

**TEMPLATE 4: ACTION PLAN**Case number: **2021IT617948**

Name Organisation under review: Università della Calabria (UNICAL)

Organisation's contact details: Via P. Bucci, 87036 Rende (CS), Italy – [hrs4r@unical.it](mailto:hrs4r@unical.it)

SUBMISSION DATE:

DATE ENDORSEMENT CHARTER AND CODE: **25/03/2021****1. ORGANISATIONAL INFORMATION***Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.*

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	1340
Of whom are international (i.e. foreign nationality) *	45
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	230
Of whom are women *	414
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	484
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	137
Of whom are stage R1 = in most organisations corresponding with doctoral level *	285
Total number of students (if relevant) *	24.328
Total number of staff (including management, administrative, teaching and research staff) *	617

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	11.478.033,46
Annual organisational direct government funding (designated for research)	133.468,73
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10.828.062,28
Annual funding from private, non-government sources, designated for research	516.502,45

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

UNICAL was established in 1972. It is the first Campus of Southern Italy covering over 200 hectares of hills in the Crati River Valley with several student services (2 theaters, 1 sports center, 3 museums, 1 cinema, students residences (2.000 beds). As a strategic point in Southern Italy for teaching, research and technology transfer activities, UNICAL has 14 departments (9 STEM areas), 1340 researchers, 617 employees, and a population of about 24,328 students. UNICAL promotes relationships with international research organizations, guarantees access to funds, ensures freedom of research and environmental quality standards to protect the welfare of staff.

**2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE**

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

***Ethical and professional aspects \******Strengths:**

UNICAL adopted a new Statute (2012, revised in 2020) an Ethical Code (2011), and a Regulation of University Ethics Committee (CEA) (2017, revised in 2020), recognizing the principles stated respectively by the Constitution of the Italian Republic (principle of Research Freedom) and by the several legal prescriptions in the matter of professional aspects. The internal survey confirmed general satisfaction about the level of enforcement of fundamental principles such as research freedom, ethical principles, professional responsibility, accountability, good practice in research, non-discrimination, and evaluation/appraisal system.

UNICAL strongly respects the “research freedom principles”. The aspect of freedom in research is addressed by national legislation and included in the Statute of the university. At the same time, all aspects related to professional responsibility are fully covered by national laws and regulations as well as by internal rules such as the University Ethical Code, University Code of Conduct for employees, and the Regulation on Industrial Property. The only limitations to “research freedom” could eventually depend on national reductions of funds for research activities in some scientific and cultural fields (e.d. social humanities science). To solve this potential problem, UNICAL has introduced a research fund designed specifically to support research areas that - in our university - have more difficulties in accessing public funding ("Fund to support research in the social and humanities areas"). The University has an internal administrative structure (ARIIS: Research, Innovation and Social Impact Area), which deals with Public Engagement (PE) and Research Funding scouting. ARIIS organizes initiatives to enhance and disseminate research results and support researchers during the different phases of the research projects (submission, grant agreement, management, and implementation).

In compliance with national laws, UNICAL aims at creating the conditions whereby researchers, students, staff and all others associated with the university are treated equitably regardless of “gender, ethnic or social origin, physical appearance, age, genetic features, religious, personal or political beliefs, citizenship, economic conditions, disability, sexual orientation, personal health conditions, including pregnancy, role/position outside the University” (Ethical Code). UNICAL established a Guarantee Committee (CUG) for equal opportunities, promotion of the well-being of those who work, and against any form of discrimination. Moreover, researchers' rights and duties are specified in detail both in the University regulations and employment contracts.

**Weaknesses:**

The internal survey reveals that respondents have a low level of knowledge of the University's Code of Ethics and Code of Conduct, but also

that the publication of employment contracts and university regulations are not in English.

There is a lack of in-depth knowledge of funding mechanisms and a relative awareness of the institutional commitment that requires the establishment of clear and certain rules to be respected at the University. Especially among "young researchers" there is a lack of knowledge of the many activities and initiatives developed by the University for the dissemination of research results and cooperation between research groups. About the social impact of research, the experiences of public engagement must be enhanced and improved in their communication to the outside world to increase the awareness of researchers and the general public.

### ***Recruitment and selection*** \*

#### Strengths:

UNICAL has adopted open recruiting and selection procedures based on the principles of transparency, merit, fairness and respect of equal opportunities. National legislation is very careful to ensure equal opportunities avoiding any kind of discrimination. Concerning the access to different academic positions, notices of selections always include a clear explanation of the entry requirements, a description of knowledge and competencies required as well as the details of the procedures for participation and the evaluation criteria.

The internal survey confirmed satisfaction about recruitment, judging of merit, variations in the chronological order of CVs, Recognition of qualifications (Code), seniority, and postdoctoral appointments (Code). In the UNICAL Transparency Portal (<https://unical.portaleamministrazionetrasparente.it/>), all information about the entire recruitment process is available, as required by current regulations on Transparency. In addition to the publication of selection results, candidates have the opportunity to access further information about their evaluation by submitting a written request, according to the procedures stated by the legislation on the right of access to administrative documents. UNICAL provides suitable comparative procedures for evaluating the curriculum of candidates in compliance with national regulations. The commissions "[...] must assess the overall consistency of the candidate's scientific production, the intensity and the temporal continuity of the same production, without prejudice to the periods, properly documented, of involuntary removal from the research activity, with particular reference to parental functions".

#### Weaknesses:

The interviewees criticized the effectiveness of the actual university communication strategy on available procedures to promote Researchers' career advancement and to attract foreign researchers. The Recruitment procedures are mainly available only in Italian (calls for PhD positions are published also in English). Consequently, it is necessary to rationalize and coordinate the initiatives for the publication in English of all calls for applications and selection notices, stimulating and favoring the access to information by foreign candidates. The internal survey reveals the need for researchers to be informed after the selection process about the strengths and weaknesses of their applications.

### ***Working conditions*** \*

#### Strengths:

UNICAL adopts all legislative prescriptions to offer to researchers and employees the most suitable working environment by respecting security levels. For each category of researchers, the national law establishes the salary level to be applied, as well as the corresponding social security system. From a security point of view, UNICAL adopts specific regulations and policies for safety and health, focusing its attention also on prevention. A specific Risk Assessment Plan is provided to guarantee personal safety to all researchers accessing laboratories and medical infrastructures (or any sort of biological and chemical risk): all employees are required to complete and submit to the competent department the "Work Risk Sheet". The university promotes and favors the geographic and international mobility of all researchers, moreover explicit recommendations to guarantee gender balance are provided on the occasion of the appointment and composition of selection panels for the recruitment of R3-R4 researchers' profiles.

To reduce conflict in the workplace, UNICAL introduced the Confidential Counsellor, an independent and impartial figure with the function of collecting any report of the academic community (teachers, technical-administrative staff, and students) related to discrimination, sexual and

moral harassment or mobbing cases. In addition to that, the UNICAL Statute provides the establishment of a Guarantee Committee (CUG), having among its aims the promotion of actions and initiatives to ensure well being and equal gender opportunities. Again the interviewees show a good level of the average agreement under this section.

Weaknesses:

The internal survey reveals a gap concerning the research environment showing the researchers' perception of a scarcity of equipment and spaces for research. The interviews underline the absence of an evaluation of cross-sectoral and inter-sectoral expertise (from public to private sector and vice versa) and a lack of advertising services and procedures ("to whom and how to submit a complaint") dedicated to assisting researchers in resolving the work-related conflicts, disputes and grievances. The agreement among the interviewees about Gender equality shows a lack of information on university activities.

### ***Training and development \****

Strengths:

UNICAL identifies and assigns to each young researcher (PhD candidate, fellow researcher) a senior supervisor who accompanies the young researcher during his/her career path. The interactions between early-stage researchers and their supervisors are frequent and fruitful. The presence of a supervisor in the initial career phase is preparatory and aims to guide the scientific growth of researchers and include them in the research team; the supervisor may also have the role of authorizing the use of funds allocated to support research activities. UNICAL offers many opportunities for continuing professional development (formal or informal training) both through in-house training initiatives and financial support for participation in external conferences and dissemination activities, e-learning and/or webinars.

Weaknesses:

There was a good deal of disagreement among respondents to the survey regarding the promotion of training for researchers. Senior researchers declare a lack of structured training and, at the same time, the need to develop open training methods, focusing on improving teaching skills, for all university researchers and professors. Young researchers underline a need to take training courses and more initiatives aimed at acquiring and developing soft and teaching skills. Furthermore, a lack of information on services at young researchers' disposal for the development of their careers has also been pointed out.

### 3. ACTIONS

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

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

<https://www.unical.it/ricerca/human-resources-strategy-for-researchers/>

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

**Note:** Choose one or more of the principles retrieved from the GAP Analysis.

#### Proposed ACTIONS

##### Principles:

(-/+ ) 2. Ethical principles(+ /+) 3. Professional responsibility (+/-) 4. Professional attitude (+ /+) 5. Contractual and legal obligations (+/-) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+ /+) 10. Non discrimination (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (- /+) 15. Transparency (Code) (+/-) 18. Recognition of mobility experience (Code) (- /+) 23. Research environment (+/-) 27. Gender balance (+ /+) 28. Career development (+/-) 29. Value of mobility (+/-) 30. Access to career advice (+/-) 32. Co-authorship (- /+) 33. Teaching (- /+) 34. Complains/ appeals (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>
<b>ACTION 1.</b> UNICAL should adopt a more efficient communication strategy to disseminate the contents of both the Ethical Code and the regulation (R1-R4) with the production of all documents and templates in English.	2. Ethical principles 5. Contractual and legal obligations 13. Recruitment (Code)	1.Q4 2022 2.Q2 2024 3.Q2 2024	Human Resource Area (DRU)	1. Ethical Code and Code of Conduct in English (on/off), 2. Statute and University's rules regarding researchers (R1-R4) in English (on/off) 3. Dissemination of all documents above through the UNICAL website (on/off)
<b>ACTION 2.</b> UNICAL should facilitate the inclusion of new employees. Furthermore, UNICAL should promote knowledge of ethical rules and ensure a full and correct understanding of the	2. Ethical principles 3. Professional Responsibility 8. Dissemination, exploitation of results	1.Q2/2023 2.Q2/2024 3.Q2 2024	Human Resource Area (DRU)  Research, Innovation and Social Impact Area (ARIIS)	1. Welcome Kit for new employees in Italian (welcome letter, Ethical Code, Regulation on industrial property, a abstract of Strategic Plan, and Gender Equality Plan)

Ethical Code and Strategic plan.				(on/off) 2. Welcome Kit in English version (on/off) 3. Welcome Kit will be sent by email to 100% of all newcomers (R1-R4)
<b>ACTION 3.</b> UNICAL should adopt a more efficient communication strategy through the implementation of a single online point for communication and dissemination of research results to increase visibility and public awareness.	8. Dissemination, exploitation of results 9. Public engagement 27. Gender balance 28. Career development	1. Q4/2022 2. Q2/2024	ICT Area  Rector's Delegate for Teaching and Learning	1. A new user-friendly version of the UNICAL website (Italian and English) (on/off) with specific sections on: (a) funded projects (regional, national, international); (b) public engagement initiatives; (c) Research Infrastructures projects and services. 2. A new online brochure on UNICAL activities and opportunities (Italian and English version) (on/off).
<b>ACTION 4</b> UNICAL should also support professional research accountability through the dissemination of specific issues (code of ethics, intellectual property, research accountability, public engagement).	2. Ethical principles 3. Professional Responsibility 8. Dissemination, exploitation of results 9. Public engagement	1. Q4/2022 2. Q2/2023	Research, Innovation and Social Impact Area (ARIIS)  Rector's Delegate of Equal Opportunities	1. At least 5 Video pills in Italian (on/off): (1) Code of Ethics and Code of Conduct, (2) Professional Responsibility, (3) Research Environment, (4) Research Results' dissemination and communication (e.g. how to create the best pitch of research results); (5) Public Engagement. 2. All video pills in English language (on/off) 3. At least 12 newsletters (bimестral) to the whole academic community
<b>ACTION 5</b> UNICAL should support the continuing professional development, by improving the quality of teaching	27. Gender balance 28. Career Development 33. Teaching	1. Q4/2023 2. Q2/2024	Research, Innovation and Social Impact Area (ARIIS)  Rector's Delegate of Teaching and Learning	1. At least 2 Video-pills on digital teaching (digital signature, digital application, etc.) ( on/off) 2. Vademecum to illustrate the processes related to the teaching activities (application for e-learning, register of lessons, exam

				record, training best practices) (on/off) 3. At least 2 Video-pills on teaching best methodology (in-person or digital) for R1-R2 (initiation to teaching) and R3-R4 (continuous training) (on/of) 4. Training course on gender language for all research profiles (estimated 250 attendees)
<b>ACTION 6</b> UNICAL should improve the research project management and report by using a unique digital database for all project steps (deliverables, milestones, output, and timesheet) and specific guidelines (named <b>REPORT</b> ). Furthermore, UNICAL should integrate data among several internal information systems	4. Professional attitude	1. Q2/2023 2. Q2/2023 3. Q2/2023 4. Q2/2024	Research, Innovation and Social Impact Area (ARIIS)	1. Research project repository available for all research managers (REPORT) (on/off) 2. Update of the Regulation for research projects 3. Update and dissemination of guidelines to manage research projects (on/off) 4. REPORT integration with other national management platforms (e.g. U-GOV) (on/off).
<b>ACTION 7</b> UNICAL should encourage external candidates to apply by publishing a fact sheet of the call in English. Furthermore, UNICAL should publish the Rector's decree also in English.	13. Recruitment (Code)	1. Q2/2023 2. Q2/2024 3. Q2/2024	Human resource Area (DRU)  University Language Centre (CLA)	1. To design a fact sheet for recruitment calls (all research profiles) (on/off); 2. Publication of the fact sheet in English (100% of recruitment calls/year) 3. Publication of the Rector's Decree in English (in presence of international applicants) (on/off)
<b>ACTION 8</b> UNICAL should develop a policy on public and societal engagement (i.e., stakeholder engagement, citizen engagement, and science communication) to increase cooperation between research groups and society.	9. Public Engagement	1. Q2/2023 2. Q2/2023 3. Q4/2023	Research, Innovation and Social Impact Area (ARIIS)	1. To develop an internal policy on public and social engagement (on/off) as part of the 2021/2023 triannual programme - PRO3 2. to design a catalogue of public engagement initiatives (on/off) 3. Catalogue publication on UNICAL website (on/off)
<b>ACTION 9</b> UNICAL should offer the alias career to all researchers by	10. Non discrimination	1. Q2/2023	Rector's Delegate for Equal Opportunities	1. Alias career for everyone (on/off).

			ICT Area	
supporting the principle of non-discrimination.				
<b>ACTION 10</b> UNICAL should ensure a balanced gender composition on committees in R1-R2 recruitment procedures.	14. Selection (Code) 27. Gender balance	1. Q2/2023	Human Resource Area (DRU)  Rector's Delegate for Equal Opportunities	1. Modification of the specific regulations to extend the principle of balanced gender composition in the recruitment commissions for R1 and R2 (on/off)
<b>ACTION 11</b> UNICAL should improve the communication to candidates of the results of the selection process, providing more adequate feedback for the interviews. Furthermore, UNICAL cannot take any action according to the current legislation concerning the intersectoral mobility experience but should invite the selection committees to consider the candidate's intersectoral mobility experience.	15. Transparency (Code) 18. Recognition of mobility experience (Code) 29. Value of mobility	1. Q2/2024 2. Q2/2024	Human Resource Area (DRU)	1. Definition of standardized strategy to improve the communication to the candidates at the end of the selection procedures (on/off) 2. Integration note for Selection Committees on the value of mobility (on/off)
<b>ACTION 12</b> UNICAL should improve the research environment by introducing a centralized managed mechanism for laboratories and research infrastructures. Furthermore, UNICAL should increase efficiency in the use of equipment by also implementing a dedicated section in the webpage.	23. Research environment	1. Q2/2023 2. Q2/2024	Rector's Delegate for Research Infrastructures	1. Creation of a dedicated page on research infrastructures and laboratories on UNICAL web pages (on/off); 2. Catalogue design of laboratories and research infrastructures (equipment, research lines, and initiatives) and services charter (on/off).
<b>ACTION 13</b> UNICAL should organize more initiatives to stimulate debate and promote the importance of gender balance.	27. Gender balance	1. Q4/2022 2. Q2/2024	Rector's delegate for Equal Opportunities  Rector's delegate for PhD Programmes	1. Gender Equality Plan (on/off) 2. At least 6 of initiatives (communication campaign and training) to promote the Gender Equality Plan
<b>ACTION 14</b> UNICAL should encourage supervisors to follow their students providing information about any possibility of working	8. Dissemination, exploitation of results 30. Access to career advice 39. Access to research training and continuous	1. Q2/2023 2. Q4/2023 3. Q2/2024	Rector's delegate for PhD Programmes  Career service office	1. Extension of Placement service to young researchers (R1-R2) (on/off) 2. Career week involving also young researchers (at least 2

in the field of non-academic research and Eu opportunities (European Job market).	development			match-making events) 3. PhD days (at least 2)
<b>ACTION 15</b> UNICAL should monitor the satisfaction of researchers in the workplace. Furthermore, UNICAL should promote the role of Confidential Counsellor and all initiatives already implemented for complaints and appeals.	23. Research Environment 32. Co-authorship 33. Teaching 34. Complaints and appeals	1. Q2/2023 2. Q2/2024 3. Q2/2024	Research, Innovation, Social Impact Area (ARIIS) Rector's delegate for PhD Programmes Rector's delegate in Equal Opportunities	1. To design anonymous survey to monitor the degree of researchers satisfaction (questions on co-authorship, teaching workload, complaints, research environment) (on/off) 2. To monitor the satisfaction of researchers through a dedicated survey (at least 150 opinions) 3. To disseminate the Report of Confidential Counsellor (1 report/year)
<b>ACTION 16</b> UNICAL should strengthen PhD students' professionalism with training on specific topics (e.g. IPR and market trend).	38. Continuing Professional Development 39. Access to research training and continuous development	1. Q4/2022 2. Q2/2024	Research, Innovation, Social Impact Area (ARIIS)  Rector's delegate for PhD Programmes	1. To design new PhD training courses with more attention on Intellectual Property Rights and research exploitation (on/off) 2. To implement a new PhD training course (at least 50 % of current PhD students)
<b>ACTION 17</b> UNICAL should strengthen the professionalism of R2 researchers by increasing their continuing professional development.	38. Continuing Professional Development	1. Q4/2022	Research, Innovation, Social Impact Area (ARIIS)  Rector's delegate for PhD Programmes	1. A note to all departments to clarify that research fellows (R1-R2) can attend single training courses (on/off).
<b>ACTION 18</b> In line with the current legislation, UNICAL should guarantee that PhD students are informed of the availability of a dedicated budget for research activities (+10% of the scholarship), to spend only with the authorization of the supervisor.	38. Continuing Professional Development	1. Q2/2024	Research, Innovation, Social Impact Area (ARIIS)  Rector's delegate for PhD Programmes	1. A periodic note to all PhD courses and students (Supervisors, PhD courses Board of Directors, Departments, and PhD students) on scholarship increase (+10%) for research activities (on/off)

**Note:** Add as many actions as needed.

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

According to legislation for the procedures of professors and researchers, UNICAL complies with "Open, Transparent, Merit-Based Recruitment principles". Most of the elements foreseen in the OTM-R toolkit are stated in National Laws. UNICAL is an Italian public university, therefore the procedures implemented in the field of recruitment, evaluation criteria and appointment procedures reflect the mandatory requirements of the national law 240/2010 ("Regulation on the organization of universities, academic staff and recruitment, as well as the authorization to the Government to encourage the quality and efficiency of the university system". UNICAL guarantees researchers attractive working conditions, providing access to research funds, instruments and infrastructures, social security benefits, health insurance and opportunities for training and career advancement, including tools and services to scout funding opportunities. At our university level, all relevant information about our OTM-R procedures and practices is available on the university website in the national language (Italian), while positions are advertised also in English on the Euraxess website.

The transparency of recruitment is guaranteed by the digitization of procedures: job announcements are published on the UNICAL website and applications are submitted via PEC (certified e-mail) and/or recruitment web portal: Web Esse3 Cineca (<https://unical.esse3.cineca.it/>) (for PhD students) and PICA Cineca (<https://pica.cineca.it/unical/>). Qualified staff resources are dedicated to the different phases of the recruitment procedure both at central and departmental levels, to easily manage the aspects of administrative burden in compliance with legal requirements.

We aim to improve the existing procedures and practices, if necessary, and to introduce any corrections (where gaps have emerged in the OTM check-list), with particular reference to attract foreign applicants (all documentation produced and published must be in English). Item 1 of the Action Plan aims to translate the regulations (R1-R4) into English and to increase the number of foreign applicants informed of UNICAL's opportunities. We plan to produce a Fact Sheet summarizing open calls in English (Item 7 of the Action Plan). The Factsheet will be provided in "non-bureaucratic" language so that the site can serve as an intermediate communication tool between the University and international applicants.

Regarding the appointment of selection committees, UNICAL regulations for researchers (R1-R2) do not include the criterion of gender parity in their composition. Point number 10 of the Action Plan aims to update these regulations from the perspective of OTM-R to ensure gender balance in the selection committees. Moreover, point number 13 of the Action Plan includes measures to support gender equality in all profiles of researchers through the dissemination of the "Gender Equality Plan".

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

URL: <http://www.yoursite.com>

## 4. IMPLEMENTATION

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

The Action Plan has been approved by the Academic Senate of UNICAL in the session of March 22nd 2022. The Action Plan implementation phase will be coordinated by the Action Plan Implementation Committee (APIC), composed of professors involved in the governance of the university and by researchers at different career levels (R1-R2-R3-R4), supported by an operating Working Group (WG), coordinated by the staff of the Research, Innovation and Social Impact Area (ARIIS). The responsibility for each action identified in the Action Plan will be formally assigned to an administrative structure using a Disposition by the General Director. If there were a need to allocate a budget for the implementation of the action, the same will be the subject of a resolution to be submitted for approval by the Board of Directors. The monitoring of activities is planned every quarter, to verify the progress, identify problems and implement corrective measures to achieve the objectives and indicators set in the Action Plan. The implementation of the plan requires the coordinated effort of all university Departments or Areas, the Research and Third Mission Committee of the Academic Senate, the APIC and the WG.

A kick-off meeting will be organized to discuss and define the methods and tools for the implementation of the Action Plan, by involving the whole academic community. ARIIS will coordinate the WG and will act as an intermediary between the decision-making bodies (rector's delegates and APIC) and all offices involved.

Specifically, the WG will be in charge of:

- monitoring activities and indicators of the Action Plan;
- organizing meetings at least every six months (online or in-person), to verify the status of implementation (deviations, additional measures, timeframe);
- proposing corrective actions;
- periodic reporting to the APIC (every six months) on the status of implementation achieved and compliance with the proposed Action Plan;
- monitoring researchers' satisfaction (after 6 months, 18 months and 24 months from the start of the Action Plan), using an online survey.

Each UNICAL office involved in the implementation of the Action Plan will be responsible for the assigned actions and will report periodically to the WG on the status of implementation achieved. WG will consequently report to APIC, which, finally, will interface with the Research and Third Mission Committee of the Academic Senate. The Research and Third Mission Committee of the Academic Senate, based on the periodic reports received from the APIC, will be in charge of deciding on strategic changes in the overall strategy to be also included in the university's periodic strategic plan.

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

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

The implementation of the Action Plan will be supervised by the APIC, composed of members of the university governance and researchers at any level of an academic career. The APIC will be supported by the WG, mainly composed of the staff of the ARIIS. Members of APIC and WG will be officially appointed by the Rector. As described above, each action in the Action Plan will be assigned to an administrative or technical office of the university, which will be, then, in charge of taking care of action implementation.

The WG group will work to monitor the development of activities, the strategic indicators and the status of implementation; the WG will also address any impediments that would come out during the implementation phase and will propose adequate technical corrections. The activities of the WG will be supervised by the APIC, which will coordinate the strategic development lines of the action plan and will provide connection to the Research and Third Mission Committee of the Academic Senate, which will be in charge to validate progress in the implementation and eventual changes in the strategy.

The monitoring of the progress will be guaranteed by periodic assessment reports the WG will submit to the APIC, in which all details of Action Plan implementation will be discussed.

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

Involvement of the research community and key stakeholders is ensured by the composition of the APIC, which will include representatives of researchers (R1-R4), and members of the university governance. The main idea is to engage the governing bodies (e.g., the Academic Senate through the Research and Third Mission Committee and the Rector's Delegate), responsible for long-term strategic priorities for research and education. Moreover, the entire academic community will be kept constantly informed about the development of all activities through a transparent communication and awareness campaign and through a periodic survey designed to collect the opinion of all researchers.

To initiate activities in a coordinated manner and to give maximum communication of the initiative to the entire academic community, a kick-off meeting will be organized in which activities will be split and assigned to optimize the effort and as many volunteers as possible will be involved to disseminate the results of the Action Plan, and to acquire researchers' satisfaction (periodic survey).

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

The academic community strongly believes in HRS4R accreditation. A large part of researchers actively participated in the internal analysis (70% of the entire academic community responded to the survey), helping the Working Group and the Steering Committee to define a strategy that perfectly fits with the needs of the UNICAL researchers. The actions will be included in the Integrated Plan of Activities and Organization (PIAO), approved by the Board of Directors and employed by all university structures to monitor their work. In addition, many of the actions proposed in the Action Plan respond to the indications of the University Strategic Plan 20-22 and will also be proposed in the University Strategic Plan 23-25, with the specific aim of reinforcing and assuring the commitment of the governance bodies and the entire academic community to achieving these ambitious goals for progressive improvement.

As discussed earlier, the Research and Third Mission Committee of the Academic Senate will be appointed specifically to bridge the gap between WG/APIC and the university governance.

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

The Rector (Male), the Director General (Female), as well as the governance bodies strongly believe in the activities included in the Action Plan. For this reason, they have proposed to integrate the indicators of the plan into the performance objectives of the structures involved. As a consequence, the activities of the HRS4R Action Plan will become part of the routine development plans of each office involved in the Action Plan implementation.

### How will you monitor progress (timeline)?\*

A specific Monitoring Plan will be designed to allow us to verify the achievement of milestones (timing) of the Action Plan and implement corrective actions if problems are identified.

Periodic reporting activities are planned through mixed-mode meetings (in-person and/or online) agreed upon between the WG and the university structures involved in the implementation phase. All documents and reports will be shared in a cloud storage repository and will be submitted to the APIC.

As follows, are the details of the Monitoring Strategy:

- Estimated Action Plan implementation starting date: 1st July 2022
- First year monitoring
  - First interim report: December 2022
  - Second interim report: June 2023
- Second year monitoring
  - First interim report: December 2023
  - Second interim report: June 2024

Final monitoring and evaluation, APIC/WG meeting (Plenary): June 2024

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

UNICAL has established a Monitoring, Quality and Evaluation Service, specifically dedicated to the monitoring of the strategic indicators included in the university Strategic Plan and PIAO. As discussed previously, the UNICAL HRS4R Action Plan will be fully adopted and supported by the university governance and will be developed in close synergy with the university's strategic programs. For these reasons, the Monitoring, Quality and Evaluation Service, mentioned above, will be at the complete disposal of the APIC and the WG for monitoring the indicators of the Action Plan.

Moreover, the university statistical office, already involved in the preparation of the HRS4R survey and the analysis of the survey results, will be also fully involved in the activities of implementation of the Action Plan, to provide support in constantly monitoring the opinion of all researchers, through periodic surveys. Each UNICAL office involved in the implementation of the Action Plan will be assigned one or more indicators (Key Performance Indicators) in the PIAO.

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