



## REVISED ACTION PLAN

Name Organisation: **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)

Proposed actions (Item Action Plan)	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
1.4 In the text of the calls for researcher, research 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	New Action- Completed	<p>In the awarding of the HRS4R Award the EU panel suggested to consider other critical issues that emerge from the Gap Analysis.</p> <p>The University has decided to publish immediately the proceedings, both for research grant selections and for researcher selections.</p> <p>For example: The minutes of the selection of teaching staff (R2-R4) and research grants are published on the University website.</p> <p>This action is already part of University procedures even if there is no such requirement in Italian legislation.</p>



1.5 Insertion among the documents necessary for the call applications, especially for young researchers, of a <b>motivation letter</b> : (in an established format)	16. Judging merit (Code) 19. Recognition of qualifications (Code)	30/09/2017	Human Resources Area	Insertion in the new call for applications process of a <b>motivation letter</b>	Completed.	All calls currently require candidates to send a <b>motivation letter</b> . It was decided not to adopt a binding format but to leave it free.
2.1 Establishment of University Regulations for the awarding of a Top Up to researchers who receive funding from EU funds so as to align them with average EC salaries	26. Funding and salaries	May 2018	Human Resources Area (in collaboration with the Research Area)	Approval by Academic Bodies of the new Regulation by 31st May 2018	In progress	<b>Objective rescheduled</b> after feasibility study for necessary alignment with Italian legislation.  <b>New Action:</b> set up of University Regulations to reward researchers in charge of externally funded projects to align remuneration with the European standards.  Target: Approval by the Academic Bodies of the new Regulations by 31st December 2019



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	Human Resources Area (in collaboration with Estates and Purchasing Area)	1) Feasibility study	Completed	
2.2 Establishment of a supplementary health insurance	24. Working conditions 26. Funding and salaries	November 2018	Human Resources 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 <a href="https://www.unive.it/pag/11330/">https://www.unive.it/pag/11330/</a> )



<p>3.2 Support of research activities, with particular attention to starting researchers (R2) through funds specifically designated by the University 3.2.1</p>	<p>23. Research environment</p>	<p>Start/end : Q1 2017-Q4 2020  €. 125.000 (established by organs)</p>	<p>Research Area</p>	<p>Budget dedicated to starting researchers (R2)</p>	<p>Completed</p>	<p>Continuous implementation</p> <p>The university set a new initiative: the <b>seed fund scheme</b> (<i>fondo di primo insediamento</i>)</p> <p><b>Seed fund scheme</b> granted 137,000 euro in 2017 to 11 beneficiaries, in 2018 of 175,000 euro to 15 beneficiaries.</p>
<p>3.2 Incentivizing the Departments to provide research grants of a minimum duration of two years and grants on topics proposed by researchers autonomously (area grants) 3.2.2</p>	<p>23. Research environment  25. Stability and permanence of employment</p>	<p>May 2018</p>	<p>Research Area</p>	<p>Promotion of external calls (ERC, Marie Curie) and financing of programmes using their own budget</p>	<p>Completed</p>	<p>Continuous implementation</p> <p>1) Launched in 2018, the SPIN initiative - Supporting Principal Investigators <a href="https://www.unive.it/pag/31926/">https://www.unive.it/pag/31926/</a> "SPIN 1" aimed at researchers from any background, whether or not they are employed by the University. Ca' Foscari Venezia's academic profile meets the criteria of excellence envisaged by the ERC work programmes which undertake to present a project proposal based on ERC calls, with Ca' Foscari as the host institution.</p> <p>External researchers will be hired with a two-year research contract</p>



						amounting to 40,000 euro per year  2) The efforts in the Marie S. Curie programme (Ca' Foscari is in 6th place in Europe for individual fellowships) and ERC had remarkable results by bringing a big number of research grants (lasting even longer than 2 years), both for Marie Curie fellows and for research team members of ERC Principal Investigators
3.2 Establishment of a start-up fund by the departments to allow research autonomy in the first year following recruitment to Ca' Foscari 3.2.3	23. Research environment	November 2018	Research Area (in collaboration with Departments)	Approval of the funding constitution by the Board of Governors	Continuous implementation	Almost all the Departments have already formally adopted initiatives, in the remaining cases there are still consolidated practices that will be formalized shortly.  The information is given to new hires through material or in meetings envisaged by the Onboarding procedure



3.4 Onboarding project aimed at facilitating the inclusion of new employees in Ca' Foscari University 3.4.1	23. Research environment	November 2017	Human Resources Area – (in collaboration with the Research Area and Departments)	Approval of the Welcome kit and the Onboarding procedure for all researchers	Completed.	<p>The <b>Onboarding procedure</b> is carried out both by the Departments and the Central Administration.</p> <p><b>Practical Guide</b> (Welcome Kit for Researchers in Italian and English <a href="https://www.unive.it/pag/fileadmin/user_upload/ateneo/ricerca/documenti/ricerca-cafoscari/assegni-ricerca/Guida-assegnisti_ricerca_ENG.pdf">https://www.unive.it/pag/fileadmin/user_upload/ateneo/ricerca/documenti/ricerca-cafoscari/assegni-ricerca/Guida-assegnisti_ricerca_ENG.pdf</a></p> <p>A onboarding meeting per year is dedicated to PhD student. Welcome day and 2 meetings per year are dedicated to newly hired researchers and professors.</p>
--	--------------------------	---------------	--	--	------------	--



<p>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</p>	<p>5. Contractual and legal obligations  23. Research environment</p>	<p>1) May 2018</p>	<p>General Affairs Office</p>	<p>1) 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)</p>	<p>In progress</p>	<p>Tender procedure for <b>translation services</b> concluded on 09/11/2018</p> <ul style="list-style-type: none"><li>• Ca' Foscari Charter (Statute) translated <a href="https://www.unive.it/pag/36983">https://www.unive.it/pag/36983</a></li><li>• Code of Conduct against Sexual Harassment translated (verification in progress)</li><li>• 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</li></ul> <p>Responsibility assigned to the University Communication and Promotion Office, and no longer assigned to the General Affairs Office.</p>
--	---	--------------------	-------------------------------	---	--------------------	---



		2) May 2021		2) Translation of all University regulations concerning researchers	In progress	The most important ones were translated first <ul style="list-style-type: none"><li>• <a href="https://www.unive.it/pag/12563">Regulations for Visiting Scholars and Visiting Professors -</a> <a href="https://www.unive.it/pag/12563">https://www.unive.it/pag/12563</a></li><li>• <a href="https://www.unive.it/pag/8269">Regulations for Missions</a> <a href="https://www.unive.it/pag/8269">https://www.unive.it/pag/8269</a></li><li>• Regulations for the recruitment of researchers (translation in progress)</li><li>• Regulation for the recruitment of Professors (translation in progress)</li><li>• Research grants regulation and Scholarship regulations (translation in progress)</li></ul>
3.4 Realization of university residences with increased residential use including for international researchers in Via Torino.	23. Research environment	May 2020	Estates and Purchasing Area (ASIA)-	Constructing of a university residence with a total of 142 beds (Building construction completion)	In progress	The deadlines set for the following actions have been postponed (see below) 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.





3.4 Realization of university residences with increased residential use including for international researchers in San Giobbe. Building construction completion	23. Research environment	Building construction completion by May 2020	Estates and Purchasing Area (ASIA)	Construction of a university residence with a total of 220 beds (Building construction completion)	In progress	End of work scheduled by mid-2020.
3.4 Construction of the Epsilon Building in via Torino (spaces for teaching and research)	23. Research environment	Building construction completion by May 2020	Estates and Purchasing Area (ASIA)-	Construction of the Epsilon building with a total of 5200 square metres	In progress	End of construction due by October 2020.
3.4 Student accommodation with a total of 650 beds in Santa Marta reserved for students and PhD students.	23. Research environment	September 2019	Estates and Purchasing Area (ASIA)-	Completion of the works for 650 beds	New action	In the month of October 2018, the prototype of 4 standard accommodations was presented.
3.6 Highlight the existence in the guides for research fellows and researchers, and in	34. Complains/appeals	31/12/2019	HR Area in collaboration with Research Area and		New action	Update of the guides for research fellows and researchers, and of the onboarding procedures



onboarding procedures, of the Councillor of Trust for the prevention and repression of the phenomenon of mobbing (workplace bullying). <a href="https://www.unive.it/pag/11174/">https://www.unive.it/pag/11174/</a>			Departments			
3.9 Extend, within the limits established by the regulations, Company Welfare measures, already present for 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	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.	New action	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. Responsibility assigned to ARU. In progress.



<p>4.1 <u>Phase I</u> 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)</p>	<p>28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>May 2018</p>	<p>HR Area in collaboration with Educational Programmes and Student Services Area (ADISS)</p>	<p>Definition of a training plan subject to needs analysis by 31/05/2018</p>	<p>Completed</p>	<p>In the University Senate and Board of Governors in 2017 the Plan and initiatives already implemented were presented: 1. <b>Academic Lecturing</b> service for professors in the various disciplinary areas (the one for the Scientific Departments has already been activated); 2. <b>Teacher Services</b> interventions aimed at lecturers who are interested in exploring innovative teaching topics, particularly in the field of <b>e-learning</b>; 3. development of <b>training</b> initiatives aimed at the acquisition and development of <b>soft skills</b>, as well as other training activities aimed in particular (but not exclusively) at new researchers and PhD students</p>
<p>4.1 <u>Phase II</u> Application of the training plan</p>	<p>28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous</p>	<p>May 2020</p>	<p>HR Area</p>	<p>Implementation of training courses for researchers envisaged by the plan. Target: 2018-2019</p>	<p>Completed</p>	<p>Continuous implementation. Academic Lecturing <a href="https://www.unive.it/pag/30576tttwo">https://www.unive.it/pag/30576tttwo</a> editions in 2018</p>



	development					
4.1 Phase III Application of the training plan: <b>Teaching innovation</b> service launched	28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	September 2021	HR Area	Initial training of newly hired researchers for the essential aspects of teaching seminars and workshops on new trends in educational innovation.	New action	<p>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.</p> <p>The project has a three-year duration: from October 2018 to September 2021.</p> <p><a href="https://www.unive.it/pag/35050">https://www.unive.it/pag/35050</a></p> <p>A highly specialized figure from the training sector, expert in educational planning and e-learning will be recruited..</p>



<p>4.2 Promoting international occupational mobility of the researchers (Inbound and outbound fellowship development, Brain Gain Programme, Marie Curie +1) 4.2.1</p>	<p>18. Recognition of mobility experience (Code) 29. Value of mobility.</p>	<p>May 2019</p>	<p>Research Area in collaboration with HR Area</p>	<p>Planned - 1 Fellowship call per year. - 1 Brain Gain call per year - nrMC+1/nrMC &gt;= 70% per year for each reference call</p>	<p>Completed</p>	<p>Continuous implementation <b>Year 2017</b> - Two calls for Adjunct Professor aimed at foreign professors or researchers / employees in foreign research institutes. 24 successful candidates. Marie Curie Plus One Initiative <a href="https://www.unive.it/pag/15073/">https://www.unive.it/pag/15073/</a> recognized as “best practice” by the European Commission and relaunched in the three-year period 2019 -2021.</p> <p>In total: n. 5 MC + 1 activated in 2017 - 100% of the applicants were funded. n. 2 ERC who benefited from the portability of the grant to move to Ca' Foscari in 2017; n. 2 ERC won by external researchers with Ca' Foscari as host institution;</p> <p><b>Year 2018</b> n. 3 MC +1 activated in 2018 n. 17 new MC individual fellows activated in 2018 n.1 ERC in 2018 <b>External call for Visiting Scholar Fellowship</b> for 13 positions <b>internal call for Adjunct, Visiting</b></p>
---	---	-----------------	--	--	------------------	--



						<p><b>Professor and Visiting Scholars</b> 37 positions assigned.</p> <p><b>Year 2019</b> n. 19 new MC individual fellows awarded</p> <p>n. 3 Researchers have been hired in tenure track - RTD B after being successful in the Marie Curie Global fellowship (direct call without a competitive application process).</p>
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; 4.2.2	8. Dissemination , exploitation of results 31. Intellectual Property Rights	August 2017	Research Area	Creation and Development of the Technology Transfer Office	Completed	<p>The CDA (Board of Governors) of 28/7/17 has approved the establishment of the organizational unit for the transfer of knowledge and relations with companies called PINK - Promoting Innovation and Knowledge</p> <p>The new PINK office - Promoting Innovation and Knowledge <a href="https://www.unive.it/data/30173/">https://www.unive.it/data/30173/</a> active since September 2018 with 6 staff, supports researchers</p> <ul style="list-style-type: none"> <li>- in relations with companies,</li> <li>- in the development of spin off companies</li> <li>- and in the protection of intellectual property through patenting.</li> </ul>



4.2 Development of interdisciplinary and intersectoral collaboration with the creation of and impetus for interdisciplinary research teams (Research for global Challenges) 4.2.3	8. Dissemination , exploitation of results 31. Intellectual Property Rights	May 2017	Research Area (in collaboration with HR Area)	Launch and implementation of the initiative "research for global challenges" <a href="https://www.unive.it/pag/11651">https://www.unive.it/pag/11651</a>	Completed	3 "research facilitators" have been hired in November 2017, 2 more in April 2019.
4.3 Phase I Preparation of a training plan for the acquisition of soft skills especially for young researchers (focus on public speaking, project management, intellectual property management, third mission, courses for European and Italian design).  Phase II 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	Continuing implementation: In the Academic Senate of 20/07/2017 and in the Board of Governors of 07/28/2017 the Training Plan was approved and the courses realized were: 1 training course completed on transversal skills dedicated to the research grant holders: <a href="https://www.unive.it/pag/11522/">https://www.unive.it/pag/11522/</a> 1 training course on transversal skills for PhD students.  Research Communication Week 2018 - Week of meetings, training and in-depth studies aimed primarily at those doing research <a href="https://www.unive.it/pag/26799/">https://www.unive.it/pag/26799/</a>



						<p>Design thinking laboratory (ACE 150 imagine your future) of 2 days (18th and 20th September). <a href="https://www.unive.it/data/agenda/12/15280">https://www.unive.it/data/agenda/12/15280</a></p> <ul style="list-style-type: none"><li>• Italian courses for foreigners - with costs paid by the University within the CFSIE (Ca Foscari School for International Education) (<a href="https://www.unive.it/pag/10031/">https://www.unive.it/pag/10031/</a>) for researchers, technical and administrative staff, PhD students, research grant holders. A family member for each beneficiary has a 50% discount for the same courses.</li><li>• Other language courses are offered by the CLA (University Language Centre) with a 50% reduction for professors, researchers, contract lecturers, research grant holders, scholarship holders. (<a href="https://www.unive.it/pag/30188/">https://www.unive.it/pag/30188/</a>)</li></ul> <p>Other initiatives for PhD students are organized by ARIC (PhD office):</p> <ul style="list-style-type: none"><li>• CLA (University Language Centre) language courses with cost paid by the University</li><li>• Presentation tools for researchers</li></ul>
--	--	--	--	--	--	---





						<ul style="list-style-type: none"><li>• Training on research management, knowledge of research systems and financing systems (European Project Planning, Research Ethics, Research Services and Research Tools at Ca' Foscari)</li><li>• Training on the promotion of research and intellectual property results (Course on intellectual property, copyright and patents, Practical skills for international publishing Scientific Writing Sustainability and Research)</li><li>• Soft Skills (Stress management and self-control, Persuasion, Empathic listening, Results orientation, Research Communication Week, Negotiation techniques) <a href="https://www.unive.it/pag/7726/">https://www.unive.it/pag/7726/</a></li><li>• For research grant holders, there are discounts for participation in Soft skills courses.</li></ul>
--	--	--	--	--	--	--