



HR EXCELLENCE IN RESEARCH

**Internal Review
Action Plan 2024-2027**

Internal Review

Case number: **2021IT617948**

Name Organisation under review: **Università della Calabria (UNICAL)**

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

Submission date to the European Commission: 10/05/2024

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, bursary holders, PhD. students either full-time or part-time involved in research * | 1512 |
| Of whom are international (i.e. foreign nationality) * | 153 |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) * | 645 |
| Of whom are women * | 627 |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 687 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level * | 464 |
| Of whom are stage R1 = in most organisations corresponding with doctoral level * | 361 |
| Total number of students (if relevant) * | 24.400 |
| Total number of staff (including management, administrative, teaching and research staff) * | 1304 |

| RESEARCH FUNDING (figures for most recent fiscal year) | € |
|--|--------------------|
| Total annual organisational budget | 24236025,76 |
| Annual organisational direct government funding (designated for research) | 3571655,11 |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 19878119,01 |
| Annual funding from private, non-government sources, designated for research | 786251,64 |

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

Established in 1972, UNICAL is Southern Italy's pioneering campus sprawling over 200 hectares in the Crati River Valley. It offers a plethora of student services including theaters, sports facilities, museums, cinemas, and residences accommodating 2,000 beds. With 14 departments, including 9 STEM fields, it provides 82 Degree Programs at Bachelor's and Master's levels, along with 12 PhD Programs. Boasting 1,512 researchers, 617 employees, and a student population of approximately 24,400, UNICAL fosters international relationships, secures funding access, upholds research freedom, and maintains environmental standards. Notably, it ranks highly in both Italian and international rankings, affirming its academic excellence and global impact.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please review the strengths and weaknesses under the four 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.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects:**Strengths and Weaknesses (Initial Phase)***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.

Strengths and Weaknesses (*Interim Assessment*)

Strengths:

During the implementation of the actions delineated in the Action Plan, significant strides have been taken concerning ethical and professional dimensions within the Academic Community. These advancements encompass several key areas: firstly, there has been a comprehensive update and translation of regulations, ensuring clarity and accessibility for all stakeholders. Additionally, there has been a reaffirmation of funding dedicated to supporting research in the socio-humanistic domain, where accessing funding opportunities at the international level can be more challenging. This underscores the institution's commitment to fostering scholarly inquiry across diverse disciplines. One notable development is the establishment of the Interdepartmental Study Center on Society, Health, and Territory (CeSSST). This initiative aims to facilitate interdisciplinary scientific research spanning social, human, cognitive, technological, medical, and biological sciences. CeSSST endeavors to explore the intricate interplay between individual and collective well-being and health within the broader contexts of society and territory. Furthermore, the adoption of the Gender Equality Plan (GEP) with defined objectives and initiatives, together with, for instance, the Unique Committee of Guarantee (CUG) and anti-violence support services, underscores the institution's dedication to promoting inclusivity and combating discrimination. Additionally, a range of initiatives has been launched to raise awareness within the community about gender balance, equal opportunities, and the fight against all forms of discrimination. Moreover, the decision to publish calls for recruitments in English reflects a commitment to enhancing international collaboration and engagement within the global academic community. Efforts to foster cooperation among research groups, exemplified by initiatives like the PhD Day (at the second edition this year), further contribute to a vibrant scholarly ecosystem characterized by collaboration, knowledge exchange and multidisciplinary. Finally, the provision of dedicated web pages listing funded projects serves as a transparent resource, facilitating access to information and promoting visibility for ongoing research endeavors. In sum, these initiatives collectively demonstrate the University's proactive approach towards nurturing an environment conducive to scholarly excellence, ethical conduct, and inclusive engagement within the Academic Community.

Weaknesses:

Certain areas can still be identified where there is room for growth within the University community, such as familiarity with the Code of Ethics and Code of Conduct, as well as accessibility to documents in English. However, the University's proactive approach to addressing these concerns has yielded tangible results. Significant efforts in raising awareness about these documents within the community have led to notable improvements. The institution's strong commitment is evident in initiatives aimed at enhancing understanding of funding mechanisms and reinforcing adherence to institutional rules. Moreover, there's an ongoing drive to increase awareness among young researchers about various university activities and initiatives, contributing to a vibrant research ecosystem. Additionally, strides in enhancing the social impact of research through improved public engagement efforts signify a positive trajectory, reflecting

the University's dedication to broader societal engagement and awareness.

Remarks (max 500 words)

The University's proactive approach to addressing ethical and professional aspects within the Academic Community demonstrates its commitment to excellence. Significant progress has been made across various areas, promoting an environment conducive to ethical conduct and compliance. Accurate updates and English translations of regulations underline the university's dedication to clarity and accessibility, laying a solid foundation for ethical practices. Initiatives such as funding for socio-humanistic research and the establishment of interdisciplinary research centers like CeSSST reflect forward-thinking and innovation. Additionally, the adoption of the Gender Equality Plan (GEP) and efforts to raise awareness about gender balance and discrimination showcase the institution's commitment to inclusivity. Despite challenges, such as familiarity with ethical codes and document accessibility, the University's proactive measures have led to noticeable improvements, emphasizing a dedication to continuous growth and broader societal engagement.

In conclusion, some actions outlined in the Action Plan for 2022-2024 have taken longer than expected and will continue to be developed in the Action Plan for 2024-2027. Other actions have been proposed in response to the heightened emphasis on Open Science and Gender Equality in the recently updated C&C (December 2023), aimed at addressing the evolving realities and challenges encountered by researchers and institutions.

Several actions have been completed, and numerous initiatives will be sustained in the Action Plan for 2024-2027, often aligned with key strategic frameworks such as the University's Strategic Plan, Gender Equality Plan (GEP), and Performance Plan.

More details are available in the remarks on the actions.

Recruitment and selection:

Strengths and Weaknesses (Initial Phase)

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.

Strengths and Weaknesses (*Interim Assessment*)

Strengths:

During the past two years, the University of Calabria has initiated various recruitment campaigns, demonstrating a strong dedication to strengthening its academic and scientific reputation. As part of the National Recovery and Resilience Plan (PNRR), the University has allocated funds (i) to recruit a large number of young researchers (R2) and (ii) to support the training and participation of young researchers in competitive calls funded at both EU and national levels. Moreover, it has pledged to implement direct recruitment procedures for the winners of these calls. Particular attention has been devoted to selecting esteemed professors and scholars, with strong scientific reputation at international level, aiming to infuse the University's research landscape with fresh perspectives. This initiative seeks to foster new collaborations and elevate the quality of research and teaching on campus, thereby enhancing its competitive appeal. Furthermore, approval has been granted for the allocation of 28 research grants over two years, one for each department of the University, funded through the National Research Program's promotion and development fund. Geared towards young researchers without current contractual ties to the University, the call aims to encourage and support participation in ERC calls. Each grant amounts to €80,000 to fund a two-year contract in the form of a research grant for the Principal Investigator and support expenses for research activities, contingent upon the submission of a detailed spending plan. The recruitment of numerous international candidates, both for PhD positions and Research Fellows, underscores the University's strides in rectifying previous recruitment procedures, which were exclusively conducted in Italian. The data presented in the "Organizational Information" table, which compares 153 foreign researchers to the initial count of 45, underscores the significant strides made in internationalization efforts. Foreign researchers now constitute 10% of the total research staff, reflecting a noteworthy expansion in our internationalization engagement.

Moreover, the approval of regulations governing the recruitment and management of fixed-term researchers in tenure-track positions reflects the University's adaptation to recent legislative provisions at national level. This new regulatory framework introduces the role of tenure-track university researcher, replacing previous positions such as fixed-term researchers of type A and type B.

Weaknesses:

As per the provisions outlined in Italian national law number 79/2022, a revised framework for post-doctoral recruitment has been implemented. The significant alterations to academic recruitment and training procedures introduced by this new legislation render a considerable portion of our current internal protocols obsolete, necessitating urgent updates. Furthermore, despite the approval of the new regulations governing tenure-track researchers (RTT), we currently find ourselves in a transitional phase regarding research grants, which are poised to transition into research contracts.

Remarks (max 500 words)

In reflecting on the recruitment and selection processes outlined in the "Strengths" and "Weaknesses" sections, several important insights emerge, underscoring both accomplishments and areas for improvement. The University's proactive efforts in recruitment, as highlighted in the "Strengths" section, demonstrate a strong commitment to **fostering academic excellence and innovation**. By allocating funds to support the training and participation of young researchers in competitive calls, the University is **investing in the future of research and academia**. The emphasis on selecting esteemed professors and scholars reflects a **dedication to enriching the academic environment and promoting interdisciplinary collaboration**, ultimately enhancing the University's competitiveness and appeal. Additionally, the approval of research grants and the implementation of regulations for tenure-track researchers signify positive steps towards **nurturing research talent and fostering career development opportunities**. These initiatives not only support the advancement of individual researchers but also contribute to the University's research output and reputation on a broader scale.

However, challenges persist, particularly in navigating changes introduced by national legislation, as outlined in the "Weaknesses" section. The need for urgent updates to internal protocols in response to significant alterations in recruitment procedures points out the **importance of adaptability and agility in the face of evolving regulatory frameworks**. Furthermore, the transitional phase regarding Research Fellows highlights the complexities involved in aligning internal

processes with external mandates. Clear communication and transparent guidelines will be crucial in implementing these changes effectively and ensuring compliance with regulatory requirements.

It is therefore imperative to emphasize the pressing need for greater support from the Italian Ministry of Education, Research, and University (MUR) to align national regulations with the principles of the Charter & Code (C&C) and other European policies, as also underscored in the CODAU report (Feb. 2024 - <https://shorturl.at/gmpH7>), to which Italian universities have contributed. This entails better integration of OTM-R checklist provisions in national recruitment processes, recognition of teaching experience in evaluation systems, and promoting the value of international and mobility across sectors and disciplines to advance researchers' careers, contrasting with their often-perceived hindrance within our national system.

Overall, by building on its strengths and addressing areas for improvement, the University can further enhance its recruitment and selection processes, ultimately advancing its mission of academic excellence and research innovation.

Working conditions:

Strengths and Weaknesses (*Initial Phase*)

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 wellbeing 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.

Strengths and Weaknesses (*Interim Assessment*)

Strengths:

The University has made significant steps forward in improving working conditions for its employees across various fronts. The Gender Equality Plan (GEP) initiative has led to the establishment of a dedicated support service for victims of violence, contributing to a safer and more inclusive work environment. The University's commitment to gender equality and combating violence is further demonstrated through initiatives like the Women UNICAL platform.

From the point of view of the research environment, laboratory accreditation has been a priority, ensuring that departmental laboratories meet safety and operational standards. This accreditation, updated periodically, reflects the University's commitment to ensuring the integrity and safety of laboratory operations. Recent updates to Risk Assessment Documents (DVR) for all Departments further enhance safety protocols. The responsibility for managing laboratory spaces in the Technological Hub building has been delegated to Departments, ensuring efficient utilization while maintaining affiliation with University Research Institutes (IR). This strategic allocation of responsibilities optimizes resource management while preserving the composition of University Research Institutes.

The extension of placement services to PhD candidates provides valuable support for career development, facilitating transitions from academia to industry or other professional avenues.

In addition to the aforementioned factors, it is paramount to highlight the implementation of a cutting-edge digital platform, dubbed REPORT, which has been meticulously crafted in-house. This innovative platform serves as a comprehensive solution for streamlining the management of research projects across all phases of development. By providing universal access to all university personnel, REPORT represents a significant leap forward in simplifying the monitoring processes for research projects university-wide. Moreover, it facilitates meticulous tracking and documentation of expenses incurred within these projects, ensuring transparency and accountability at every stage. This transformative tool not only enhances operational efficiency but also empowers researchers with robust data management capabilities, fostering a culture of excellence and innovation within the academic community.

Moreover, the establishment on campus of UNICAL Kindergarten underscores the University's commitment to supporting working parents by providing childcare services, contributing to a family-friendly work environment. The University's welfare initiatives include extending insurance coverage to all personnel, ensuring comprehensive protection and support for employees. The implementation of the Home-University Travel Plan (PSCL) aims to reduce reliance on private motor vehicles for commuting, promoting sustainable mobility alternatives. By incentivizing sustainable commuting practices, the University not only enhances employee well-being but also contributes to environmental, social, and economic benefits for both individuals and the community at large. These initiatives collectively reflect the University's dedication to fostering a supportive, inclusive, and environmentally sustainable work environment for its employees.

Weaknesses:

The University website currently still lacks a dedicated section for Equal Opportunities. While some departments may have dedicated sections, the absence of a centralized resource represents a gap in accessibility and consistency of information. However, by implementing best practices, such as establishing a centralized Equal Opportunities section, the University can effectively address this weakness. This proactive approach will not only enhance accessibility and consistency but also underscore the institution's commitment to promoting diversity and inclusivity.

Remarks (max 500 words)

In reflecting on the working conditions at the University, it is evident that significant progress has been made in enhancing various aspects of the work environment. The establishment of initiatives such as Gender Equality Plans (GEP) and the extension of welfare benefits demonstrate the University's commitment to fostering a supportive and inclusive workplace culture. However, alongside these strengths, it is essential to acknowledge areas where improvements are needed. The absence of a dedicated section on Equal Opportunities on the University's website represents a notable weakness. While individual departments may provide information on this matter, a centralized resource accessible to all employees would promote consistency and accessibility. To address this gap, the University will consider establishing a centralized online platform dedicated to Equal Opportunities (Action 23 of the Action Plan 2024.27). This platform could serve as a comprehensive resource for employees, providing information on policies, resources, and support services related to gender equality, diversity, and inclusion. By enhancing awareness and understanding of Equal Opportunities initiatives among employees, the University can further strengthen its commitment to fostering a diverse, inclusive, and supportive work environment. Furthermore, ongoing evaluation and feedback mechanisms could be implemented to assess the effectiveness of Equal Opportunities initiatives and identify areas for further improvement. Regular surveys and consultations with employees can provide valuable insights into their experiences and needs, guiding future initiatives and ensuring that efforts remain relevant and impactful. In conclusion, while the University has made commendable strides in enhancing working conditions, there remain opportunities for

growth and enhancement. By addressing weaknesses proactively and building on strengths, the University can continue to cultivate a supportive, inclusive, and empowering work environment for all employees.

In conclusion great strides have been made but some actions outlined in the Action Plan for 2022-2024 have taken longer than expected and will continue to be developed in the Action Plan for 2024-2027.

Several actions have been completed, and numerous initiatives will be sustained in the Action Plan for 2024-2027, often aligned with key strategic frameworks such as the University's Strategic Plan, Gender Equality Plan (GEP), and Performance Plan.

More details are available in the remarks on the actions.

Training and development:

Strengths and Weaknesses (*Initial Phase*)

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.

Strengths and Weaknesses (*Interim Assessment*)

Strengths:

UNICAL has made significant strides in this regard. The "UNICAL Regulation on PhD Programmes" was revised in May 2022 to align with national legislation and European standards. Among the notable updates introduced in the revised regulations are the inclusion of multiple supervisors (Art. 10) responsible for monitoring and guiding PhD students in their research activities, the approval of individual training plans (Art. 11), and a mandatory minimum of 3 months abroad for students (Art. 15).

In line with the principles for the development of the European Higher Education Area and the European Research Area, UNICAL promotes internationalization and encourages international cooperation in the field of PhDs. Article 22 also establishes agreements with foreign universities and/or entities to define cooperation and mobility modalities and provide for the award of a double/multiple/joint degree (European Ph.D. Label), an additional certification of a 'European PhD' drawn up by the European Rectors' Conference.

Additionally, the recently approved Guidelines for PhD students (May 8, 2024), further enhance support for doctoral candidates. Furthermore, UNICAL offers various opportunities to develop cross-cutting skills among PhD students.

Weaknesses:

Some weaknesses persist, and efforts are underway to effectively mitigate them: we have planned new actions to enhance the performance of supervisors

and the management of doctoral candidates. More details are available in the remarks on the actions.

Remarks (max 500 words)

UNICAL should standardize the quality of supervision in order to improve the performance of supervisors and implement guidelines for managing relationships between supervisors and temporary researchers (especially R1 and R2) as outlined in the new actions proposed in the Action Plan for 2024-2027.

Have any of the priorities for the short and medium term changed? (max 500 words)

Over the foreseeable short and medium term, our overarching priorities have largely maintained their consistency, with a constant commitment to upholding ethical and professional standards, refining recruitment strategies for both emerging researchers and distinguished academics, promoting conducive work environments, and facilitating continuous professional development. Nevertheless, the implementation of our action plan has invigorated our endeavors, sparking innovative ideas and initiatives that we eagerly anticipate exploring and integrating into our future efforts. For example, within the realm of continuous education, we are currently in the conceptualization phase of designing specialized courses tailored to enhance scientific and academic English proficiency among our faculty members. These initiatives aim to bolster linguistic competence, particularly for those engaged in teaching within international programs or English-medium courses. Furthermore, the recent update to our Strategic Plan for the period spanning 2023-2025 has seamlessly integrated these novel ideas, aligning them with the overarching goals of the HRS4R process. This strategic alignment ensures that our efforts remain tightly focused on nurturing an environment characterized by excellence, inclusivity, and forward-thinking innovation within our academic community. Looking ahead, we are resolutely committed to harnessing the potential of these new initiatives and ideas to further enrich our academic and research landscape. By leveraging the synergies between our action plan, Strategic Plan, and the foundational principles of HRS4R, we endeavor to chart a course toward sustainable growth, academic excellence, and global recognition for UNICAL.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

While UNICAL has successfully implemented the majority of planned measures, there have been some delays in certain areas. The monitoring process of the European Charter and Code for Researchers and the Action Plan's adoption over the initial two years has generally shown good progress across the University, albeit with minor deviations from the planned actions. These delays can be attributed to various factors. The significant involvement of staff in the National Recovery and Resilience Plan (PNRR) has slightly diverted resources and attention away from other initiatives, including the HRS4R implementation. Additionally, the reorganization of HRS4R committees to accommodate new positions and perspectives has slowed decision-making processes and necessitated reevaluation of certain actions. However, deviations from the planned actions have been carefully justified, and corrective measures are already ongoing. These actions aim to ensure that UNICAL meets all predetermined targets within the whole implementation period. Specifically, from the point of view of young researchers' policies, in response to the introduction of National Law n. 79/2022, which has brought about significant changes to post-doctoral recruitment and training, the University is diligently working to align its internal regulations with the new national legislation. This process involves ensuring that internal procedures adhere to the updated legal framework to maintain compliance and effectiveness in academic recruitment and training practices.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

Strategic decisions currently underway hold significant potential to shape the trajectory of our action plan, especially regarding the seamless integration of the Human Resources Strategy for Researchers (HRS4R) with our broader institutional goals and objectives. At UNICAL, our approach to HRS4R is intricately linked with key strategic frameworks, including the University's Strategic Plan, Gender Equality Plan (GEP), and Performance Plan. This deliberate alignment ensures that our endeavors to elevate human resources management and bolster research excellence seamlessly align with our overarching institutional direction. Furthermore, the recent adoption of a new Strategic Plan spanning 2023-2025 underscores our unwavering commitment to harmonizing strategic priorities with the principles and aims of the HRS4R initiative. This Strategic Plan not only acknowledges the pivotal role of HRS4R in shaping our institutional vision, but also reflects our proactive stance in leveraging HR practices to advance broader organizational objectives. In particular, the new Strategic Plan reaffirms UNICAL's constant dedication to cultivating a nurturing and inclusive research environment, in harmony with the ethos of the HRS4R initiative. By embedding the ethos of the HR Award certificate into our strategic vision, we emphasize our dedication to excellence in human resources management and unwavering support for research endeavors. Moreover, the adoption of this new Strategic Plan is anticipated to catalyze the implementation of our HRS4R action plan. The strategic alignment between these initiatives furnishes us with a cohesive framework for advancing critical priorities such as talent development, diversity, and inclusivity within our research community. In essence, ongoing strategic deliberations at UNICAL, notably the adoption of our new Strategic Plan, hold the promise of catalyzing transformative change within our HRS4R action plan. By integrating HR strategies with broader institutional goals, we endeavor to foster a culture of excellence, innovation, and inclusivity in research, thereby propelling sustainable growth and development across our university community.

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 or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

| ACTIONS | GAP Principle(s) | Timing <i>(at least by year's quarter/semester)</i> | Responsible Unit | Indicators/Target(s) | Current Status | Remarks |
|--|--|---|----------------------------------|---|-------------------------|---|
| <p>ACTION 1 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.</p> | <p>2. Ethical principles 5. Contractual and legal obligations 13. Recruitment (Code)</p> | <p>1.Q4/2022 2.Q2/2024 3.Q2/2024</p> | <p>Human Resource Area (DRU)</p> | <p>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)</p> | <p>COMPLETED</p> | <p><u>Activities completed:</u> The Ethical Code and Code of Conduct (1), as well as the Statute and University regulations concerning Researchers (2), have been translated into English and are now accessible on the UNICAL website's dedicated HRS4R page (3). Available at the following link: https://www.unical.it/ricerca/human-resources-strategy-for-researchers/. These documents are available in two sub-sections of the dedicated website: the <i>OTM-R Policy</i> and the <i>Welcome Kit</i> (Action 2). The implementation of this action also involved the ICT Area and the Communication Office as Responsible Units (RU). UNICAL is committed to also including the translated version of these documents in the "University Charter and Regulations" section of the</p> |

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| | | | | | | website, which can be accessed at the following link: https://www.unical.it/organizzazione/chi-siamo/statuto-regolamenti/ |
| <p>ACTION 2</p> <p>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 Ethical Code and Strategic plan.</p> | <p>2. Ethical principles 3. Professional Responsibility 8. Dissemination, exploitation of results</p> | <p>1.Q2/2023 2.Q2/2024 3.Q2/2024</p> | <p>Human Resource Area (DRU)</p> <p>Research, Innovation and Social Impact Area (ARIIS)</p> | <p>1. Welcome Kit for new employees in Italian (welcome letter, Ethical Code, Regulation on industrial property, an abstract of Strategic Plan, and Gender Equality Plan) (on/off)</p> <p>2. Welcome Kit in English version (on/off)</p> <p>3. Welcome Kit will be sent by email to 100% of all newcomers (R1-R4)</p> | EXTENDED | <p>Activities completed:</p> <p>The <i>Welcome Kit</i>, available in both Italian and English versions and containing the specified documents, has been prepared and uploaded to the UNICAL website's dedicated HRS4R page in the "Welcome Kit" subsection (1-2): https://www.unical.it/ricerca/human-resources-strategy-for-researchers/</p> <p>The subtask (3) originally planned to be finished by Q2/2024 is taking longer than expected. Consequently, the decision has been made to extend the timeline to Q4/2024.</p> <p>Indeed, UNICAL will commit to sending the Welcome Kit (by email) to all newcomers (100%), which will be accompanied by a welcome letter signed by Rector.</p> <p>The implementation of this action also involved the ICT Area and will involve the International Office as Responsible Unit (RU).</p> |
| <p>ACTION 3</p> <p>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</p> | <p>8. Dissemination, exploitation of results 9. Public engagement 27. Gender balance 28. Career development</p> | <p>1. Q4/2022 2. Q2/2024</p> | <p>ICT Area</p> <p>Rector's Delegate for Teaching and Learning</p> | <p>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</p> | COMPLETED | <p>Activities completed:</p> <p>1. A renewed and user-friendly version of the UNICAL website, available in both Italian and English, has been redesigned and updated. The Research section now features dedicated sub-sections covering: (a) <i>Research Activities</i>: This section encompasses <i>Funded</i></p> |

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| public awareness. | | | | <p>Infrastructures projects and services.</p> <p>2. A new online brochure on UNICAL activities and opportunities (Italian and English version) (on/off).</p> | <p><i>Projects</i> on regional, national, and international scales, <i>Research Products</i> (accessible via IRIS), and details on <i>Funding Opportunities</i> from regional, national, European, and international programs. Explore more at the following link: https://www.unical.it/ricerca/attivita-di-ricerca/</p> <p>(c) <i>Research Facilities</i>: Here, you'll find a comprehensive overview of laboratories and infrastructure services available. Discover more at: https://www.unical.it/ricerca/strutture-di-ricerca/</p> <p>The <i>Innovation and Society</i> section features a dedicated sub-section focusing on:</p> <p>(b) <i>Public Engagement initiatives</i>, which includes a showcase of UNICAL's PE initiatives. You can explore these resources further at the following link: https://www.unical.it/innovazione-societa/cultura-e-territorio/public-engagement/</p> <p>2. Each sub-section offers the convenience of conducting quick searches using various parameters, including <i>funded research projects</i> (using keywords, year, technological area, territorial scope, program, department/area of reference), all <i>research products</i> developed by UNICAL (Unical IRIS), and the 200 <i>laboratories</i> (by type, topic, or keyword) and <i>research infrastructures</i>.</p> <p>Additionally, there is a brochure outlining the entire range of educational offerings, not</p> |
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| | | | | | | <p>only for students in the Teaching section of the UNICAL website but also for PhD students, available at the following link: https://www.unical.it/didattica/offerformativa/dottorati/attivita-didattiche-dei-corsi-di-dottorato/</p> <p>The implementation of this action also involved ARIIS as Responsible Unit (RU). The action has been concluded, but the data will continue to be updated periodically to enhance the visibility of the numerous activities and initiatives developed by the University and raise public awareness.</p> |
| <p>ACTION 4 UNICAL should also support professional research accountability through the dissemination of specific issues (code of ethics, intellectual property, research accountability, public engagement).</p> | <p>2. Ethical principles 3. Professional Responsibility 8. Dissemination, exploitation of results 9. Public engagement</p> | <p>1.Q4/2022 2.Q2/2023</p> | <p>Research, Innovation and Social Impact Area (ARIIS)</p> <p>Rector's Delegate of Equal Opportunities</p> | <p>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.</p> <p>2. All video pills in English language (on/off)</p> <p>3. At least 12 newsletters (bimestral) to the whole academic community</p> | <p>EXTENDED</p> | <p>In response to recommendations from assessors, and to better evaluate the progress of the action, we have subdivided the action into two sub-actions: Action 4 (for KPIs 1-2) and the newly introduced Action 19 (for KPI 3).</p> <p>The subtasks (1 and 2) originally scheduled to be completed by Q4/2022 and Q2/2023 are taking longer than expected.</p> <p>The development of the 5 Video Pills (1) is currently underway, which will be accessible on the dedicated HRS4R page of the UNICAL website. Additionally, these videos will be made available on YouTube with the option to toggle English subtitles (2).</p> <p>Consequently, to ensure its completion, the decision has</p> |

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| | | | | | | <p>been made to extend the timeline to Q3/2024.</p> <p>Furthermore, the originally planned indicators needed to be revised (as assessor suggestions): our aim now is to reach at least 30% of the academic community in terms of viewers.</p> <p>The action will continue and be further developed in the Action Plan 2024-2027 which <u>Action 4</u> and the NEW Action 19. The implementation of this action involves the active participation of several researchers and delegates of the Rector for the creation of video content and interviews.</p> |
| <p>ACTION 5 UNICAL should support the continuing professional development, by improving the quality of teaching</p> | <p>27. Gender balance 28. Career Development 33. Teaching</p> | <p>1. Q4/2023 2. Q2/2024</p> | <p>Research, Innovation and Social Impact Area (ARIIS)</p> <p>Rector's Delegate of Teaching and Learning</p> | <p>1. At least 2 Video-pills on digital teaching (digital signature, digital application, etc.) (on/off)</p> <p>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)</p> <p>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/off)</p> <p>4. Training course on gender language for all research profiles (estimated 250 attendees)</p> | <p>EXTENDED</p> | <p>In response to recommendations from assessors, and to better evaluate the progress of the action, we have subdivided the action into two sub-actions: Action 5 (for KPIs 1-2-3) and the newly introduced Action 20 (for KPI 4).</p> <p>The sub-tasks (1,2 and 3) originally planned to be completed by Q4/2023 and Q2/2024 are taking longer than expected.</p> <p>We have outlined the main topics as follows:</p> <p>1. Digital educational videos: "<i>Language Resources for Academic Purposes</i>" and "<i>The use of Moodle for secure programming tests in laboratories, featuring coding tools and automated corrections</i>"</p> <p>2. UNICAL possesses an e-learning platform (https://elearning.unical.it/), the</p> |

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| | | | | | | <p>utilization of which will be further improved through the design and dissemination of a Vademecum. The originally planned indicators needed to be revised (as assessor suggestions): we will expect to reach at least 500 views of the Vademecum.</p> <p>3. Teaching methodology videos: "<i>Interactive lectures and complex concepts</i>" and "<i>Tools for improving teaching methodologies and assessment tests for students with disabilities or specific learning disorders</i>".</p> <p>Consequently, to ensure its completion, the decision has been made to extend the timeline to Q4/2024 (1), Q4/2026 (2), Q4/2025 (3).</p> <p>Furthermore, the originally planned indicators needed to be revised (as assessor suggestions): our aim now is to reach at least 30% of the research community in terms of viewers (1), (3).</p> <p>The action will continue and be further developed in the Action Plan 2024-2027 which Action 5 and the NEW Action 20.</p> |
| <p>ACTION 6 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 REPORT). Furthermore, UNICAL</p> | <p>4. Professional attitude</p> | <p>1. Q2/2023 2. Q2/2023 3. Q2/2023 4. Q2/2024</p> | <p>Research, Innovation and Social Impact Area (ARIIS)</p> | <p>1. Research project repository available for all research managers (REPORT) (on/off)</p> <p>2. Update of the Regulation for research projects</p> <p>3. Update and dissemination of guidelines to manage research projects (on/off)</p> | <p>COMPLETED</p> | <p><u>Activities completed:</u></p> <p>1. A cutting-edge digital platform, named REPORT, was developed in-house by UNICAL.</p> <p>This innovative platform serves as a comprehensive solution for efficiently managing research projects across all stages of development: from proposing new projects (<i>Project Proposals Section</i>) to the overseeing funded research</p> |

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| <p>should integrate data among several internal information systems</p> | | | | <p>4. REPORT integration with other national management platforms (e.g. U-GOV) (on/off).</p> | <p>projects (<i>Report and Control Section</i>). Moreover, it facilitates precise tracking and documentation of project expenses (Timesheets generation), ensuring transparency and accountability at every stage. At the moment there are more than 200 financed projects present on <i>REPORT</i>.</p> <p>By providing universal access to all university personnel, <i>REPORT</i> represents a significant advance in simplifying the research project monitoring across the entire university, accessible at http://report.unical.it/.</p> <p>Several initiatives have been developed to promote and encourage the use of <i>REPORT</i>: (i) 14 training courses have been organized for researchers as well as administrative and technical staff from various departments; (ii) continuous technical support is readily available via email to address both technical and usage-related issues.</p> <p>This transformative tool not only enhances operational efficiency but also empowers researchers with robust data management capabilities, fostering a culture of excellence and innovation within the academic community.</p> <p>2. The <i>Regulation for research projects</i> has been revised and it is now accessible on the UNICAL website under the "University Charter and Regulations" section. You can find it at this link: https://unical.portaleamministra</p> |
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| | | | | | | <p>zionetrasparente.it/moduli/downloadFile.php?file=oggetto_all_egati/2233513423400_ORegolamento+Progetti.pdf</p> <p>3. The <i>Guidelines to manage research projects</i> has been recently updated and disseminated via email by ARIIS staff and the Department Research Managers to all researchers (14 Department, more than 30 research managers informed). Additionally, it is accessible on the UNICAL website under the "University Charter and Regulations" section. You can access them directly through this link: https://unical.portaleamministrazioneetrasparente.it/moduli/downloadFile.php?file=oggetto_all_egati/2325092511399821500_Olinee_guida_progetti_def.pdf</p> <p>4. The platform is constantly evolving and developing in order to enable its integration with other platforms used for managing national and international projects. At present, this integration is already ensured with the national platform <i>At-Work</i>, which handles PNRR projects. The implementation of this action also involved the ICT Area as Responsible Unit (RU). The action will continue and will be further developed in Action Plan 2024-27 (Action 21) with a focus on more integration between Report and U-GOV (national platform to manage Research project).</p> |
| ACTION 7 UNICAL should | 13. Recruitment (Code) | 1. Q2/2023 2. Q2/2024 | Human resource | 1. To design a fact sheet for recruitment calls (all | EXTENDED | <u>Activities completed:</u> Several initiatives have been |

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| <p>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.</p> | | 3. Q2/2024 | <p>Area (DRU)</p> <p>University Language Centre (CLA)</p> | <p>research profiles) (on/off);</p> <p>2. Publication of the fact sheet in English (100% of recruitment calls/year)</p> <p>3. Publication of the Rector's Decree in English (in presence of international applicants) (on/off)</p> | | <p>implemented to promote UNICAL as a host institution for qualified international researchers. In addition to translating University regulations concerning Researchers into English (Action1), dedicated calls have been launched to attract international researchers. Over the past two years, three key initiatives have been organized: the "Chiara Fama" program (with two open calls in 2022-2023) and the update of regulations for hiring researchers funded by European ERC/MSCA Global Fellowships.</p> <p>Several academic professionals from across Europe and beyond have expressed interest in working at UNICAL. Further details are available at the following link: https://www.unical.it/contents/news/view/6361-docenti-e-ricercatori-decellenza-internazionale-aspirano-ad-entrare-in-unical/?lang=en</p> <p>More than 30 researchers proposed UNICAL as their Host Institution, and of these, 4 received the European grant (MSCA). You can find more details in the MSCA page on UNICAL's website, at this link: https://www.unical.it/ricerca/giovani-ricercatori/marie-sklodowska-curie-fellowships/</p> <p>Additionally, one international researcher from Oxford has been contracted (<i>Chiara Fama</i> call).</p> <p>The subtasks (1, 2, and 3) originally planned to be</p> |
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| | | | | | | completed by the Q2/2023 and Q2/2024 are taking longer than expected and involve the participation of multiple offices, including International Office, coordinated by the Human Resource Area. Therefore, the action will continue and be further developed in the Action Plan 2024-2027. To ensure its completion, the decision has been made to extend the timeline to Q4/2025 . |
| <p>ACTION 8</p> <p>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.</p> | 9. Public Engagement | <p>1. Q2/2023</p> <p>2. Q2/2023</p> <p>3. Q4/2023</p> | Research, Innovation and Social Impact Area (ARIIS) | <p>1. To develop an internal policy on public and social engagement (on/off) as part of the 2021/2023 triannual programme - PRO3</p> <p>2. to design a catalogue of public engagement initiatives (on/off)</p> <p>3. Catalogue publication on UNICAL website (on/off)</p> | COMPLETED | <p><u>Activities completed:</u></p> <p>The UNICAL website's Public Engagement section features a dedicated subsection focusing on "<i>Participatory Research and Development Path</i>," launched in 2020 to enhance public and social engagement at UNICAL: https://www.unical.it/innovazione-societa/cultura-e-territorio/public-engagement/unical-pe</p> <p>In this section of the UNICAL website, are available:</p> <p>(a) <i>annual monitoring reports</i> The monitoring report for the year 2022 is available at the following link: https://www.unical.it/media/medias/2023/PE_Unical_Report_Monitoraggio_2022.pdf</p> <p>(b) <i>catalogue of PE initiatives</i> The catalogue contains all the PE initiatives starting from 2019, categorized by year and proposing entity. In the biennium 2022-23, respectively 510 and 655 PE initiatives were recorded. The increase in recorded PE initiatives highlights the growing awareness of PE within the university, as</p> |

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| | | | | | | <p>demonstrated by the rising number of Administrative and Technical Staff (ATS) and researchers involved in PE training courses (in total 56: 28 researchers and 28 ATS), as well as the number of training sessions on PE (GraPE and GReS meetings): 2 in 2022, 2 in 2022, 3 in 2024.</p> <p>The implementation of this action also involved the Rector's Delegate for Social Mission as Responsible Unit (RU).</p> <p>The subtasks 2 and 3 of the action have been concluded, but the data will continue to be updated annually to increase awareness and visibility of the PE's activities and initiatives within the University, in agreement with the provisions of PIAO 24-26 and Strategic Plan 2023-25.</p> <p>1. The subtask 1, originally scheduled to be completed by Q2/2023, has been postponed to the next triannual programme - PRO3 (in progress) due to the fund management rearrangement. Therefore, the decision has been made to establish a new action (Action 22), which will be further developed in the Action Plan 2024-2027.</p> |
| <p>ACTION 9 UNICAL should offer the alias career to all researchers by supporting the principle of non-discrimination.</p> | 10. Non discrimination | 1. Q2/2023 | <p>Rector's Delegate for Equal Opportunities</p> <p>ICT Area</p> | 1. Alias career for everyone (on/off). | <p>EXTENDED</p> | <p><u>Activities completed:</u></p> <p>1. In order to promote the well-being of transgender students, the University of Calabria has established the Alias Career. The provision of Alias Career, allows transgender people enrolled in the University of Calabria, to adopt a temporary identity that is transient and</p> |

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| | | | | | <p>cannot be consolidated, which is the expression of their elected gender. Explore more at the following link: https://www.unical.it/didattica/is-criversi-studiare-laurearsi/carriera-alias/</p> <p>The action originally planned to be finished by Q2/2023 is taking longer than expected. The Unique Committee of Guarantee (CUG) of the University of Calabria - in coordination with the National Network of CUGs - is currently working on implementing the Alias Career Regulation with the goal of extending it to UNICAL staff. The national guidelines require the analysis of highlighted criticalities, particularly focusing on managing external communication (email and digital signature) for staff accessing the Alias Career. The monitoring of communication protocols is currently underway, and it is expected that - once these critical issues are resolved - the extension will be formalized by 2024 (in accordance with Action 5.1.2 GEP).</p> <p>Additionally, two workshops were also held, in collaboration with student associations and local groups, to promote the dissemination and understanding of the Alias Career Regulation (on April 5, 2023, and April 3, 2024).</p> <p>Therefore, to ensure completion, the decision has been made to extend the timeline to Q4/2024. The implementation of this action</p> |
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| | | | | | | will also involve the Unique Committee of Guarantee (CUG). |
| <p>ACTION 10 UNICAL should ensure a balanced gender composition on committees in R1-R2 recruitment procedures.</p> | <p>14. Selection (Code) 27. Gender balance</p> | <p>1. Q2/2023</p> | <p>Human Resource Area (DRU) Rector's Delegate for Equal Opportunities</p> | <p>1. Modification of the specific regulations to extend the principle of balanced gender composition in the recruitment commissions for R1 and R2 (on/off)</p> | <p>COMPLETED</p> | <p><u>Activities completed:</u> 1. The "<i>UNICAL Regulation on PhD Programmes</i>" (available here: https://www.unical.it/media/memos/dias/2023/Phd_Regulations_RD_13-5-2022.pdf) has been amended by the Rector's decree on May 13, 2022. Article 8, paragraph 1 extends the principle of balanced gender composition in the recruitment commissions for R1 as follows: "<i>The Rector shall appoint the selection boards by decree for entry tests to PhD courses with administrative headquarters at the University upon proposal of the Boards of Lecturers, respecting gender balance, if applicable.</i>" Regarding R2 (Research Fellows), due to the introduction of National Law number 79/2022, which has brought about significant changes to post-doctoral recruitment and training, UNICAL is diligently working to align its internal regulations with the new national legislation. Regulations for the Selection of R3-R4 already require that the selection committee be appointed according to the principle of gender balance, when the lack of gender balance in some Scientific Sectors/Areas (SSD) does not prevent it.</p> |
| <p>ACTION 11 UNICAL should improve the</p> | <p>15. Transparency (Code) 18. Recognition of</p> | <p>1. Q2/2024 2. Q2/2024</p> | <p>Human Resource Area (DRU)</p> | <p>1. Definition of standardized strategy to improve the</p> | <p>EXTENDED</p> | <p>1. The possibility for candidates of being informed, after the selection process, about the</p> |

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| <p>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.</p> | <p>mobility experience (Code) 29. Value of mobility</p> | | | <p>communication to the candidates at the end of the selection procedures (on/off)</p> <p>2. Integration note for Selection Committees on the value of mobility (on/off)</p> | <p>strengths and weaknesses of their applications, through their publication, is limited by Article 23 of the University Privacy Regulation, in line with current national and EU policy (see Legislative Decree n. 101/2018 that aligns Legislative Decree n. 196/2003 to the European General Data Protection Regulation). However, UNICAL is working to a standardized strategy/template to improve the communication to the candidates at the end of the selection procedures (especially for R1 and R2).</p> <p>2. UNICAL promotes international mobility and collaboration with global partners to enhance education, training, and research quality. It encourages participation in European programs and forms agreements with foreign institutions for joint degrees. PhD students are mandated to spend a minimum of 3 months abroad; UNICAL's PhD courses embrace inter- and trans-disciplinarity, recognizing multidisciplinary mobility as vital for advancing scientific knowledge and professional growth.</p> <p>However, as highlighted in the CODAU report (Feb. 2024 - https://shorturl.at/gmpH7), to which Italian universities awarded have contributed, greater support from the Italian Ministry of Education, Research, and University (MUR) is necessary to align national regulations with the principles of the C&C and other</p> |
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| | | | | | | <p>European policies. National recruitment processes should integrate the OTM-R checklist provisions more effectively, despite current conflicts with some national laws. One principle of the C&C underscores the value of international and mobility across sectors and disciplines in advancing researchers' careers, contrasting with their often perceived hindrance within our national system.</p> <p>For these reasons, the action originally planned to be completed by the Q2/2024 is taking longer than expected. Therefore, the action will continue and be further developed in the Action Plan 2024-2027. To ensure its completion, the decision has been made to extend the timeline to Q4/2025.</p> |
| <p>ACTION 12 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.</p> | 23.Research environment | <p>1. Q2/2023 2. Q2/2024</p> | Rector's Delegate for Research Infrastructures | <p>1. Creation of a dedicated page on research infrastructures and laboratories on UNICAL web pages (on/off);</p> <p>2. Catalogue design of laboratories and research infrastructures (equipment, research lines, and initiatives) and services charter (on/off).</p> | COMPLETED | <p><u>Activities completed:</u></p> <p>1. A renewed and user-friendly version of the UNICAL website, available in both Italian and English, has been redesigned and updated. The Research section of the UNICAL website includes a dedicated subsection focusing on Research Facilities: here, you'll find a comprehensive overview of the 14 Departments, over 200 fully-equipped laboratories, and the large technological infrastructures. Discover more at: https://www.unical.it/ricerca/struttura-di-ricerca/</p> <p>2. Through an online catalogue, users can quickly search among the 200 Labs and</p> |

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| | | | | | <p>Research Infrastructures (RI) based on equipment, research lines, initiatives, and service charters.</p> <p>Since the national programming period of 2007-2013 and thanks to a coordinated action of the University, the institution has launched significant projects of Research Infrastructures (RI) in the field of materials and biomaterials technology through the <i>Materials, Technologies, and Advanced Research</i> initiative (<i>MaTeRiA/STAR</i>), as well as in environmental monitoring technologies with the university project <i>System of Integrated Labs for the Environment</i> (SILA). Additionally, the university has participated in the Agri-food sector through the <i>Agri-food Research Network</i>, establishing inter-departmental labs.</p> <p>The collection of research labs within these RIs serves as a notable example of how the University has developed inter-departmental structures, collaborating with all departments in the technical and scientific domain. These structures integrate research and services to address issues of significant technological, economic, and social impact.</p> <p>The action has been concluded, but the data will continue to be updated periodically to enhance the efficiency of equipment utilization within research environments at UNICAL.</p> |
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| <p>ACTION 13 UNICAL should organize more initiatives to stimulate debate and promote the importance of gender balance.</p> | 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 | COMPLETED | <p><u>Activities completed:</u></p> <p>1. UNICAL approved the Gender Equality Plan in June 2022 (D.R. n. 834, 7/6/2022), which is available at the link below: https://www.unical.it/media/memos/dias/2023/Gender_Equality_Plan.pdf</p> <p>2. Several initiatives have been developed to promote the GEP, attracting over 300 attendees. These initiatives were coordinated by the Unique Guarantee Committee (CUG) and the Rector's delegate for Equal Opportunities, with particular attention to areas identified as critical by the first GEP monitoring focus group (2023): 1. leadership training; 2. harassment and gender-based violence (enhanced communication and dissemination of guarantee instruments); 3. Discrimination in STEM disciplines.</p> <p>The following events were therefore organized, open to the entire academic community:</p> <ul style="list-style-type: none"> - Workshop "<i>Tools for preventing and combating gender-based violence. The Unical experience</i>" (scheduled for May 22, 2024) - Presentation of the book "<i>Female leadership. Does it really exist?</i>" (by Valeria Santoro and Chiara Galgani) (March 21, 2024) - Conference "<i>MoviMenti. Women's Knowledge and Practices</i>", organised by the CUG and the "Milly Villa" Women's Studies Centre (in |
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| | | | | | | <p>collaboration with the Departments of Culture, Education and Society and Political and Social Sciences) (attended by 80 participants)</p> <ul style="list-style-type: none"> - Inclusive workshop promoted by the Centre against LGBTQIA+ discrimination Calabria and the Centre for Women's Studies (March 22, 2023) (attended by 30 participants) - Workshop/lab "<i>Countering gender discrimination in STEM. The actions of the University of Calabria</i>" (February 10, 2023) (attended by 50 participants) - Presentation of the book "<i>Now it's our turn. Women, leadership and other misdeeds</i>" (December 6, 2022) (attended by 40 participants) - Workshop "<i>Violence against women and tools to combat it: the Unical experience</i>" (November 8, 2022) (attended by 120 participants) <p>In addition, two videos were produced:</p> <ol style="list-style-type: none"> 1. "<i>Tools to Combat Harassment and Gender-Based Violence</i>" (https://www.unical.it/contents/news/view/10195-lo-sportello-antiviolenza-unical-uno-spazio-sicuro-contro-molestie-e-discriminazioni/); 2. "<i>Training and Research Activities on Gender Studies</i>" (https://www.instagram.com/reel/C4P3Ns_Lk2V/?igsh=MWw4czA5eXVnYmpzaw%3D%3D). <p>These videos were distributed on the web portal and UNICAL's social media platforms (Instagram,</p> |
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| | | | | | | Facebook, and YouTube). Since the C&C were updated in December 2023 to address the evolving realities and challenges faced by researchers and institutions, with a particular focus on Gender Balance, Gender Equality and inclusivity, new actions (Action 23 and 27) will be formulated in the Action Plan 2024-2027. |
| ACTION 14 UNICAL should encourage supervisors to follow their students providing information about any possibility of working in the field of non-academic research and EU opportunities (European Job market). | 8. Dissemination, exploitation of results 30. Access to career advice 39. Access to research training and continuous development | 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 match-making events) 3. PhD days (at least 2) | COMPLETED | <u>Activities completed:</u> 1. The UNICAL Placement service, originally designed to support graduates in their transition to the workforce, has now expanded to young researchers (R1-R2). Young researchers have been notified via email of the various initiatives implemented to facilitate the transition from the academic context to the job market, promoting career opportunities beyond academia as well. Several recruitment events have taken place over the past 2 years: 66 recruitment days in 2022, 74 in 2023, and 21 by April 30, 2024; the complete list is available on the Career Service page of the UNICAL website, at the following link: https://www.unical.it/didattica/orientamento/career-service/contents/news/list 2. Furthermore, to enhance Career Development, we organized two matchmaking events with local companies by involving the Regional Association of firms (Confindustria Calabria). These events aimed to promote |

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| | | | | | <p>industrial PhD programs and establish close partnerships to leverage research outcomes and assist PhD students in identifying job opportunities. We have obtained over 32 Memoranda of Intent (MoI) from regional firms in response to the 1st call (closed on May 25, 2022), and 24 MoI in response to the 2nd call (closed on April 28, 2023). For more details, please visit:</p> <p>https://www.unical.it/contents/news/view/2842-dottorati-industriali-opportunita-di-innovazione-e-ricerca-per-le-imprese-in-collaborazione-con-unical/</p> <p>and</p> <p>https://www.unical.it/didattica/offerformativa/dottorati/contents/news/view/7685-il-dottorato-innovativo-importante-occasione-di-collaborazione-tra-ricerca-e-industria/</p> <p>3. UNICAL, in these 2 years since receiving the Award, has organized 2 editions of the PhD Day: the first edition took place on May 30, 2024 (attended by 200 PhD students), and the second took place on April 10 of this year (attended by 200 PhD students). The entire academic community participated in the event, as well as representatives of the institutions, the business world, culture and regional society.</p> <p>It is a day dedicated to the PhD students of our University, with the aim of sharing a moment of aggregation, knowledge and</p> |
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| | | | | | | <p>interaction between the PhD students of the various courses. During the event, two PhD Competitions were held among the PhD students enrolled at UNICAL:</p> <p>(a) <i>Poster Competition</i>, where over 100 posters were displayed by PhD students presenting their research topics;</p> <p>(b) <i>Pitch Competition</i>, which involved 4-minute presentations, focusing on their research projects, by a PhD student selected for each Doctoral course.</p> <p>A dedicated web-page has created containing all the useful information, at this link: https://www.unical.it/phd-day-2024/</p> <p>This is an action that is now consolidated, which UNICAL intends to propose again for the next triennium (Action 24).</p> |
| <p>ACTION 15</p> <p>UNICAL should monitor the satisfaction of researchers in the workplace.</p> <p>Furthermore, UNICAL should promote the role of Confidential Counsellor and all initiatives already implemented for complaints and appeals.</p> | <p>23. Research Environment</p> <p>32. Co-authorship</p> <p>33. Teaching</p> <p>34. Complaints and appeals</p> | <p>1. Q2/2023</p> <p>2. Q2/2024</p> <p>3. Q2/2024</p> | <p>Research, Innovation, Social Impact Area (ARIIS)</p> <p>Rector's delegate for PhD Programmes</p> <p>Rector's delegate in Equal Opportunities</p> | <p>1. To design anonymous survey to monitor the degree of researcher's satisfaction (questions on co-authorship, teaching workload, complaints, research environment) (on/off)</p> <p>2. To monitor the satisfaction of researchers through a dedicated survey (at least 150 opinions)</p> <p>3. To disseminate the Report of Confidential Counsellor (1 report/year)</p> | COMPLETED | <p>In response to recommendations from assessors, and to better monitor and evaluate the progress of the action, we have subdivided the action into two new sub-actions: Action 25 (for KPIs 1-2) and Action 26 (for KPI 3).</p> |
| <p>ACTION 16</p> <p>UNICAL should strengthen PhD</p> | <p>38. Continuing Professional Development</p> | <p>1. Q4/2022</p> <p>2. Q2/2024</p> | <p>Research, Innovation, Social Impact</p> | <p>1. To design new PhD training courses with more attention on Intellectual</p> | COMPLETED | <p><u>Activities completed:</u></p> <p>1. UNICAL has developed a novel doctoral training program</p> |

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| <p>students' professionalism with training on specific topics (e.g. IPR and market trend).</p> | <p>39. Access to research training and continuous development</p> | | <p>Area (ARIS) Rector's delegate for PhD Programmes</p> | <p>Property Rights and research exploitation (on/off) 2. To implement a new PhD training course (at least 50 % of current PhD students)</p> | <p>focused on enhancing cross-cutting skills among PhDs. This course is designed to offer a range of perspectives and mindsets, with a particular emphasis on industrial research. The primary objective is to equip PhD students with entrepreneurial skills, with a particular emphasis on Intellectual Property Rights and research exploitation, as addressed in these 2 courses: "<i>Entrepreneurship from Research: Fundamentals for a Robust Plan</i>" and "<i>PhD3.0: Euro-projecting, Intellectual Property, and Entrepreneurship</i>". More detail at link below: https://unical.it/storage/phd-activities/253/ and https://unical.it/storage/phd-activities/322/ The complete Didactic Catalog for doctoral training, which includes specialized and transversal courses designed delivered by professors of the PhD Programs or by specialised University Structures in the context of higher doctoral training, is available at the following link: https://www.unical.it/didattica/offerativa/dottorati/attivita-didattiche-dei-corsi-di-dottorato/ The Catalog is designed to facilitate multidisciplinary, transdisciplinary, and interdisciplinary doctoral training courses and is operational starting from the XXXVIII PhD Cycle and is</p> |
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| | | | | | | <p>subject to periodic updating.</p> <p>2. The PhD training course has been conducted, reaching 49% of PhD students during the 2022-2023 period.</p> <p>The action has been concluded, but the initiative will be continued in the Action Plan 2024-2027, in agreement with the provisions of PIAO 24-26.</p> |
| <p>ACTION 17</p> <p>UNICAL should strengthen the professionalism of R2 researchers by increasing their continuing professional development.</p> | <p>38. Continuing Professional Development</p> | <p>1. Q4/2022</p> | <p>Research, Innovation, Social Impact Area (ARIIS)</p> <p>Rector's delegate for PhD Programmes</p> | <p>1. A note to all departments to clarify that research fellows (R1-R2) can attend single training courses (on/off).</p> | <p>COMPLETED</p> | <p><u>Activities completed:</u></p> <p>A wrong interpretation of Article 13 in Regulation for Research Fellowships hinders the participation of Research Fellows in individual courses (from the initial GAP analysis). The National Law 79/2022 has implemented a revised framework for post-doctoral recruitment and training, and UNICAL is diligently working to align its internal regulations with the new national legislation.</p> <p>However, as part of Ministerial Decree 737, UNICAL has allocated funds to support the training and participation of young researchers in competitive calls funded at EU and National level, committing to implement direct recruitment procedures for the winners of these calls. UNICAL has therefore supported R2 covering the costs of training and preparatory actions (e.g. seminars on "<i>how to write a successful proposal</i>"), with specialized technical assistance, liaising with National Contact Points (e.g., the Agency for the Promotion of European Research (APRE)) aimed at improving the success</p> |

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| | | | | | | rate of applications. 28 grants were awarded through 2 open calls in the biennium 2022-2023 |
| <p>ACTION 18</p> <p>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.</p> | 38. Continuing Professional Development | 1. Q2/2024 | <p>Research, Innovation, Social Impact Area (ARIIS)</p> <p>Rector's delegate for PhD Programmes</p> | 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) | COMPLETED | <p>Activities completed:</p> <p>1. The "UNICAL Regulation on PhD Programmes" (available here: https://www.unical.it/media/mcdias/2023/Phd_Regulations_RD_13-5-2022.pdf) in Article 14, guarantees PhD students a dedicated budget for research activities (equivalent to +10% of the scholarship) as literally reported: "Each PhD student is ensured a budget, aimed at supporting research activities in Italy and abroad and expenses related to the training course, appropriate to the type of course and in any case not lower than 10% of the amount of the doctoral grant; this amount is financed from the resources available in the budget of the PhD students' own Departments for scholarships granted by the University or from resources received from external institutions for additional scholarships, which also provide for their management."</p> |
| NEW ACTIONS | | | | | | |
| <p>ACTION 19</p> <p>(Part of ACTION 4, AP 2022-2024)</p> <p>UNICAL will strengthen awareness of the European Research Area and promote the implementation of the recommendations outlined in the (new)</p> | <p>1. Research freedom</p> <p>3. Professional Responsibility</p> <p>8. Dissemination, exploitation of results</p> <p>9. Public engagement</p> | <p>1. Q1/2023</p> <p>2. Q1/2023</p> <p>3. Q2/2027</p> | <p>Research, Innovation and Social Impact Area (ARIIS)</p> <p>Communication Office</p> | <p>1. To design of newsletter (on/off)</p> <p>2. Annual newsletter calendar (on/off)</p> <p>3. A bi-monthly newsletter sent via email to the whole academic community (100%), available in both Italian</p> | IN PROGRESS | <p>This action is part of the Action 4 outlined in the Action Plan for 2022-2024, focusing on addressing subtask 3, which is taking longer than expected: this action will continue and will be further developed in Action Plan 2024-2027.</p> <p>Initially, the design of the Newsletter (1) and the editorial calendar planning (2) took</p> |

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| C&C by offering a dedicated communication service tailored to the entire academic community. | | | | and English languages. | | <p>longer than expected, resulting in the first Newsletter being published in March 2023.</p> <p>Despite the initial plan of producing 12 bi-monthly newsletters, only 6 have been generated. These newsletters have been disseminated to the entire academic community via email and made available on the HRS4R webpage (in Italian and English) under the HRS4R-News section (https://www.unical.it/contents/newsletters/view/hrs4r_news).</p> <p>UNICAL will commit to producing a bi-monthly Newsletter in the coming years on specific topics to strengthen awareness of the European Research Area and promote the recommendations outlined in the new C&C. The newsletter will be sent to the whole academic community (100%).</p> <p>The implementation of this action involves the active participation of several researchers and delegates of the Rector for interviews.</p> |
| <p>ACTION 20 (Part of ACTION 5, AP 2022-2024)</p> <p>UNICAL will offer a training course on Gender language aimed at preventing gender-based violence, specifically addressing sexual harassment and any form of violation of personal dignity and freedom.</p> | <p>10. Non discrimination 27. Gender balance 38. Continuing Professional Development</p> | <p>1. Q1/2024 2. Q1/2025</p> | <p>Rector's Delegate of Equal Opportunities</p> | <p>1. Design of training activities on gender language, gender violence and harassment for all staff (on/off);</p> <p>2. Training course on gender violence and harassment for all staff (estimated at least 100 attendees)</p> | <p>IN PROGRESS</p> | <p>This action is part of the Action 5 outlined in the Action Plan for 2022-2024, focusing on addressing subtask 4, which is taking longer than expected: this action will continue and will be further developed in Action Plan 2024-2027.</p> <p>In 2021, a 12-hour training course on gender language for UNICAL staff was conducted, in with 450 Administrative-Technical Staff and 35 researchers participated.</p> <p>To engage a broader audience of researchers, we conducted two-hour focus groups within</p> |

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| | | | | | | departments to disseminate guidelines on inclusive language. The initial evaluation of our GEP recommended expanding training to address sexual harassment/violence. Course development took place between January and February 2024 (1), with delivery scheduled for March 2025. This 12-hour course has been integrated into the UNICAL's Training Plan, with an anticipated participation of at least 100 individuals. |
| <p>ACTION 21 UNICAL will promote a more intense use of the REPORT platform within the research community</p> | <p>4. Professional attitude 8. Dissemination, exploitation of results</p> | <p>1. Q4/2025 2. Q3/2024 3. Q4/2025</p> | <p>Research, Innovation and Social Impact Area (ARIIS)</p> <p>ICT Area</p> | <p>1. REPORT integration with other national management platforms (e.g. interface with U-GOV) (on/off).</p> <p>2. Integration of the university's digital signature systems within the platform (for Timesheet). (on/off)</p> <p>3. 100% of projects managed by the REPORT platform compared to the total university research projects (in accordance with PIAO 23-25).</p> <p>4. Seminar to introduce the new features released by the REPORT platform, in accordance with the internal Regulation for research projects and guidelines to manage research projects (at least 2/year: 1 for Administrative and Technical Staff and 1 for Researchers)</p> | <p>NEW</p> | <p>This new action constitutes the development of Action 6 of Action Plan 22-24.</p> |

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| <p>ACTION 22 (Part of ACTION 8, AP 2022-2024) UNICAL will 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.</p> | 9. Public Engagement | 1.Q4/2026 | Research, Innovation and Social Impact Area (ARIIS) Rector's Delegate for Social Mission Rector's Delegate for Performance Evaluation and Management Control | 1. To develop an internal policy on public and social engagement (on/off) as part of the new 2024/2026 triannual programme - PRO3 | EXTENDED | This action is a continuation of the original Action 8 outlined in the Action Plan for 2022-2024. It specifically targets subtask 1, which has been postponed to the subsequent triennial program, PRO3 (currently underway), due to the fund management adjustments. Further elaboration on this action will occur within the framework of the Action Plan for 2024-2027. |
| <p>ACTION 23 UNICAL will define a more efficient communication strategy by implementing a dedicated online platform for Gender Equality, serving as a hub to foster dialogue and promote initiatives outlined in the GEP.</p> | 10. Non discrimination 27. Gender balance | 1. Q2/2025 2. Q3/2025 | Rector's Delegate of Equal Opportunities Communication Office ICT Area Unique Committee of Guarantee (CUG) | 1.Designing and organising communication campaigns to support GEP actions (3 Videos); 2.Design (on/off) and implementation of an ad-hoc section on the UNICAL website dedicated to gender equality and Diversity (1000 visualization of web page) | IN PROGRESS | This new action constitutes the development of Action 13 of Action Plan 22-24. 1. The preliminary GEP monitoring in 2023 recommended enhancing communication efforts through the creation of videos for dissemination via UNICAL's institutional channels, including the web portal and social media platforms. Currently, three new videos are in the planning stage and are scheduled for broadcast in 2025 . This in accordance with Actions (in accordance with Action 6.2.1 GEP). 2. With the aim of making gender policy-related activities more visible at UNICAL - and in continuity with the positive assessment expressed by users of the departmental websites (Equal Opportunities sections) - a dedicated website has been designed to systematize all the information, documents and materials produced. The design is currently in progress, while the |

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| | | | | | | ad-hoc web portal section is expected to be implemented by 2025 (in accordance with Action 6.1.2 GEP). |
| ACTION 24 UNICAL will improve the commitment of PhD in sharing research results activities. A day dedicated to PhD students aimed at knowledge sharing, and interaction among students from different PhD courses. | 8. Dissemination, exploitation of results 9. Public Engagement 38. Continuing Professional Development 39. Access to research training and continuous development | 1. Q4/2025, Q4/2026, Q2/2027 | Research, Innovation and Social Impact Area (ARIIS) Rector's delegate for PhD Programmes | 1. One event/year (at least 60% of PhD students) | NEW | This is an action that is now consolidated (Action 14 of the action plan 22-24), which UNICAL intends to propose again for the next triennium. |
| ACTION 25 (Part of ACTION 15, AP 2022-2024) UNICAL will monitor the satisfaction of researchers in the workplace. | 23. Research Environment 32. Co-authorship 33. Teaching 34. Complaints and appeals | 1. Q4/2024 2. Q4/2025 Q4/2026 | Research, Innovation, Social Impact Area (ARIIS) Rector's delegate for PhD Programmes Statistics and reporting sector | 1. To design anonymous survey with at least 4 main topics (co-authorship, teaching workload, complaints, research environment) (on/off) 2. Annually survey (feedback from 10% of research staff) | EXTENDED | This action is part of the Action 15 outlined in the Action Plan for 2022-2024, focusing on addressing subtasks 1 and 2, which are taking longer than expected: this action will continue and will be further developed in Action Plan 2024-2027. This action, originally scheduled to be completed by Q2/2024 are taking longer than expected, consequently, to ensure its completion, the decision has been made to extend the timeline. Furthermore, the originally planned indicators needed to be revised (as assessor suggestions): our aim now is to reach at least 10% of the academic community in terms of feedback. |
| ACTION 26 (Part of ACTION 15, AP 2022-2024) UNICAL will promote the role of <i>Confidential Counsellor</i> and all initiatives already implemented to | 10. Non discrimination 27. Gender balance 34. Complaints and appeals | 1. Q2/2024 2. Q4/2024 | Rector's delegate in Equal Opportunities Responsible for Complaints & | 1. Report of Confidential Counsellor (1 report/year) 2. Development of a guideline for reporting discriminatory behaviour and situations of sexual harassment (more than | IN PROGRESS | This action is part of the Action 15 outlined in the Action Plan for 2022-2024, focusing on addressing subtask 3, which is taking longer than expected: this action will continue and will be further developed in Action Plan 2024-2027. This action is |

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| <p>intercept and manage cases of gender violence and harassment</p> | | | <p>Appeals</p> | <p>50% of University structures adopt the protocol).</p> | | <p>in accordance with Action 5.1.4 GEP.</p> <p>1. The three-year Trustee Report will be delivered at the end of May 2024. The Report includes: (i) the number of reports received by the Trust Adviser; (ii) the number of informal procedures opened; (iii) the number of formal procedures opened; (iv) the number of procedures closed; (v) the hearings conducted by the Trust Adviser.</p> <p>Due to privacy considerations, the Report is exclusively directed to the Rector, the CUG, and potentially to the Disciplinary Board in cases involving formal procedures.</p> <p>Moreover, meetings with the Trust Advisor are scheduled across all departments of UNICAL to enhance staff awareness and promote understanding of the role of the trust body.</p> <p>2. It is planned to implement common guideline between the various University structures that deal with intercepting situations of distress (Anti-abuse Help Desk; CUG; Trust Adviser; Psychological Counselling). These protocols will provide the basis for the drafting of guidelines, to be annexed to the Regulation for the prevention and combating of sexual harassment (by December 2024)</p> |
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| <p>ACTION 27 UNICAL will promote the integration of a gender dimension into research content.</p> | <p>1. Research freedom 27. Gender balance</p> | <p>1. Q4/2025, Q4/2026</p> | <p>Rector's Delegate for Equal Opportunities Rector's delegate for PhD Programmes</p> | <p>1. Publication of an annual university call for a prize honoring the best PhD thesis that includes a gender dimension, targeting PhD students. (1 call/year)</p> | <p>NEW</p> | <p>This action is in accordance with Action 4.3.1 GEP.</p> |
| <p>ACTION 28 UNICAL will standardize the quality of supervision (especially for R1 and R2), according to guidelines, in order to improve the performance of supervisors.</p> | <p>37. Supervision and managerial duties 38. Continuing Professional Development 40. Supervision</p> | <p>1. Q2/2025 2. Q4/2025</p> | <p>Research, Innovation and Social Impact Area (ARIIS) Rector's delegate for PhD Programmes Rector's Delegate of Teaching and Learning</p> | <p>1. Definition of a Supervision Guideline and published on UNICAL website (on/off); 2. Workshop on the role of the supervisor to standardize the quality of his/her role (on/off) - (50% of PhD supervisors will attend the course);</p> | <p>NEW</p> | |
| <p>ACTION 29 UNICAL will implement guidelines for managing relationships between supervisors and temporary researchers (especially R1 and R2).</p> | <p>31. Intellectual Property Rights 32. Co-authorship 36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision</p> | <p>1. Q2/2026 2. Q2/2027</p> | <p>Research, Innovation and Social Impact Area (ARIIS) Rector's delegate for PhD Programmes</p> | <p>1. Definition of a written agreement between PhD students and their supervisors outlining the rights and obligations of each party, covering main topics such as co-authorship and intellectual property rights (IRP). (on/off) 2. Adoption of the agreement by all PhD courses (100%)</p> | <p>NEW</p> | |
| <p>AZIONE 30 UNICAL will monitor the satisfaction of temporary researchers in the relationship with the supervisors through a dedicated survey.</p> | <p>31. Intellectual Property Rights 32. Co-authorship 36. Relation with supervisors</p> | <p>1. Q2/2025 2. Q4/2025, Q4/2026</p> | <p>Rector's delegate for PhD Programmes Research, Innovation, Social Impact Area (ARIIS) Statistics and reporting</p> | <p>1. Integration into the anonymous survey dedicated to PhD students, already adopted in UNICAL, of a specific session on satisfaction with the relationship with one's supervisor (yes/no). 2. More than 50% of the</p> | <p>NEW</p> | |

| | | | sector | PhD students respond to the questionnaire each year (2025-2026) | | |
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| ACTION 31 UNICAL will implement measures to ensure the reproducibility of research results and aim to implement Open Science methodologies. This includes advocating for the importance of making data Findable, Accessible, Interoperable, and Reusable (FAIR), as well as promoting Open Access publications. | 8. Dissemination, exploitation of results | 1. Q2/2024 2. Q4/2024, Q4/2025, Q4/2026 | Research, Innovation and Social Impact Area (ARIIS) University Library System | 1. Training course on Open Science targeting to all researchers (at least 100 attendees); 2. An increase of at least 10% in the number of Open Access publications yearly, compared to the baseline (1329international Open Access publications referring to 2023) available at link below: https://shorturl.at/kpr48 | IN PROGRESS | This action has been proposed in response to the heightened emphasis on Open Science in the recently updated C&C (December 2023), aimed at tackling the evolving realities and challenges encountered by researchers and institutions. |

Note: Add as many actions are needed.

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 *:

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

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

INITIAL PHASE

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".

Comments on the implementation of the OTM-R principles (*Internal Review for Interim Assessment*)

Over the past two years, UNICAL has successfully implemented the OTM-R principles as initially proposed. The progress made within the Academic Community is notable, as highlighted below:

- A comprehensive update and translation in English of OTM-R documents, including the University's regulations regarding Researchers, Ethical Code, Code of Conduct, and Statute, has been carried out. This ensures clarity and accessibility for all stakeholders (A1 Action).
- The OTM-R documents are now readily available on the UNICAL website under the dedicated HRS4R page labeled "OTM-R Policy" (A1 & A3 Action).
- Several recruitment campaigns conducted by UNICAL have resulted in an increased number of foreign applicants. Notably, the recruitment of numerous international candidates for PhD positions, Research Fellows, and fixed-term researchers indicates significant progress in rectifying previous recruitment procedures, which were previously conducted exclusively in Italian (A7 Action).

The data presented in the "Organizational Information" table, which compares 153 foreign researchers to the initial count of 45, underscores the significant strides made in internationalization efforts. Foreign researchers now constitute 10% of the total research staff, reflecting a noteworthy expansion in our internationalization engagement.

- UNICAL has implemented the principle of balanced gender composition in recruitment commissions for R1. Amendments to the "UNICAL Regulations on PhD Programs," enacted by the Rector's decree on May 13, 2022, specify the inclusion of gender balance, where applicable, in selection boards for entry tests to PhD courses (A10 Action). For R2 (Research Fellows), UNICAL is diligently aligning its internal regulations with the new national legislation introduced by National Law n. 79/2022, which has brought about significant changes to post-doctoral recruitment and training.
- UNICAL has demonstrated its commitment to gender equality by adopting a Gender Equality Plan through Rector's Decree nr 834/2022 on June 7, 2022 (A13 Action), aimed at supporting gender equality across all profiles of researchers.

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.

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

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, which you will need to describe in detail:

How have you prepared for the internal review? *

Detailed description and duly justification (max 500 words)

On May 11, 2022, UNICAL received the "HR Excellence in Research" **Award**, recognizing its dedication to implement the principles outlined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Subsequently, on July 7, 2022, a **kick-off meeting** was convened to discuss and define the methods and tools necessary for the execution of the Action Plan. During this meeting, each action outlined in the Action Plan was assigned to specific administrative structures, and timelines for implementation were established in collaboration with the responsible units (RU).

On October 3, 2022, a restricted meeting of the Working Group convened to formalize the appointment of the **Action Plan Implementation Committee (APIC)**. The APIC, appointed by Rector Decree No. 1620/2022 dated November 18, 2022, was tasked with overseeing the coordination of the Action Plan's implementation phase. This committee was supported by the operational Working Group (WG), led by staff from the Research, Innovation, and Social Impact Area (ARIIS).

The **inaugural meeting of the APIC** took place on January 31, 2023, where an assessment of the current progress of the action plan was conducted, and mechanisms for monitoring progress were established. The monitoring of activities was conducted approximately quarterly (remote meeting with each Responsible Unite (RU)), to verify the progress, identify problems and implement corrective measures to achieve the objectives and indicators set in the Action Plan. ARIIS has acted as an intermediary between the decision-making bodies (rector's delegates and APIC) and all offices (RUs) involved.

The Research and Third Mission Committee of the Academic Senate, informed by periodic reports from the APIC, assumed responsibility for making strategic adjustments to the overall strategy, which would also be incorporated into the university's periodic strategic plan.

In recent months, monitoring activities have been intensified to ensure the timely implementation of actions and to develop the Internal Review document.

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

Detailed description and duly justification (max 500 words)

The academic community and researchers were involved at multiple levels. Firstly, their representative was included in both the Steering Committee and APIC. The decision to have representation from all levels of researchers (R1-R4) in the Scientific Committee ensures that the research community participates in actions related to the development and approval of new guidelines, protocols, and regulations.

In the APIC, there is representation from administrative staff, researchers, and governance. Regular interaction between the APIC and the Research and Third Mission Committee of the Academic Senate has facilitated strategic decisions that are also integrated into the university's periodic Strategic Plan.

Furthermore, the entire academic community is kept informed of progress through various initiatives such as the HRS4R newsletter, specific events, and updates posted on the UNICAL website's dedicated HRS4R page.

Regarding communication and promotion, the HR4SR logo accompanies all initiatives associated with the HRS4R strategy and has been integrated into the visual identity of our university.

Do you have an implementation committee and/or steering group regularly overseeing progress? **Detailed description and duly justification (max 500 words)*

The Action Plan implementation has been overseen by the **Action Plan Implementation Committee (APIC)**, comprising members from governance, researchers, and staff of the Responsible Units responsible for implementing the actions, among which, as suggested by the Assessors in the Consensus Report, a representative of the International Office and ICT Area. The APIC has received support from the Working Group (WG), primarily consisting of ARIIS staff. Each action in the Action Plan has been assigned to a specific administrative or technical office within the university, tasked with overseeing its implementation. The inclusion of the Vice-Provost for Teaching and the Research and Third Mission Committee of the Academic Senate in the APIC ensures a direct link between the committee and the governing bodies.

We are updating the composition of the Steering Committee and the APIC due to some changes in professional roles and to include certain profiles necessary for the implementation of the Action Plan.

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*Detailed description and duly justification (max 500 words)*

At UNICAL, our approach to HRS4R is deeply intertwined with key strategic documents, including the **University's Strategic Plan, Gender Equality Plan (GEP), and Integrated Plan of Activities and Organization (PIAO)**.

A significant portion of the proposed actions in the new Action Plan (2024-2027) align with the updated University Strategic Plan 23-25, aiming to strengthen the commitment of governance bodies and the entire academic community towards achieving ambitious goals for continuous improvement. The new Strategic Plan 2023-2025 not only acknowledges the vital role of HRS4R in shaping our institutional vision but also demonstrates our proactive use of HR practices to advance broader organizational objectives. In particular, it confirms UNICAL's strong commitment to promoting a supportive and inclusive research environment, following the ethics of the HRS4R initiative.

As previously discussed, the Research and Third Mission Committee of the Academic Senate has been specifically appointed to facilitate collaboration between the WG/APIC and university governance.

How has your organisation ensured that the proposed actions would be also implemented? **Detailed description and duly justification (max 500 words)*

As previously mentioned, the proposed actions are closely intertwined with key strategic documents, such as the University's Strategic Plan, Gender Equality Plan (GEP), and Integrated Plan of Activities and Organization (PIAO). The Key Performance Indicators (KPIs) outlined in the Action Plan are incorporated into the Performance Objectives of the structures involved in the implementation activities. Consequently, the activities outlined in the HRS4R Action Plan will become integral components of the routine development plans of each office (RUs) involved in the Action Plan implementation.

How are you monitoring progress (timeline)? **Detailed description and duly justification (max 500 words)*

The monitoring of activities was conducted approximately every quarter (remote meetings with each Responsible Unit), to assess progress, identify issues, and implement corrective measures to achieve the goals and indicators set in the Action Plan.

To ensure more consistent participation of APIC members and Responsible Units, we plan to establish an agenda for annual meetings aligned with the timing of the Action Plan to monitor activity progress. All meetings will involve the participation of the Working Group.

We intend to prepare a template to be shared with all Responsible Units (e.g., Google Drive) to update activity progress, identify critical issues, and delays in the implementation of actions, on an annual basis.

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

Detailed description and duly justification (max 500 words)

UNICAL will measure progress using the indicators outlined in the updated AP, which have been revised (together with the timing) following the suggestions from the Consensus Report, in order to ensure success and progress are monitored. All data will be acquired involving the Responsible Units of specific actions. UNICAL has a Monitoring, Quality and Evaluation Service specifically dedicated to the monitoring of the indicator included in the University Strategic Plan and Integrated Plan of Activities and Organization (PIAO), which has also inspired the monitoring methodology proposed for the AP 21-27.

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

Detailed description and duly justification (max 500 words)

Over the coming months, the HRS4R Committees will continue to convene regular meetings to oversee the implementation of actions and monitor ongoing progress, preparing for the external review.

As the external review approaches, each Research Unit involved in implementing the HRS4R strategy will compile a report detailing the status of actions undertaken. These reports will be submitted to both the HRS4R Committees and APIC for assessment of implementation progress. UNICAL will furnish all relevant documents and templates developed over the years, along with the achieved deliverables. Additionally, we will ensure updates to pertinent web pages throughout this process.

Ahead of the in-person visit by EC evaluators, thematic meetings will be arranged involving members of the Steering Committee, APIC, Working Group, and representation from researchers.

Furthermore, at the same time, UNICAL will prepare to adopt/receive the new version of the Code and Charter (revised and approved in December 2023).

Over the next three years, our aim is to enhance collaboration with representatives from other research organizations and universities on matters relating to HRS4R and HR practices in general. This initiative commenced in November 2023 with our contribution to the CODAU Report, compiled by Italian universities that have received the Award. The objective of the HRS4R National team is to spotlight and exchange best practices, encompassing both the methodologies employed to attain and sustain the Award, and the initiatives supporting the recruitment and career advancement of researchers.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)