TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: Università degli Studi di Udine

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Web-link to published version of organisation's HR Strategy and Action Plan:
https://www.uniud.it/it/ricerca/carta-europea/il-percorso-di-uniud

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1. ORGANISATIONAL INFORMATION

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STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1.147,7
Of whom are international (i.e. foreign nationality)	65
Of whom are externally funded (i.e. for whom the organisation is host organisation)	82* **Number of PhD students. Other data are not available*
Of whom are women	473,4
Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	916,7
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	0
Of whom are stage R1 = in most organisations corresponding with doctoral level	247
Total number of students (if relevant)	15.515
Total number of staff (including management, administrative, teaching and research staff)	1.610
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	99.795.955,86
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,…)	90.922.407,71
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7.174.322,32
Annual funding from private, non-government sources, designated for research	1.699.225,83
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The University of Udine is a public university, founded in 1978. Currently, UNIUD offers 36 first cycle degree courses and 33 second cycle degree courses. In addition, the University offers postgraduate teaching and research, with a broad and diverse range of training courses, 23 specialization schools, 13 Masters programs and 15 doctoral degrees. Research activities take place in 8 departments and 4 interdepartmental centres in	

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

various fields. UNIUD is actively engaged in a wide range of research activities in co-operation with other universities and research institutes at both national and international level, and is a member of numerous academic networks nationally and internationally.

2. NARRATIVE

On 20ᵗʰ May 2016 the University of Udine is officially recognised with an HR Excellence in Research Award from the European Commission for its commitment towards the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This recognition was awarded on the basis of a detailed internal analysis (Internal Gap Analysis) of the current implementation of the principles of the Charter&Code (C&C) as well as of its HRS plan of action (Action Plan). This has been defined in order to implement with precision the Charter and the Code, to create a high quality academic environment with favourable conditions in order to attract researchers from all over the world.

According to the results of the Gap Analysis, 39 actions have been identified. In the light of recommendations by the EC assessors, the Action Plan and HS4C&C of the University of Udine were formulated on a clearer plan including the problem identified, the goal/task of the action, the planned action, the offices in charge of implementing the action, the timing, the result indicators.

The time frame to carry out the scheme was recalculated for the three years 2016 - 2018. All the documents, available in English, on C&C are duly uploaded on the website http://www.uniud.it/carta-dei-ricercatori.
The University of Udine has now elaborated a self-assessment report, as requested in accordance with the HRS4R process, to provide a description of all the actions overtaken and innovations implemented in the period May 2016 to May 2018.

A national assessment of research quality results (i.e. VQR 2011-2014 carried out by the ANVUR – National Agency for the Evaluation of the University and Research System on behalf of the Ministry of Education, University and Research) has shown that Uniud is expected to improve its research results. Consequently, the activities of Central bodies (i.e. Senate and Board of Directors) of the University have been focused mainly on identifying and analysing these results and on creating and setting up interventions aimed improving the quality of research.
Since 2017 this objective has been a priority, impacting the implementation of actions planned in our HR Strategy. The Senate and Board of Directors have assigned the Research Commission with the task of working on the principles of the European Charter for Researchers (i.e. transparency, merit promotion, mobility, professional development), in order to reach the following objectives:
- to improve the quality of recruitment
- to support research, improving the training activities and paying attention to the scientific output.

The University's Central Bodies have approved two documents:
1. Actions to improve the quality of recruitment, which foresee:
    a) Selection of indicators (i.e. based on ANVUR's parameters) to assess the scientific profile of candidates
    b) Definition of threshold values for each indicator to guarantee an increasing impact on the quality of recruitment

2. Action plan for improving the quality of research which foresees:
    a. Retraining of the PhD courses
    b. Attention to the recruitment of postdoctoral researchers and fixed-term researchers (i.e. RTDa under Italian law)
    c. Supporting the research at the Department's level.

Currently the University's Board of Directors is assessing the proposed actions and their financing.

3. ACTIONS

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
Continuous update of the web page devoted to C&C and to the University of Udine's Human Resources Strategy and Action Plan	*Continuous*	*ARIC, AINF, C&C WG*	***Number of contacts to the web page: -*** *The web pages devoted to C&C are updated continuously.*	*Ongoing* *The indicator is not suitable to the action. It will be modified.*
Organization of seminars on the European portal EURAXESS/Researchers in motion and on his services on jobs, fellowships, rights and C&C, mobility	*Periodically from 2017*	*ARIC, C&C WG.*	***Number of organized seminars: 1*** *14 June 2016* *"The HR Excellence in Research Award to the University of Udine: an opportunity in the European Research Area to promote the C&C"*	*Ongoing*
Organization of seminars on the autonomy and the independence of scholarly research open to the whole academic community	*Periodically from 2017*	*ARIC*	***Number of organized seminars: 2*** *- 21 March 2016* *"For a new spring of the University"* *- 29 - 30 June 2017* *"G7 University–Education for All"* *Participants:250 people* *10 countries: G7 countries* *170 organizations from 3 continents and 63 public and private organizations* *https://www.uniud.it/it/ateneo-uniud/ateneo-uniud/edizioni-precedenti/conoscenza-in-festa-2017*	*Ongoing*
Creation of guidelines for mentors and for supervisors in accordance with C&C principles	*2017*	*ARIC, C&C WG*	***Publication and dissemination of booklets containing guidelines: -***	*In preparation*
Creation of a handbook for PhD students and young researchers	*2017*	*ARIC, C&C WG*	***Publication and dissemination of the handbook : 1*** *"Vademecum for PhD courses has been giving since 2016/2017 a.y. to PhD students upon registration.*	*Completed*
Institution of a special Award for the most innovative PhD poster	*from 2016*	*ARIC*	***Number of assigned awards: 5*** *1 PhD EXPO 2016 was carried out with 5 winners* *4 editions of the PhD Award were carried out*	*Ongoing* *In the period 2015/2016 the University of Udine organized the PhD EXPO (2 editions). In these events the doctoral students of the third year presented the*

				results of their own research. In particular in 2016 were awarded the 5 best posters (300 €/winner). Since 2017 the financial resources of the PhD EXPO are used for the PhD Award in favor of the best PhD theses. In 2017 5 winners were each awarded 1,800 €
Insertion of a reference to the Code of Ethics in the preamble of every agreement and contract with external organisations	*2017*	*ARIC, ALEG, APER*	***Adaptation of standard contracts with the principles of the code of ethics: -***	*In preparation*
Creation of a web page in a bilingual version dedicated to the Code of Ethics	*2018*	*APER, ALEG*	***Number of visits to the web page: -***	*In preparation* *A web page dedicated to the Code of Ethics had been created; a bilingual version is not available yet*
Definition of Guidelines for Industrial Research, to encourage the activity of University researchers in external companies, and the participation of University employees in external enterprises and spin-offs	*2017*	*ARIC, ALEG, APER*	***Publication of Guidelines: 1*** *In 2016 "the Regulation for the establishment of University's spin off" was approved (D.R. n. 154 of the 23.03.2018). Guidelines for the State Aid management will be soon approved and published.*	*Completed*
Creation of a form to be signed by all current researchers stating adhesion to the ethical principles	*2017*	*APER, ALEG*	***Number of adhesion forms signed: -***	*In preparation*
Diffusion of anti-plagiarism software and the necessary provision of information and training in its use	*2016*	*ARIC*	***Number of researchers who use the software: 130*** *Purchase of TURNITIN software (leading academic plagiarism-detection service, utilized by teachers and students to avoid plagiarism and TO ensure academic integrity). TURNITIN is integrated into the e-learning Moodle platform*	*Completed*
Informative meetings to share, discuss	*2018*	*Departments*	***Number of meetings organized in each department: 30 in total***	*In preparation*

and embrace within each department the guidelines in both the University and departmental Strategic Plans				
Implementation of an institutional Open-Access Archive for the registration, authentication, conservation and diffusion of scholarly research	*2016*	*University governance boards ARIC*	***Percentage of products on Open Access: 3%*** *60,069 metadata registered in Open Access (website: https://air.uniud.it).* *5,667 of these have full-text.* *1,683 of the full-text products are free*	*Completed*
Definition of a plan for the communication and divulgation of research results	*2017*	*University governance boards ARIC*	***Implementation of the communication plan: -***	*In preparation* *The University has not yet adopted a Communication Plan; although it has established a Dissemination Office. Its activities are:* *- communication and public engagement activities (i.e. "Conoscenza in Festa" event https://www.uniud.it/it/ateneo-uniud/ateneo-uniud/conoscenza-in-festa)* *- "Famelab" initiatives (https://www.uniud.it/it/ricerca/divulgazione-scientifica/Famelab_2018)* *During the "Conoscenza in Festa" event the "The Udine G7 University Manifesto" was shared and signed https://www.crui.it/g7-university.html* *This document collects ideas, initiatives which could be carried out by all signatories Universities to promote the cultural, social and economic development, the sustainability approach and global citizenship*
Accomplishment of the scheduled Plan of Affirmative Action 2016-2018	*End 2018*	*Specific guaranteeing committee*	***Number of objectives of the Plan achieved: 9***	*Ongoing* *Affirmative Action Plan 2016-2018 was modified and a new Action Plan 2017-19 was adopted*
Translation into English of the web page of the Specific Guaranteeing Committee	*2017*	*AINF Specific guaranteeing committee*	***Full translation: -***	*In preparation*

for equal opportunities				
Preparation of an English language version of the main pages of the web sites of the University and of all Departments	*From 2018*	*AINF, SCOM and Departments*	***Translation of the pages of the website: -***	*In preparation* *Some pages of the website were fully translated in English.* *Waiting completion of the main pages of the site, a dedicated website with the main information was constructed to support the foreign students.*
Creation of a specific webpage on the University website with all the information about all the available positions, included all forms of short-term contracts or grants	*End of 2016*	*ARIC, AINF, SCOM*	***Realization of a web Page:-***	*In preparation*
Provision of a short description of the different stages of the selection process on the same webpage as all other information about the position available	*2017*	*ARIC, AINF*	***Insertion of the description of the different stages in the web page: -***	*In preparation*
Creation of spaces and provision of appropriate equipment to carry out research	*End 2018*	*University governance boards, ABIL, ALOG, SPEP*	***Number of spaces created: 52*** *- 32 meeting rooms, in Departments;* *- 20 study rooms, in University.*	*Completed*
Identification of locations to accommodate a coffee/common room in each department	*End 2018*	*University governance boards, ABIL, ALOG, SPEP*	***Number of spaces created: 118*** *- 112 Corner Café;* *- 6 accessorized kitchens.*	*Completed*
Definition of an anti-mobbing action plan and determination of strategies to improve the working conditions of the individual	*2018*	*Specific guaranteeing committee*	***Completed plan: -*** *- 6 events*	*In preparation* *Waiting for the definition of an anti-mobbing action plan, many events have been organized.* *A questionnaire on working condition is administered to the staff since 2014 and will be administered soon to researchers*
Census update of the remaining architectural barriers and	*2017*	*ALOG, SPEP, Specific guaranteeing committee*	***Updated census***	*Completed*

implementation of a feasibility study for their elimination				
Implementation of a plan for risk prevention among researchers and its propagation through specific training initiatives	*2017*	*SPEP*	**Number of courses organized: 7**	*Completed*
Start up of a project to monitor sense of well being OF researchers' AT UNIUD	*2018*	*Specific guaranteeing committee*	**Survey conducted: 212 (year 2017)** *- 212 Questionnaires completed in 2017 by PHD. students*	*Ongoing* *A questionnaire on researchers' sense of well-being will be administered soon to researchers*
Adoption of regulations covering visiting professors	*From 2017*	*University governance boards ARIC, ALEG, APER*	**Guidelines adopted: 1** *Regulation to confer the title of Visiting Professor and Visiting Researcher (D.R. n. 309 of the 05.07.2016) (https://www.uniud.it/it/ateneo uniud/normativa/personale/personale-docente/regolamento-per-il-conferimento-del-titolo-di-visiting-professor-e-di-visiting-researcher)*	*Completed*
Creation of a specific webpage devoted to the outgoing mobility of researchers (opportunities, tasks, coverage)	*From 2017*	*University governance boards ARIC, ALEG, APE*	**Web page created: 1**	*Completed* *Purchase of Pivot™, which is a platform to search mobility opportunities around the world. http://www.pivot.cos.com*
Organization of seminars about how to write a CV, job interviews, job placement, professional competences etc. (mandatory for PhD students, open to the whole academic community)	*Periodically from 2016*	*ARIC*	**Number of seminars organized: 28** *- 2 Workshops for PhD.. Students.* *- 13 "Mercoledì del Placement": once each month, on a Wednesday (during spring and autumn), companies meet graduates and students of UNIUD. At each of these events four well-established employers are invited and make a presentation to prospective recruits, and invite participants who have prepared CVs to an authentic job interview conducted by the Head of Human Resources of each company.*	*Ongoing*

			- these events are organised monthly in autumn and spring semesters *- 11 Career Tour: free transportation to job fairs near Udine (graduates are required to pay a one-off annual fee of 12 € for insurance)* *- 2 Job Breakfast: Mornings dedicated to graduates and Uniud students with holdings recruitment Managers that collect the participants' CVs and conduct Job interviews.*	
Extension of services, offered by the Career Centre to bachelor students, also to PhD students	*From 2017*	*ASTU*	**Number of PhD students reported to companies: -**	*Ongoing* *In 2016 Career Center was rearranged. Services has been extended to PhD. Students too.* *Referring to PhD. Students occupational inclusion, UNIUD subscribed in 2017 for Almalaurea Services.*
Definition of actions to promote the introduction of a representative of researchers with short-term positions (research fellows, experts on the subject) in each Board of Department	*From 2017*	*University governance boards ALEG*	**Number of departments participating: -**	*In preparation*
Implementation of a survey on the tasks and the best practices of mentoring and supervising, based on anonymous questionnaires to be compiled by early-stage researchers (PhD students, research fellows, etc.)	*From 2017*	*ARIC, C&C WG*	**Survey conducted: -**	*In preparation*
Introduction of a customer satisfaction questionnaire for the training courses organised for PhD students at the end	*From 2017*	*ARIC*	**Number of completed Questionnaires: In 2017, 212 (90,2% PhD Student)**	*Completed*

of the three years of the doctorate				
Devising of a training and updating programme specifically for senior researchers	*End of 2017*	*ARIC*	***Training plan for senior researchers implemented:*** *- 2 cycles of seminars were carried out (in total 10 events);* *- 1 advanced course to submit project proposals in the framework of the Horizon 2020 program was carried out;* *- 1 workshop on communication*	*In preparation* *Waiting for planning approval of the training programme, Uniud organized workshops on soft SKILLS, -particularly communication skills and project management*
Creation of a web page to include all the training initiatives available for researchers	*End of 2018*	*ARIC, C&C WG*	***Number of visits to the web page: -***	*In preparation*

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

The recruitment procedures of the University are governed by the Italian law and guarantee equal opportunities, transparency, and merit promotion.
As regards fixed-term researchers, the following principles are applied in recruitment:
- High visibility is given to publication of announcement at the EU (i.e. Euraxess),and national levels (i.e. on the website of the Ministry of Education, University and Research and in the official gazette of the Italian republic), and locally on the website of the University. On the University's website each phase of the procedure is published until the approved list of candidates and related evaluation score
- High scientific profile of the Evaluation Committee in terms of scientific productivity: the quality of the components ensures the selection of candidates with a high scientific profile
- Ambitious criteria to select the candidates: expertise in research and didactics are assessed and a specific evaluation score is attributed basing on the citation impact.

Concerning the PhD students the recruitment is based on these principles:
- Recruitment through public announcement to set up the selection applying open, transparent, merit-based principles
- High visibility to the public announcement: it is published in Italian and English languages at the EU level (i.e. Euraxess), national level (i.e. on the website of the Ministry of Education, University and Research and on the official gazette of the Italian Republic), and local one (i.e. on the website of the University)
- Anticipated public announcement to boost the participation: every year the call is open at the end of May with a deadline of 31 of August (opening for a minimum of 3 months)
The recruitment of research grant holders in accordance with the Italian law 240/2010 acknowledge the following principles:
- Recruitment through public announcement to set up the selection applying open, transparent, merit-based principles
- High visibility is given to public recruitment campaigns published in Italian and English at the EU level, the national levels (i.e. Euraxess), /Italian Ministry of Education, University and Research as well as in the Official Gazette of the Italian Republic), and locally on the website of the University. The campaign is active for at least 10 days.
- Planning of recruitment: since 2017 the University's Research Committee is yearly planning the opening of the calls in order to support academics to time their research activities and in starting up the procedure, contributing to set up correctly the recruitment on the research needs

IMPLEMENTATION

The planned next steps foresee the establishment of a new working group within June, where both junior and senior researchers will be represented. This group will actively start working at the beginning of July.
The tasks of the new working group will be:
- reviewing of the Action Plan of 2016 (within Autumn)
- proposing of modifications/integrations to the Action Plan, specifically aimed to improve the research quality (within December 2018)
- boosting the implementation of the Action Plan
- extending the engagement of researchers and stakeholders. The latter will be actively involved by using "Punto Impresa" that is a set of facilities specifically developed by UNIUD to meet enterprise needs

In addiction to the above mentioned actions, the Senate and Board of Directors will develop targeted Research policies to improve the number of PHD students, post doc and Junior research positions. The aim is to enlarge the number of young scientists in order to develop clear and transparent position tracks. These policies will be approved within the end of 2018 and applied from 2019.

In order to monitor this process, the University's Quality Committee has been specifically modified, including in the Section Research one component assigned to monitor the implementation of the University's HR Strategy. The University's Quality Committee was changed on March 2018.