pay slips for the correct reporting of European projects Implementation of "IRIS AP", a unique online tool for creating and managing funded research projects		tools aimed at improving and optimising the full project lifecycle management, minimising the possibility of mistakes in the reporting by administrative staff and allowing researchers to save useful time, to devote it to research activities

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Action 26 Participation in the EUTOPIA network	18. Recognition of mobility experience (Code)	Q1 2023	Human Resources Area	Use of the budget allocated to this measure; At least no. 3 visiting scholars/professors from the Eutopia network hosted by Ca' Foscari	NEW	In the new Call for Visiting Professors and Visiting Scholars for the academic year 2023/2024 (see Action 21 above) there is a specific measure targeting researchers from EUTOPIA member universities. The action includes the dissemination of the Call among all EUTOPIA universities to foster collaboration in Research and teaching, enhancing the mobility of researchers for the integration of research communities
Action 27 "Knowledge Community for Research": Establishment of a working group and implementation of periodical meetings to have univocal and up-to-date international standards throughout the project lifecycle management within Ca' Foscari	7. Good practice in research	Q4 2024	Research Service	Creation of the working group: Q1 2022 At least 6 meetings per year and subsequent follow-up to the relevant offices and -whenever appropriate- interested researchers	NEW	The University is divided into central administration (with central services/offices to support project design in the pre-award phase, researcher careers, recruitment and career management procedures, etc.) and 8 Departments (in charge of the project management in the post-award phase). In March 2022, this working group was established to ensure a full coordination in the implementation of project-related processes. These processes, within the scope of research activities, are normally divided between

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
				- Implemented Procedure for the submission and management of research and innovation, teaching and international cooperation projects funded by competitive calls; - Implemented Workflow relating to the drafting and stipulation of Consortium Agreements, Contracts between Beneficiaries and Third Parties and Partnership Agreements in the context of		Central Administration Offices and Departments. The working group started and is currently implemented with a view to improving coordination and maximising benefits and services to the research community. The group consists of representatives from the various University offices/units involved in the processes and meets monthly, to discuss relevant or urgent issues and to create smooth and coordinated processes in order to make the entire project lifecycle management more effective and efficient.

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
				European framework programmes		
Action 28 Providing tailored support on Open Science, Open Access and related issues (licensing, author facilities, data management, repository policies	7. Good practices in Research 8. Dissemination and exploitation of results Intellectual property rights 24. Working conditions	Q4 2022	University Library Services (with the support of Research Services)	Target group: university research community, R1 to R4 Indicators: Web page implemented, services in place	NEW and COMPLETED	Merging and improving services addressed to the research community to better manage research data, practices and outputs (Open Science - Open Access): https://www.unive.it/pag/10389/
Action 29 MOSAIC Project: the project aims at the systemisation of knowledge transfer initiatives developed by the University and its Foundation.	7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 31. Intellectual Property Rights	Q4 2025	Research Services	Drafting of a newsletter for entrepreneurship (to be sent 6 times per year), launch and implementation of an annual PhD networking event	NEW	Target group: Mosaic will develop its activities in favour of: ● Ca' Foscari University students and PhDs; ● Grant holders, researchers and faculty members of Ca' Foscari University; ● Trade associations, public and private bodies; ● Enterprises (including start-ups); ● Investors.

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						These five categories represent main stakeholders to which the different opportunities for knowledge transfer shall be offered. Each segment obviously has different needs and problems and for this reason the analysis of the value proposition will have to be continuously improved to meet emerging needs and problems, (including targeted surveys). The project will have a budget and dedicated spaces, for organising events, small meetings, workshops, meetings with companies and investors. Additional resources will be raised through specific fundraising activities. Examples of specific activities for the research community that could be implemented include the following: INFORMATION Entrepreneurship Newsletter (News, calls, specific seminars), to be sent bimonthly EVENTS

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						PhD networking event Drop-IN sessions of specific skills required by companies Matchmaking 1-1 Skills showcase Analysis of research results IP assessment RESOURCES Mentoring and tutoring Thematic webinars Access to coworking spaces Access to training courses
Action 30 Participation of Ca' Foscari in the ERC Visiting Fellowship program as the first Italian academic institution	7. Good practice in research 20. Seniority (Code) 29. Value of mobility	Q4 2024	Research Services	At least 10 mobilities implemented per year	NEW	The ERC encourages national and/or regional authorities and organisations to establish visiting fellowship schemes to fund potential ERC candidates to visit teams of principal investigators already funded by the ERC. Such schemes will allow selected candidates to strengthen their research profile and vision in an internationally competitive research environment before applying for an ERC grant. Ca' Foscari is the only Italian academic institution that will

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						participate in such a program (investing its own institutional budget).
Action 31 Amendment to doctoral regulations to ensure gender-balanced composition of selection committees	12. Recruitment 27. Gender balance	Q1 2022	Research Services	On/Off	NEW and COMPLETED	Doctoral Regulations amended, entered into force thanks to the Rector's decree n. 212 issued on 14/03/2022;
Action 32 Feasibility study to define ways to enhance women's recruitment and career progression	27. Gender balance 28. Career development	Q4 2023	Human Resources Area	On/Off	IN PROGRESS	
Action 33 Promoting Women's Leadership in Research: survey on women's participation in research projects aimed at improving knowledge of gender gaps within the University	27. Gender balance 28. Career development	Q4 2023	Strategic Planning and Programming Area (with the support of Research Services and Departments)	On/Off	NEW	A specific survey will be implemented in order to assess the % of women involved in research projects as PIs and team members. The aim is improving knowledge of gender gaps within the University to implement new tailored measures

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Action 34 Promotion of women's leadership in Research: Coaching/mentoring and other training activities by successful female researchers, including from outside the University, for young female researchers at the beginning/upgrade of their careers	27. Gender balance 28. Career development	Q4 2023 and Q4 2024	Educational Programmes and Student Services Area - Innovative Educational Unit (with the support of Research Area, Departments)	At least 1 initiative implemented per year	NEW	The expected outcome is Increased awareness of young female researchers in the construction of their career. The number of participants to the initiatives (and their feedback) will be monitored in order to assess their effectiveness.
Action 35 Experimental activation and eventual consolidation of a psychological support desk for teaching and non-teaching staff	24. Working conditions 28. Career development	Q4 2022, Q4 2023	Human Resources Area	On/off	IN PROGRESS	The pilot window is active; the action may be consolidated based on the results of the pilot. The outcome consists in enhancing welfare/organisational wellbeing/work-life balance
Action 36 Establishment of guidelines to foster gender equality in panels in order to develop a culture of gender equality in the University's seminar and conference activities	14. Selection (Code) 27. Gender balance	Q4 2022	Communication and Cultural and Institutional Promotion Area (with the support of Institutional	On/off	COMPLETED	Guidelines adopted by academic bodies: in the Academic Senate of 26/10/2022 and the Board of Directors of 04/11/2022. The aim is developing a culture of gender equality in the University's seminar and conference activities

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
			Affairs Area, Departments)			
Action 37 Programming of conferences, seminars and training activities on the topic of gender stereotypes in order to develop greater internal and external awareness of gender issues and major stereotypes	10. Non discrimination 27. Gender balance	Q4 2023	Equal Opportunities, Employee Well-Being and inclusion Committee, Interdepartmental Human Rights Research Centre (with the support of Communication and Cultural and Institutional Promotion Area)	Implementation of initiatives (at least 1 per year) No. participants		The aim is the development of internal awareness of gender issues and main stereotypes to overcome them.
Action 38 Establishment in each department of a gender equality delegate(s) also	27. Gender balance	Q4 2022	Rectorate, (with the support of Departments,	On/Off	IN PROGRESS	Expected result: Consolidation of the institutional-university structure in order to promote equal opportunities and monitor the measures adopted to

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
by combining similar positions			Institutional Affairs Area)			promote gender balance in the University
Action 39 Amendment of the University's General Regulations to include double gender preference on voting cards for elected positions	27. Gender balance 35. Participation in decision-making bodies	Q4 2023,	Institutional Affairs Area	On/off	NEW	The expected result is the achievement of gender equality in the representation process
Action 40 Updating the code of conduct against sexual harassment and gender-based violence in light of the latest international and European legal instruments	2. Ethical principles 10. Non discrimination 27. Gender balance 34. Complains/ appeals	Q4 2024	Human Resources Area, Equal Opportunities, Employee Well-Being and inclusion Committee, Institutional Affairs Area	On/off	NEW	

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Action 41 Production of an information guide on all University services for the inclusion and protection of students and staff	2. Ethical principles 27. Gender balance 34. Complains/ appeals	Q4 2024	Institutional Affairs Area (with the support of Communication and Cultural and Institutional Promotion Area, Strategic Planning and Programming Area, Educational Programmes and Student Services Area, Research Area)	on/off	NEW	The expected result is raising awareness of the services offered by the University regarding inclusion and contrast to violence
Action 42 Ensuring financial support for the parental leave of doctoral and postdoctoral students	24. Working conditions 27. Gender balance	2022	Research Services		NEW and COMPLETED	The Academic Senate meeting of 10 December 2021 approved measures to support the parenting of doctoral students, in line with the Gender Equality Plan, to encourage the reduction of gender asymmetries. In particular, an economic support of EUR 380 per month was approved in

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						addition to the social security allowance of maternity/paternity leave, established on 15 September 2021. This was also indicated in the Regulations of the Doctoral Program Art. 18 paragraph 6 and Art. 19 paragraphs 4, 5 and 6 (issued by Rector's Decree n. 212 dated 14/03/2022 and entered into force on 15/03/2022).
Action 43 Ca' Foscari's Charter revised in a view of Institutional and Administrative Simplification	2. Ethical principles	Q4 2022	Institutional Affairs Area		NEW and COMPLETED	ACTION from OTM-R. In the Integrated Activity and Organisation Plan - PIAO 2022-2024, the objective of "Institutional and Administrative Simplification and Digitisation" is provided for, which led to the revision of the University Charter. The text of the new Charter was approved by the Academic Senate on 05/10/2022 upon the favourable opinion of the Board of Directors on 30/09/2022 and is now under evaluation at the Ministry of University and Research, MUR, as required by law. Simplification efforts at various levels will continue as planned in the

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						Integrated Activity and Organisation Plan.
Action 44 Updating the "Working in research page" https://www.unive.it/pag/28008/ , where the Italian recruitment classification system is explained to allow a more immediate comparison between the Italian and European classifications	15. Transparency (Code) 30. Access to career advice	2022	Research Services	Page updated	COMPLETED	ACTION from OTM-R Action completed. With the reform of the roles of post-docs (see section: *Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy*?) the page will need to be updated again within the end of Q4 2023
Action 45 Implementation of specific guidelines to be followed in the evaluation process, in accordance with the OTM-R principles, intended for individuals directly involved in the process, (e.g., evaluators involved in academic committees)	15. Transparency (Code)	Q4 2024	Human Resources Area	On/off	IN PROGRESS	ACTION from OTM-R The Academic Senate of 26/10/2022 and the Board of Directors of 04/11/2022, approved specific guidelines to provide guidance to departments for the development of the three-year planning 22-24 of professors/teaching staff recruitment; these guidelines recall, at an **early stage** in the process of hiring, the principles that should guide these choices:

Proposed actions (Item Action Plan)	Gap Principle(s) (Art. European Charter-Item Gap A.)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
						● Research and Civic Engagement: -Attracting international talents and enhancing existing ones -Strengthening interdisciplinary and innovative Research -Becoming a reference point for sustainability issues -Strengthening the relationship with the territory also from an international perspective ● Excellence in recruitment ● Internationalisation Gender Equality
Action 46 Dissemination actions among all University staff on the OTM-R Policy, with particular focus on the training initiatives already planned for newly hired researchers	2. Ethical principles 15.Transparency (Code)	Q3 2023	Human Resources Area and Research Services	On/off	IN PROGRESS	ACTION from OTM-R

Action 47 As stipulated in the OTM-R, the University has equipped itself with the Gender Equality Plan	10. Non discrimination 24. Working conditions 27. Gender balance	Q1 2022	Human Resources Area	on/off	COMPLETED	Adoption of the Gender Equality Plan was approved at the Academic Senate meeting on 26 January 2022 Full document can be found on https://www.unive.it/pag/fileadmin/user_upload/comunicazione/sostenibile/doc/Inclusione/Gender_Equality_Plan_CF_ENG.pdf
Action 48 Increase in the proportion of permanent administrative staff to support the research community, to ensure quality services in support of research and teaching activities	23. Research environment	Q4 2023	Human Resources Area	89.5% (year 2020 baseline 84.5%)	IN PROGRESS	
Action 49 Review of procedures for purchasing goods and services for research activities aimed at achieving strategic objectives, with a view to simplification	23. Research environment	Q4 2022	Cross-cutting working groups (knowledge communities)	Validation of reorganisation projects by 2022	IN PROGRESS	

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working toward/has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

URL *:
https://www.unive.it/pag/17614/   ENG

https://www.unive.it/pag/12314/   ITA

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist[45].
Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to

the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The OTM-R link is the same as that of the HRS4R:
https://www.unive.it/pag/17614/
https://www.unive.it/pag/12314/

Some examples of how it is put into practice and embedded in our Regulations:
https://www.unive.it/pag/fileadmin/user_upload/ateneo/norme_regolamenti/regolamenti/personale/Personale_Docente/Regulation_selection_appointment_full_and_associate_professors.pdf

https://www.unive.it/pag/fileadmin/user_upload/ateneo/norme_regolamenti/regolamenti/personale/Personale_Docente/Incarichi_docenza_ex_art._23_ENG_corretto.pdf

https://www.unive.it/pag/fileadmin/user_upload/ateneo/norme_regolamenti/regolamenti/didattica_ricerca/Reg.Assegni_EN_19112020.pdf

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NB. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION

General overview of the implementation process: (max. 1000 words).

In our view, the award of the HR Excellence in Research recognition is also an encouragement for continuous improvement in our daily work, for the benefit of human resources working in research and, in general, for all personnel of its research community. Thanks to the HRS4R, all career development actions for researchers have been designed in a coherent way and have been included by the University in its Strategic Plan, as part of a broader growth strategy.

Some relevant indicators of the effectiveness of the HRS4R action include the national leadership for some actions that have now become best practices , the fact of being among the top 5 Institutes in Europe for number of Marie Curie Individual Fellowships (23 fellowships funded in the MSCA PF 2021 call https://www.unive.it/pag/12421/ https://www.unive.it/pag/12421/) and the *brain gain* actions implemented https://www.unive.it/pag/15535/ together with the resources allocated to increase the number of teaching and research staff by 10% from 488 to 660 FTEs.

However, we also tried to analyse the HRS4R process in view of the most recent external and internal changes and the most recent needs from the research community in order to further improve it and update our action plan (see paragraph about the involvement of the research community)

Make sure you also cover all the aspects highlighted in the checklist below:
● How have you prepared the internal review?

Detailed description and duly justification (max. 500 words)

A meeting of the Coordination and Planning Working Group was held in early February 2022 aimed at producing the second Internal Review.
A joint meeting of the Working Group and the Researchers Panel was then held at the end of February to further develop the planning and go into detail on some actions.
Subsequently, as a result of the University's increasing commitment to the implementation of the National Recovery and Resilience Plan-NRRP – that originated from the European recovery financial project **NextGenerationEU** – it was considered, in agreement also with the Rector and the vice-rector for Research, to request permission from the European Commission to postpone the submission of the Internal Review, so as to allow the production of a document capable of accounting for the major changes that the NRRP entails. In fact, the NRRP envisions the arrival of significant resources, including those

earmarked for Research and the hiring of new researchers. This is a process that is having and will have a great impact on the organisation and future development of our University. The European Commission approved the postponement of the submission and a second joint meeting of the Working Group and the Researchers Panel was held on 8 November to update and continue the work.

On 25 November, the document was further discussed during a joint meeting of the Working Group and the Researchers' Panel and was presented and approved by the Academic Senate and the Board of Directors (the main governing bodies of the University) in December 2022.

- How have you involved the research community, your main stakeholders, in the implementation process?

Detailed description and duly justification (max. 500 words)

At the level of communication and promotion, the HR4SR logo accompanies all initiatives aimed at career development of researchers and the actions planned in the 4 areas of the Charter and Code ("Ethical and professional aspects", "Recruitment", "Working conditions & social security" and "Training")

The research community can express its ideas and needs through several channels, thanks to which the Units involved in the HRS4R implementation and the Working Group members collect feedback on current actions and new needs, based on which new actions of the HRS4R Action Plan are designed:
- Representations of all research staff and categories (R1-R4) in the governing bodies of the University
- Targeted working groups (e.g., for the renewal of the Strategic plan and Gender and Equality plan)
- One-to-one dialogue between R1-R4 researchers with offices dealing with PhDs, Post-Docs, Professors and Researchers recruitment, career and support services.
- Periodic surveys on organisational climate and well-being
- Diversity, Equality & Inclusion surveys.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

Detailed description and duly justification (max. 500 words)

The Researchers Panel and the Working Group for the implementation of HRS4R strategy and ongoing monitoring of the Action Plan regularly meet and the composition is periodically renewed, in case it is needed.

The composition of the Researchers Panel is designed to give voice to the different categories of researchers at Ca' Foscari, also maintaining representation of scientific areas and gender balance as much as possible. It includes the participation of the vice-rector for Research, the vice-rector for general, legal and personnel affairs, both Full Professors (R4), a representative of associate professors (R3) and a second very recently appointed associate professor (R3) who had joined the panel as a representative of fixed-term researchers, a Marie Skłodowska-Curie Fellow (R2) and a representative of doctoral students (R1).

The presence of the vice-rector for Research and the vice-rector for general, legal and personnel affairs ensures the panel's liaison with the governing bodies.

On the other hand, the Working Group includes the Deputy administrative director who is also the manager of the Information Technology and Telecommunication Services area and the manager of Planning and Evaluation Services; the manager of the Research Area and Library Services, the manager of the Human Resources Area and the manager of the Institutional Affairs Area, the director of the National and Ca' Foscari Research Office, two other members belonging to the International Research Office and one from the Teaching Staff Office.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognised in the organisation's research strategy, overarching HR policy?

Detailed description and duly justification (max. 500 words)

The HRS4R has been embedded in the highest strategic document of the University: the Strategic plan 2021- 2026, https://www.unive.it/pag/44540/ as well as in the Integrated Activity and Organisation Plan (PIAO), the three-year planning document identifying the activities that the University will put in place to achieve the objectives set forth in the Strategic Plan.
The HRS4R and part of its actions are also embedded in the Gender and Equality Plan
https://www.unive.it/pag/fileadmin/user_upload/comunicazione/sostenibile/doc/Inclusione/Gender_Equality_Plan_CF_ENG.pdf

- How is your organisation ensuring that the proposed actions are also being implemented?

Detailed description and duly justification (max. 500 words)

The implementation of individual actions is part of the objectives to be achieved by managers and offices in their administrative and management activities, the so-called PIAO - Integrated Activity and Organisation Plan is the three-year planning document identifying the activities that the University intends to put in place to achieve the objectives set forth in the Strategic Plan. The PIAO was approved by the Board of Directors and published at the webpage https://www.unive.it/pag/10745/ .

Ca' Foscari's Integrated Activity and Organisation Plan - PIAO highlights the objectives, actions, indicators and related targets, consistently with the University's strategic and economic-financial planning.

HRS4R is one of them and its spirit animates the entire plan.

As can be seen in the Gender and Equality Plan, whose actions are also part of the HR4R action plan, the action have a process owner Unit, some support Units and the support by the Rector's specific delegates, in order to ensure a smooth implementation and the endorsement of the governance: https://www.unive.it/pag/fileadmin/user_upload/comunicazione/sostenibile/doc/Inclusione/Gender_Equality_Plan_CF_ENG.pdf

- How are you monitoring progress (timeline)?*

Detailed description and duly justification (max. 500 words)

The achievement of the objectives set forth in the PIAO, Integrated Activity and Organisation Plan, and the progress of related activities, are monitored throughout the year by the Executives to whom they are assigned and by the University's Evaluation Unit, which verifies the implementation of the PIAO. In July, the Board of Directors is notified of the status of implementation of PIAO objectives. Finally, organisational system goals and individual performance objectives are subject to annual evaluation and reporting, and are part of the "Performance Report". The procedures for verifying the achievement of objectives and monitoring them are set out in the document "Performance Measurement and Evaluation System (SMVP)" published here https://www.unive.it/pag/10907/ .

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

As above

- How do you expect to prepare for the external review?

Once again involving all categories of researchers.
In fact, the strategy aimed at the preparation of the external review will be jointly planned and defined by the Panel of Researchers and the Working Group in coherence with the indications that will come from the governing bodies and also based on the feedback (requests for clarification and specific questions) to this Internal review document that will come from the EU.
An agenda will be planned based on the lead assessor's requests, which will take into account the different areas of the Charter and Code and may also include debriefing moments for the assessors. The agenda will ensure the presence of the University governance, which will be able to engage directly with the assessors.

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

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment

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[1] http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf