TEMPLATE 3: INTERNAL REVIEW

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)
Web-link to organisational recruitment policy (OTM-R principles): ongoing
SUBMISSION DATE TO THE EUROPEAN COMMISSION: 17/04/2019

1. ORGANISATIONAL INFORMATION

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, PhD. students either full-time or part-time involved in research	*1.072
Of whom are international (i.e. foreign nationality)	*153
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*230
Of whom are women	*516
Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*446
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*236
Of whom are stage R1 = in most organisations corresponding with doctoral level	*390
Total number of students (if relevant)	21.698

Total number of staff (including management, administrative, teaching and research staff)	*2.103*

RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	*147.382.598,60*
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,…)	*84.071.282,61*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*6.134.517,89*
Annual funding from private, non-government sources, designated for research	*1.950.766,49*
Annual research funding that does not fall within the previous categories (Regional, municipal contributions, international organizations, etc.)	*2.078.434,23*

ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*
Ca' Foscari University of Venice, established in 1868 as Royal Business College, was the first of its kind in Italy. Today, it is recognised as one of the best universities in the country especially for **Languages teaching and studies (QS ranking top 100)**. Since 2014, **it has been awarded with 158** European and International grants, **92 of which had been funded in the frame of Horizon 2020**. 1st Host Institution in Italy for Marie Curie individual Fellowships (59 in total), and 6th in Europe in the last call.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

Strengths:
The University has adopted a Data **Monitoring Board (DMB)** with advisory functions for research projects in which issues emerge related to privacy in the digitalized management of sensitive data or those research projects which adhere to the **"open access to research data"** pilot of the European Horizon 2020 programme.

The Ca' Foscari Data Monitoring Board provides 2 specific Data Management Plan models, structured as templates, based on the type of data processed: 1) Simplified DMP for Ethical Issues 2) Complete DMP.

The processing and protection of personal data is conducted in full compliance with the provisions of Regulation (EU) 2016/679 concerning the protection of natural persons with regard to processing of personal data and on the free movement of such data, and repealing Directive 95/46 / EC (General Data Protection Regulation).

The University has a code of ethics and an ethics commission with advisory, research, investigation, promotion and dissemination functions regarding the ethical code. The Commission issues specific rulings related to research activities.

Weaknesses
At the moment the University has two different codes: The Code of Ethics and the Code of Conduct and there are some overlapping areas between them.
The University has decided to proceed with the review and the unification of the Code of Ethics and of the University Code of Conduct, so that the feedback provided to researchers is more homogeneous and effective.

Recruitment and selection

As an important research university, Ca' Foscari is committed to creating a world-class scientific profile, using the best skills acquired in the areas of its scientific tradition to explore new frontiers in research. In recent years, Ca' Foscari has defined a new research programme focused on well-defined topics of global reach and impact with the aim of attracting the best talent from around the world through robust international recruitment.

For example, Ca' Foscari has activated a specific "Brain Gain Programme" with the support of a Search Committee to select and hire (including through the use of a direct call) the winners of ERC projects as associate professors (R3) and ordinary professors (R4).

The attractiveness of the best researchers is also one of the guiding criteria set by the University Quality Policy Document of 07/04/2018.

In the 2016-2020 University Strategic Plan https://www.unive.it/pag/18737/, there is also a specific action point (3.1) regarding the recruitment of at least 2-4 international researchers every year.

30% of the resources dedicated annually to the recruitment of professors and researchers are exclusively dedicated to staff who are external to the University.

In 2018 Ca' Foscari allocated € 1,200,000.00 to establish a new initiative: the SPIN Programme (Supporting Principal Investigators).

The purpose of this initiative is to receive proposals to fund research projects lasting up to 24 months in all scientific areas performed by Ca' Foscari. The programme has 2 measures:

- Measure 1 "SPIN ERC" It addresses researchers – holding or not an academic position at Ca' Foscari - who meet the excellence requirements to submit a research project proposal under the ERC Starting, Consolidator, or Advanced grant calls with Ca' Foscari as Host Institution.
- Measure 2 "SPIN Standard projects" It addresses applicants, holding a position at Ca' Foscari, who intend to develop collaborative projects that could lead to new research developments and international collaborations and could strengthen their project-design capacities for a possible participation in competitive calls for proposals.

Ca' Foscari has been the leading university in Italy since 2014 in terms Marie S. Curie Individual Fellowships awarded. With 19 fellowships won in the 2018 call, Ca' Foscari has not only bested its own record in Italy, but it has also managed to move up in European rankings, leaping to the 6th place in Europe.

MSCA Global Fellowships winners are then employed as research fellows or tenured researchers leading, 3 years after, to a position of associate professor. (R2). Ca' Foscari also recruits the winners of the "Rita Levi Montalcini" programme as tenured term researchers (R2).

The academic positions' calls for researchers (R1-R4) are not only advertised on the University website but also on the Ministry website, in the Italian Official Gazette, on the Euraxess website.

The calls for admission to the doctorate (R1) are published as well on dedicated platforms such as ALMALAUREA.IT https://www.almalaurea.it/, MASTERSTUDIES.COM https://www.masterstudies.com/ and ACADEMICS.COM https://www.academics.com/ and other portals / social networks used by the University.

The calls for researchers (R2), in specific cases, are also published on the LinkedIn https://it.linkedin.com/ page of the university or through sponsored job posting.

The calls for the recruitment of fixed-term researchers, both tenured and untenured, associate and full professors (R2-R4) are also published on internationally relevant platforms such as:

ACADEMIC POSITIONhttps://academicpositions.com/
UNIVERSITY POSITIONS https://www.universitypositions.eu/
JOBS.AC.UK https://www.jobs.ac.uk/
CHRONICLE VITAE https://chroniclevitae.com/

Working conditions

The University develops plans to make the workplace and working conditions of researchers particularly attractive, striving to improve working conditions in all aspects, both for the sake of work and life. Here are some of the initiatives undertaken:

Supplementary healthcare On April 1st, 2018 the University started a supplementary healthcare plan for its staff.

The assistance is activated in cases of illness, accident, pregnancy and prevention. The programme also covers pathological situations that are the expression or direct consequence of accidents and illnesses that occurred before the inclusion in the scheme of all categories of assisted persons and their family members. Beneficiaries will be able to take advantage of health services that cover multiple areas of intervention, such as 100% reimbursement of all National Health Services expenses, high-resolution imaging diagnostics and private specialist visits, dental or orthodontic services, rehabilitative physiotherapy treatments following illness or injury, daily allowance in the case of surgery, and paediatric care.

While regulatory constraints do not allow for the direct activation of an integrative welfare plan for researchers, the University has activated a supplementary health insurance which the researchers (R1- R4) can adhere to at their own expense but with optimal costs and conditions. There is also the possibility of its extension to family members. (Wellness and Health Plan) https://www.unive.it/pag/11330/

Safety: the best standards of safety and comfort have been adopted, both in offices and in laboratories. All staff have undergone **safety training,** in line with their current organizational responsibility and the level of potential risk. The lessons are held both with online modules and with specialized trainers.

Digital administration:

The University promotes the **digital transition** of its administrative processes, increasing transparency, efficiency and timeliness with the aim of reducing administrative burdens for staff, researchers and students too.

The most relevant services available online to researchers (R1-R4) are:

- The **Research Funds Report**: the online platform which allows University researchers to view the availability of funds for their research projects and the related level of expenditure
- **Online timesheet**: the integrated electronic system that records the time spent on national, European and international projects. The tool facilitates

correct reporting, since it integrates all the current projects, along with all other institutional activities (lessons, automatically imported from the individual register, other educational activities, participation in institutional bodies, other projects and activities).

- **Teaching activity**: many aspects of teaching activity are managed through a web platform: lesson calendar, teaching materials, classrooms booking, activity reporting, exam results.

Sport and Wellbeing: Both indoor and outdoor sports activities are promoted by the University Sports Office, often in agreement with the Cultural and Recreational Club and the CUS - the University Sports Centre. Particular emphasis is given to rowing, thanks to the fact that Venice is built on the water. Amateur and competitive activity takes place in the disciplines of **Venetian Rowing** "*Voga alla Veneta"*, Dragon Boat, Kayak, Sup, including with the participation in National and International Championships.

The University teams organize and participate in sporting events: *Voga alla Veneta* regattas; Dragon Boat Challenge of the Departments; the Lion Cup: University Dragon Boat Championship; International Rowing University Challenge on the occasion of the Historical Regatta of Venice.

Training and development:

Researchers are involved in **tailor made training programmes** developed for all the career levels, with a special focus on PhD students and researchers

In particular, training is provided on:
- **research management**, knowledge of research and funding programmes (European Project Planning, Research Ethics, Research Services and Tools at Ca' Foscari)
- **intellectual property rights management** and valorisation of research results (Course on intellectual property, copyright and patents, Practical skills for international publishing, Scientific Writing, Sustainability and Research)
- **soft skills** (Stress management and self-control, Persuasion, Empathic listening, Result-orientation, Research Communication, Negotiation techniques).

The newly launched **"Teaching innovation"** project is being developed through a series of training courses aimed at both newly hired and more experienced researchers. Specific objectives:
- on line teaching techniques
- tutoring and mentoring
- teaching methodology
- sharing of experiences and good practice

Have any of the priorities for the short- and medium term changed?

The priorities were defined by the **University's 2016-2020 strategic plan** and remained **unchanged** in terms of their general structure.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

The University as a public institute is bound to national legislation and is affected by political and economic changing scenarios.
The Italian budget law - 2017 has financed a huge initiative called **"*departments of excellence*" with € 35 million over 5 years**, while public investment in research was reduced by a law in 2019, which set, among other things, limits on the recruitment of personnel.

The instability of the national situation and the uncertainty of national research funding have progressively pushed the university towards the European funding programmes for teaching (Erasmus +), for research (Horizon 2020) and for territorial cooperation (Interreg) to diversify and increase its own resources.

An institutional fundraising project was also launched in 2018 through the establishment of the university's development office. In 2019, the University Crowd-Funding portal was launched, including tax advantages for companies, foundations and individuals who donate to the University.

Are any strategic decisions under way that may influence the action plan?

A new regulation is being developed to reward researchers in charge of externally funded projects. The objective is to increase the available resources for research activities and acknowledge the commitment of those who actively work to increase the university performance in competitive calls.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. 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. Carta Europea.)	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	Completed	**New Action:** , in the awarding of the HRS4R Award the EU panel suggested to consider other critical issues that emerge from the Gap Analysis. The University has decided to publish immediately the proceedings, both for research grant selections and for researcher selections. For example: The minutes of the selection of teaching staff (R2-R4) and research grants are published on the University website. This action is already part of University procedures even if there is no such requirement in Italian legislation.

1.5 Insertion among the documents necessary for the call applications, especially for young researchers, of a **motivation letter**: (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 **motivation letter**	Completed.	All calls currently require candidates to send a **motivation letter**. 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	Objective rescheduled after feasibility study for necessary alignment with Italian legislation. **New Action**: 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 https://www.unive.it/pag/11330/)

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 €. 125.000 (established by organs)	Research Area	Budget dedicated to starting researchers (R2)	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.
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	23. Research environment 25. Stability and permanence of employment	May 2018	Research Area	Promotion of external calls (ERC, Marie Curie) and financing of programmes using their own budget		Continuous implementation 1) Launched in 2018, the SPIN initiative - Supporting Principal Investigators https://www.unive.it/pag/31926/ "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. External researchers will be hired with a two-year research contract 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	Continuing 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 | HR Area – (in collaboration with the Research Area and Departments) | Approval of the Welcome kit and the Onboarding procedure for all researchers | Completed | The **Onboarding procedure** is carried out both by the Departments and the Central Administration.

Practical Guide (Welcome Kit for Researchers in Italian and English https://www.unive.it/pag/fileadmin/user_upload/ateneo/ricerca/documenti/ricerca-cafoscari/assegni-ricerca/Guida-assegnisti_ricerca_ENG.pdf

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. |

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	5. Contractual and legal obligations 23. Research environment	1) May 2018	General Affairs Office	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)	In progress	Tender procedure for **translation services** concluded on 09/11/2018 • Ca' Foscari Charter (Statute) translated https://www.unive.it/pag/36983 • 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.

		2) May 2021		2) Translation of all University regulations concerning researchers	In progress	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 (translation in progress) • Regulation for the recruitment of Professors (translation in progress) • Research grants regulation and Scholarship regulations (translation in progress)
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	In progress	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	31/12/20 19	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). https://www.unive.it/pag/11174/			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.

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

	39. Access to research training and continuous development					
4.1 Phase III Application of the training plan	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 ● Teaching innovation service launched	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 three-year 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..

4.2 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 HR Area	Planned - 1 Fellowship call per year. - 1 Brain Gain call per year - nrMC+1/nrMC >= 70% per year for each reference call	Completed	**Continuous implementation Year 2017** - Two calls for Adjunct Professor aimed at foreign professors or researchers / employees in foreign research institutes. 24 successful candidates. Marie Curie Plus One Initiative https://www.unive.it/pag/15073/ recognized as "best practice" by the European Commission and relaunched in the three-year period 2019 -2021. 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; **Year 2018** n. 3 MC +1 activated in 2018 n. 17 new MC individual fellows activated in 2018 n.1 ERC in 2018 **External call for Visiting Scholar Fellowship** for 13 positions

						internal call for Adjunct, Visiting Professor and Visiting Scholars 37 positions assigned. **Year 2019** n. 19 new MC individual fellows awarded 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)
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. Disseminati on, exploitation of results 31. Intellectual Property Rights	August 2017	Research Area	Creation and Development of the Technology Transfer Office	Completed	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 The new PINK office - Promoting Innovation and Knowledge *https://www.unive.it/data/30173/* active since September 2018 with 6 staff, supports researchers - in relations with companies, - in the development of spin off companies - and in the protection of intellectual property through patenting.

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" https://www.unive.it/pag/11651	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:https://www.unive.it/pag/11522/ 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 https://www.unive.it/pag/26799/ |

						Design thinking laboratory (ACE 150 imagine your future) of 2 days (18th and 20th September). https://www.unive.it/data/agenda/12/15280 ● Italian courses for foreigners - with costs paid by the University within the CFSIE (Ca Foscari School for International Education) (https://www.unive.it/pag/10031/) 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. ● 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. (https://www.unive.it/pag/30188/ Other initiatives for PhD students are organized by ARIC (PhD office): ● CLA (University Language Centre) language courses with cost paid by the University ● Presentation tools for researchers

						- Training on research management, knowledge of research systems and financing systems (European Project Planning, Research Ethics, Research Services and Research Tools at Ca' Foscari) - 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) - Soft Skills (Stress management and self-control, Persuasion, Empathic listening, Results orientation, Research Communication Week, Negotiation techniques) https://www.unive.it/pag/7726/ For research grant holders, there are discounts for participation in Soft skills courses.

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 towards / 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.

Comments on the implementation of the OTM-R principles

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.

The link is the same as the HRS4R one:

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

https://www.unive.it/pag/17614/

N.B. 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 (MAX. 1 PAGE)

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

Ca' Foscari University of Venice is proud to have been awarded with the HRS4R.

At the same time the HRS4R is pushing the university's actions towards a **continuous improvement** in the daily work of supporting human resources. Thanks to the **HRS4R** certification all the career development actions of the researchers have been designed in a coherent way and have been **embedded** by the university as part of a **broader strategy of development**.

As indicators of the effectiveness of the HRS4R process, we note in particular
- National (#1) and European leadership (#6) in terms of the number of **Marie S. Curie Individual Fellowships** awarded (19 fellowships funded in 2019) https://www.unive.it/pag/29596/?tx_news_pi1%5Bnews%5D=6470&cHash=05d670ef28293da0fa41c73464dbd9c7

- *brain gain* actions https://www.unive.it/pag/15535/ . The number of researchers and professors has increased by 10% passing from 488 in 2014 to 565 in 2018 FTEs (full-time equivalent).

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

In May 2018, a first restricted meeting of the **Coordination and Monitoring Working Group** was held.
In February 2019, the **Researchers' Panel** and the **Working Group** have been integrated with new members at different career stages.

Two Plenary meetings of the Panel and Working Group were held on 6th and 26th February. Two restricted meetings of the Working Group further met on 4th and 14th March to develop and implement the Internal Review document. Finally, the document was further shared with the Researchers' Panel.

The final document was ultimately submitted to the **Academic Senate** and to the **Board of Governors** during the April sessions.

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

> In terms of communication and promotion, the **HR4SR logo goes with all initiatives** aimed at developing researchers' careers and the actions planned in the 4 areas in which the certification is developed ('Ethical and professional aspects', 'Recruitment', 'Working conditions & social security' and 'Training')

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

> In the University there are the **Researchers' Panel** and the **Working Group** for the implementation of the HRS4R and for the continuous monitoring of the Action Plan.
> The presence of the Vice-Provost for Research and of the Rector's delegate for the promotion of human resources both ensure the link between the Panel and the governing bodies.

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

> HRS4R has been embedded in the University's highest strategic document: Indeed, the Strategic Plan 2016 -2020 https://www.unive.it/pag/18737/ identifies the HRS4R as a foundation for the promotional actions of the plan:
> - **promotion of scientific progress**, through research of excellence, able to face global challenges and have a transversal impact in various disciplines
>
> - **promotion of a transformative study experience**, founded on dedicated tutoring programmes, educational offering inspired by research and guided by the needs of stakeholders as well as a full and engaging student life
> - **attract a diverse and international community** of lecturers, researchers and students in the heart of a unique global city
> - **act as a transparent and responsible institution**, which, thanks to our culture and academic excellence, promotes social innovation and economic development

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

The implementation of individual actions is one of the objectives that our managers and offices must achieve in their administrative and management tasks, the so-called "performance plan" https://www.unive.it/pag/10745/
The **Performance Plan** is the three-year planning document that defines the University's organizational performance goals and the related Key Performance Indicators.

The Ca' Foscari Performance Plan aims to make sure that the planning of the three-year period is public and shared, highlighting the objectives, actions, indicators and related targets consistent with the University's strategic and economic-financial planning.

The objectives included in the Plan derive from commitments that have already been approved by the governing bodies in the context of the broader planning process. HRS4R is one of these and its spirit brings the whole plan to life.

- How are you monitoring progress (timeline)?

The achievement of the objectives set by the Performance Plan and the progress of related activities are monitored throughout the year. The objectives of the organizational system and the individual performance objectives are subject to annual evaluation and reporting. They are also part of the "Performance Report".

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

As above.

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

We are going to involve all categories of researchers. The strategy aimed at the preparation of the external review will be planned and defined jointly by the **Panel of Researchers** and the **Working Group,** in line with the indications arriving from the governing bodies and

also on the basis of the feedback from the EU regarding the present Internal review document.

- 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