

TEMPLATE 4: ACTION PLAN

Case number: 2018IT341333

Name Organisation under review: Università degli Studi dell'Insubria

Organisation's contact details: Via Ravasi, 2, Varese, Italia / Lombardia, 21100

SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	587,00
<i>Of whom are international (i.e. foreign nationality)</i>	42,00
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	33,63
<i>Of whom are women</i>	248,50
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	339,00
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	47,00
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	201,00
<i>Total number of students (if relevant)</i>	10.749
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	898,08

RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	83.415.559,00
<i>Annual organisational direct government funding (designated for research)</i>	18.326.518,46
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	501.415,67
<i>Annual funding from private, non-government sources, designated for research</i>	1.035.132,09
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Since its foundation in 1998 spinning off Milano and Pavia Universities, University of Insubria has always been promoting the development of high education (Bachelor, Master and PhD level) and scientific research, in order to guarantee excellent levels of innovation, learning and planning thanks to its teaching and research groups, structures and services. In two decades, Uninsubria has been consolidating a fruitful connection to its industrialized territory and to national and international networks, growing from about 4000 to 11000 students, from 100 to 400 research units with an increasing number of foreign students, researchers and visiting professors.</p> <p>(https://www.uninsubria.eu/about-us/facts-and-figures , https://www.uninsubria.eu/research/researchuninsubria)</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES

<p>Ethical and professional aspects</p>	<p>As a general consideration, throughout the four aspects considered, must be highlighted that Uninubria started 20 years ago to build its administrative apparatus that, even if quickly growing, has still some improvement areas. This consideration is, at the same time, a strength and weakness factor: open to innovation on one side, still reinforcing the walls of the house and making it more comfortable.</p> <p>This means that the first goal of the administration has been to guarantee the formal fairness of procedures: joining HRS4R means going beyond it, towards innovation and making Uninubria an attractive and comfortable house for researchers.</p> <p>Strengths</p> <ul style="list-style-type: none"> • Clear regulatory framework • Shared process in writing the local code of ethics • Strong national and (consequently) local commitment <p>Weaknesses</p> <ul style="list-style-type: none"> • Low priority perception of the researchers about integrity issues • Occasional dissemination of the code of ethics contents • Awareness about Public engagement issues is strong: however an important effort is still needed in order to better coordinate individual initiatives • There is no specific and shared guidelines for research projects in order to increase researcher’s knowledge of funding mechanisms and relative awareness of institutional commitment
<p>Recruitment and selection</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Central administrative offices and governing bodies are clearly conscious of the principles and constantly verify that actions should be performed according to them. • National and local legislation makes selection procedures completely transparent and public: the consciousness of the stakeholders’ attention about such issue makes Uninubria more than willing to maintain its good reputation and to be considered accountable. • Mobility experience and qualification is recognized by the University • The selection process should take into consideration the whole range of experience of the candidates <p>Weaknesses</p> <ul style="list-style-type: none"> • No direct mention to European Code of Conduct for the Recruitment of Researchers is currently explicated in selection calls and linked decrees or administrative acts. • There is only Italian language for R3 R4 calls • Gender Balance in selection committees is mandatory in all R2-R3-R4 recruitment processes, while it is only often applied to R1 selections but with no legal bond.

Working conditions	<p>Strengths</p> <ul style="list-style-type: none"> • Great and strong attention to safety conditions, working conditions and so on. National legislation is clear and mandatory <p>Weaknesses</p> <ul style="list-style-type: none"> • Missing of communication plan about information, services, opportunities, formal bonds, protection measures • Specific attention must be addressed to international researchers • Lack of positive action plan for researchers • Training on teaching expertise is sporadic and not institutionally planned • R2 are not directly represented in Academic Bodies
Training and development	<p>Strengths</p> <ul style="list-style-type: none"> • University recognizes professional leadership, supervision skills and training <p>Weaknesses</p> <ul style="list-style-type: none"> • Teaching skills must be improved: this is to be considered an innovative action in the Italian university's system, because of the lack of best practices to be inspired by. • The interaction between supervisor and First Stage Researchers (FSRs) develops on a spontaneous and not structured basis • Training initiatives and financial support of participation of external initiatives is not empowered

3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: www.uninsubria.it/hrs4r

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>1. Development Action: REGULATORY REVISION of CODE OF ETHICS and CODE OF CONDUCT setting of standards of respect of Codes; extension of art.10 of Code of Ethics; drafting of a new chapter on the evaluation of Ethics in research projects dealing with rights, dignity, integrity and well-being of those involved; respect for any other living organisms and for the environment in all its dimensions and components; freedom and promotion of science, data protection and implications of dissemination of research data. Transposition of those changes into the COMPOSITION OF THE ETHICAL COMMISSION, integrated with Research Ethics/Bioethics Experts</p>	<p>2. Ethical principles</p>	<p>Q1-Q6</p>	<p>R.U. General Affairs Office; other involved units: Anti-corruption and Transparency, Animal Welfare Committee OPBA, HR Service, Ethical Commission, ENAI (European Network for Academy Integrity)'s Uninsubria Representative</p>	<p>1. Approval of revisions 2. Appointment of the Ethical commission integrated with bioethics expert</p>

<p>2. Communication Action, PROMOTION OF INTEGRITY AND ETHICS policies, culture and procedures: * Communication Plan and dissemination of revised Code of Ethics; * English translation of revised Code of Ethics and Code of Conduct, CUG Guarantee Committee initiatives and any other policy concerning Integrity; * Implementation, updating and translation of webpages on Ethics and Integrity https://www.uninubria.it/la-ricerca/etica-ricerca; *Inclusion of a specific paragraph about the compliance with the Code of Ethics and similar in every agreements/contracts</p>	<p>2. Ethical principles 5. Contractual and legal obligations</p>	<p>Q6 - Q8</p>	<p>R.U.Communication Service; other involved units: HR Service, Research Office, CUG Guarantee Committee</p>	<p>1. Publication of the English version on internet web page; 2. Translation of web page; 3. Presentation meetings addressed to all researchers; 4. Communication of this binding duty to any unit dealing with contractual obligations</p>
<p>3. Formalization Action: Drawing up of administrative GUIDELINES FOR PLANNING AND MANAGING RESEARCH FUNDED PROJECTS. Guidelines will contain definition of roles and tasks within the different phases (fund scouting, submission, implementation, budgeting, resources management), references to circulation of project documentation, competences and responsibility of project managers/ principal investigators /administrative staff, as well as information about eligible costs, templates and principles of remuneration calculating and accounting for working hours, employing project staff, reporting, IPR responsibility. Guidelines are crucial also to normalize and even all practises and procedures within our University and to allow the diffusion of a common archiving system.</p>	<p>4. Professional attitude 5. Contractual and legal obligations</p>	<p>Q1-Q4</p>	<p>R.U. Research Office; other involved unit: Departments</p>	<p>1. Guidelines definition</p>
<p>4. Formalization Action: MAPPING of information, tools and services dedicated to</p>	<p>13. Recruitment (code)</p>	<p>Q1-Q5</p>	<p>R.U. Research Office; other involved units:</p>	<p>1. Definition of information, tool</p>

<p>RESEARCHERS' MOBILITY (INCOMING) and – if necessary- drafting of possible integrations (see also Action 7 Communication Plan) "ONBOARDING" measures addressed to visiting researchers, MSCA or ERC applicants, international candidates (English): *promotion of Uninsubria as Host Organisation (mapping of research fields, expertise and infrastructures); *Specific support for MSCA and ERC applicants in writing their proposals; *OTM-R information (enhancement of promotion of selection calls)</p>			<p>AIQUA-R Departmental Committees for the Quality of Research, HR Service</p>	<p>and services;</p> <ol style="list-style-type: none"> 2. applications to several partner search platform to promote Uninsubria as Host Organisation; 3. updating, extension and translation of departmental research fields (currently drafted at https://www.uninsubria.it/la-ricerca/ambiti-di-ricerca-pubblicazioni-progetti-finanziati “ambiti di ricerca”); 4. dedicated email address and related support service for external MSCA and ERC applicants
<p>5. Formalization Action: MAPPING of information, tools and services dedicated to RESEARCHERS' MOBILITY (ADVANCED INCOMING) and – if necessary- drafting of possible integrations (see also Action 7 Communication Plan), "WELCOME" measures addressed to new international researchers (English) with particular regard to following aspects: visa and health procedures; living in Varese or Como; contractual obligation; course of Italian as a foreign language already planned for international students will be extended to international researchers</p>	<p>29. Value of mobility</p>	<p>Q1-Q5</p>	<p>R.U. Training and Research Area; other involved units: International Relations Office, Departments, Students Services</p>	<ol style="list-style-type: none"> 1. Definition of information, tool and services; 2. dedicated schedule / help desk for new researchers; 3. promotion of extension of Italian course to researchers
<p>6. Formalization Action: MAPPING of information, tools and services dedicated to RESEARCHERS' MOBILITY (OUTGOING) and</p>	<p>26. Funding and salaries</p>	<p>Q1-Q5</p>	<p>R.U. HR Service; other involved units: Research Office, International</p>	<ol style="list-style-type: none"> 1. Definition of information, tool and services;

<p>CAREER DEVELOPMENT and – if necessary- drafting of possible integrations (see also Action 7 Communication Plan) "CAREER PATH" measures addressed to all our researchers (Italian and English) with particular regard to the following aspects: training; IPR; social security and supplementary pension right; career advice and placement; international mobility and staff exchanges; support for research funds scouting and planning; OTM-R information related to selection calls process, principles of Charter & Code and our Code of Ethics</p>	<p>29. Value of mobility 30. Access to career advice</p>		<p>Relations Office</p>	<p>2. Periodic editing of a newsletter on main research and mobility programs</p>
<p>7. Communication Action: PLAN to increase the EFFECTIVENESS AND VISIBILITY of permanent and future initiatives and services for POTENTIAL, NEW and SENIOR RESEARCHERS: *internal guidelines to maximize impact on diffusion of our recruitment calls on web sites as Euraxess; *English translation of calls also for R3/R4, regulations and web pages related to research (main fields and experts); *implementation of a web page dedicated to researchers' recruitment according to OTM-R initiatives/new policy and promotion of the principles of C&C; *planning and implementation of e-tools (online kit or tutoring, mobile app, dedicated webpage, newsletter) related to information and services foreseen in Actions 4, 5, 6</p>	<p>5. Contractual and legal obligations 13. Recruitment (code) 23. Research environment 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>Q5-Q8</p>	<p>R.U. Communication Service; other involved units: Research Office, HR Service, Training and Research Area</p>	<p>1. Definition of the communication plan related to "Onboarding", "Welcome" and "Career Path" measures; 2. Updating of web-information on research fields, projects, researchers' recruitment , C&C; 3. English translations; 4. Internal guidelines to maximize impact on diffusion of our recruitment calls</p>
<p>8. Communication Action: Coordination of COLLECTION of PUBLIC ENGAGEMENT INITIATIVES to be archived at central level and improvement of their VISIBILITY: *creation of a centralised archive of PE initiatives including</p>	<p>9. Public engagement</p>	<p>Q1-Q6</p>	<p>R.U. Quality Assurance Support Office; other involved units: , AiQua-R (Departmental Committees for the</p>	<p>1. centralized archive of events/initiatives; 2. use of an event technology platform and diffusion of a</p>

collaboration with the territory and schools (starting point also for national survey on “Terza missione/Third mission” carried out by ANVUR Italian Agency for the Evaluation of the Quality of Research) with diffusion of formats and guidelines; *use of e-tools and social media to promote the initiatives and use of an "event technology platform" to register and monitor participation; *sharing of procedures with researchers			Quality of Research), Communication Service, Press Office, Orientation Office	procedure to promote PE initiatives
9. Development Action: Definition of a POLICY ON OPEN TRANSPARENT AND MERIT-BASED RECRUITMENT for the 3 main phases (Advertising and application; Selection and evaluation and Appointment). Policy will be formalized and disseminated in order to set out clear existing procedures and practices and- if necessary- improved with specific measures. Policy will state the importance of: *collecting and disseminating all existing regulations, procedures, good practices and templates in a new dedicated webpage; *translating all relevant information, regulations and selection call; *mentioning the C&C principles in all information material, contracts and recruitment administrative acts; *filling up the gaps as focused and explained in the OTM-R check list	12. Recruitment 13. Recruitment (code)	Q1-Q8	R.U. HR Service; other involved units: Departments, Research and Internationalization Service, Communication Service	1. Policy definition; 2. Updating and extension of the webpage https://www.uninsubria.it/la-ricerca/ambiti-di-ricerca-pubblicazioni-progetti-finanziati focusing on OTM-R policy; 3. New templates for recruitment calls both in Italian and English taking into account the C&C and ethical principles and OTM-R checklist requirements
10. Development Action: Definition of a PERSONAL CAREER DEVELOPMENT PLAN PCDP aimed at identifying short- and long-term professional goals and activities as well as additional skills, knowledge and experiences that can help in the current and future positions. PhD	28. Career development 30. Access to career advice 36. Relation with supervisors	Q1-Q4	Doctoral School	1. Number of PCDPs; 2. one PhD course: as this action strongly impacts on doctoral culture, it will be introduced through a pilot phase that will

<p>students and their supervisors will adopt and jointly draw, as good practice already experienced in MSCA-ITN actions, a PCDP to be regularly revised and discussed at the end of each year (i.e. participation to local and international research groups or courses; submission of abstract, invitations, inclusion in organizing committee of scientific events, description of the research budget for 2nd and 3rd year)</p>	<p>38. Continuing Professional Development</p>			<p>involve 1 PhD course to be chosen on voluntary-basis; it will be evaluated and eventually extended</p>
<p>11. Communication Action: PROMOTION of institutional figures, confidential and informal assistance, services and procedures dealing with COMPLAINTS/APPEALS for work-related conflicts, disputes, grievances with particular reference to possible frictions between First stage researchers and supervisors: i. a single web page that collects all information; ii. University Guarantee Committee CUG and Confidential Counsellor initiatives; iii. Reference to complaints assistance in all Onboarding /Welcome /Recruitment tools</p>	<p>34. Complains/appeals</p>	<p>Q1-Q5</p>	<p>R.U. Communication Service; other involved units: Guarantee committee CUG, Research Office, HR Service, Training & Research Area</p>	<p>1. Definition of a Communication Plan; 2. Dedicated web page</p>
<p>12. Development Action: Organization of the research and SCIENTIFIC FACILITIES: mapping of the current scientific facilities throughout the Institution; feasibility study of functional reorganisation of scientific facilities based on the analysis of the mapping study; promotion of guidelines for the access and use of common research facilities and equipment. Funding measures to support researchers and improve their scientific environment: fund raising for particular equipment will be promoted and a pilot internal competitive call open to all R3/R4</p>	<p>23. Research environment</p>	<p>Q1- Q5</p>	<p>R.U. Research and Internationalization Service; other involved units: Departments</p>	<p>1. Publication of internal call for co-funding of new research instrumentation</p>

researchers will be launched to co-finance new big scientific infrastructures (> € 50.000 value).				
13. Development Action: Definition of a POLICY on VALORISATION of the EFFORT of RESEARCHERS involved in externally funded projects, in terms of FINANCIAL BENEFIT or ADDITIONAL FUNDING for research	26. Funding and salaries	Q1-Q5	R.U. Research Office; other involved units: HR Service, Departments	1.Policy definition
14. Development Action: Definition of a TRAINING PLAN FOR RESEARCHERS and feasibility study on appropriate methodology (on line, webinar, labs, workshops, courses); it will include the following topics (and others will be identified after an online survey directed to all researchers): *English course to promote international collaboration; *tutorial on supervision, teaching and dissemination designed by senior supervisors to ensure clear and transparent supervision arrangements for doctoral students; *teaching skills: public speaking, specific learning disorders etc.; *workshops on Integrity/Ethics for researchers (general topic as plagiarism and specific ones as biobanks); *new editions of training courses already implemented see gap analysis principle n.38	33. Teaching 39. Access to research training and continuous development	Q2-Q8	R.U. Research Office; other involved units: HR Service, Doctoral School, Quality Assurance Support Office, ICT Service	1. Online survey to all career level researchers on their training needs; 2. Approval of Researchers' Training Plan
15. Development Action: IMPLEMENTATION OF PARTICIPATION OF R2 (assegnisti di Ricerca) on the consultation body AIQUA-R Departmental Committee for the Quality of Research in order to develop their involvement in departmental management, dissemination and documentation of research funds. Appointments will be expressed and approved by each Department	35. Participation on decision-making bodies	Q1-Q2	R.U. Quality Assurance Support Office; other involved units: Departments	1. Appointment of post-doc researchers in AIQUA-R committees by Department Boards

Board.				
16. Formalization Action: Formalization of the opportunity to ACCESS TO RESIDENTIALITY FACILITIES for First Stage Researchers (R1 or PhD students) and Recognised researchers (R2 or Italian “assegnisti di ricerca”) and promotion for all researchers. Specific agreements to increase access to university residential opportunities as well as increase of information on local services.	23. Research environment	Q1-Q4	Training & Research Area	1. Approval of procedures; 2. Templates to apply for residential facilities addressed to R1 and R2
17. Development Action: GENDER BALANCE MEASURES will be extended or ex-novo applied in order to guarantee full coverage of the principle. Full gender balance will be reached in Selection and Evaluation Committees for researchers’ recruitment thanks to the extension of the presence of at least 1/3 of women in Committees for R1 recruitment processes (currently often reached but not mandatory). Moreover, in order to concretely impact on researchers’ professional life, the institutional “Positive Action Plan” promoted by Uninsubria Guarantee Committee will be extended, not only to technical and administrative staff also to all researchers, where necessary and applicable.	14. Selection 27. Gender balance	Q1-Q8	R.U. General Affairs Office; Other involved units: HR Service; Ethical Commission; Guarantee Committee CUG	1. At least 1/3 of women in R1 positions’ selection Committees; 2. “Positive Action Plan” extended to researchers
18. Development Action: OTM-R TRAINING for SELECTION COMMITTEES' MEMBERS. In parallel with the publication of a proper OTM-R policy, a related on line course/webinar/remote tutorial targeted to Selection Committees’ members will be implemented in the intranet/e-learning section, focusing on OTM-R tool kit and stressing their formal adherence to Uninsubria’s Code of Conduct/Code of Ethics and to the Code of	12. Recruitment 14. Selection	Q5-Q8	R.U. HR Service; other involved units: ICT Service, Departments, Doctoral School	1. online publication/tutorial on recruitment principles for members of selection committees

Conduct for the Recruitment of Researchers.				
---	--	--	--	--

Unselected principles:

(++) 1. Research freedom

(++) 3. Professional responsibility

(++) 6. Accountability

(++) 7. Good practice in research

(++) 8. Dissemination, exploitation of results

(++) 10. Non discrimination

(++) 11. Evaluation/ appraisal systems

(++) 15. Transparency (Code)

(++) 16. Judging merit (Code)

(++) 17. Variations in the chronological order of CVs (Code)

(++) 18. Recognition of mobility experience (Code)

(++) 19. Recognition of qualifications (Code)

(++) 20. Seniority (Code)

(++) 21. Postdoctoral appointments (Code)

(++) 22. Recognition of the profession

(++) 24. Working conditions

(++) 25. Stability and permanence of employment

(++) 31. Intellectual Property Rights

(++) 32. Co-authorship

(++) 37. Supervision and managerial duties

(++) 40. Supervision

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

OTM-R System: Although a substantial accordance to OTM-R principles is guaranteed, definition and adoption of a proper OTM-R policy is needed. Action n. 9 (as detailed above) foresees the definition of a proper OTM-R policy with the collection, improvement and dissemination of information, regulations and procedures in order to contribute to filling up the gaps focused in the OTM-R check list. Currently, several web pages of the public website contain information about how Uninsubria has been regulating different OTM-R aspects and the intranet section provides added information and services dedicated to the different categories of researchers. A single web page – organized for professional categories and thematic areas (i.e. teaching/research) - will be updated and further implemented in English.

This new architecture of coordinated information on OTM-R policy and related materials, together with the promotion of the European Charter and Code for Researchers, is foreseen within the action n. 7. This action, as described above, consists of a complete communication plan with the aim to promote the existing and improved practices and procedures regarding “onboarding”, “welcoming” and “career path” initiatives formalized in action n. 4, 5 and 6.

An action (n. 18) is dedicated to better support Selection Committee members by providing in the intranet/e-learning section an on line course/webinar/remote tutorial related to OTM-R policy underlying the importance of total adherence to Uninsubria’s Code of Conduct/Ethical Code and to the European Code of Conduct for the Recruitment of Researchers.

Although Uninsubria has tools and internal figures to supervise correctness and transparency of selection procedures, it is necessary to implement a **proper OTM-R quality system (ad hoc OTM-R action n. 20)** focused on actions identified to fill the gaps underlined in OTM-R check-list (actions integrated with other foreseen actions or other ad hoc actions). In order to optimize and enhance its effectiveness, Transparency and Anti-corruption Plan will be integrated with a chapter dedicated to researchers' recruitment with specific goals and its results on OTM-R relevant aspects. Meanwhile, some actions related to OTM-R aspects as all the other actions identified for the HRS4R implementation process will be included in the annual performance plan of the administrative staff, which identifies for each specific goal, the administrative units responsible and other units involved in the action, indicators and targets.

ADVERTISING AND APPLICATION PHASE: Procedures substantially adhere to open and transparent requirements. The use of **web-based tools for researchers' recruitment** is already a widespread practice for all professional categories, but not yet for any phase of their selection. Currently, only Post-doc positions selection calls (R2) are entirely managed through the online platform PICA <https://pica.cineca.it/>. Therefore, this opportunity will be extended to all experienced and senior researchers (**ad hoc OTM-R action n. 19**) with the aim to facilitate applications by all potential candidates located all over the world. It will allow to:

- submit online applications
- offer remote interviews
- assess formal requirements and qualifications
- register selection committee's minute
- publish all results and feedback
-

ICT Service has been identified as the responsible unit for this action, with the collaboration of HR Service and Departments. The implementation of PICA e-platform for R3 and R4 is due within the 8Th Quarter. The impact of all ad hoc actions identified to fill in gaps regarding OTM-R principles will be maximized through the implementation of action n. 7 (Communication plan) with an expected growth in attractiveness: specific focus within Action n. 7 will regard the diffusion of our recruitment calls in English on Euraxess through the provision of written instructions to improve visibility of job opportunities.

Other actions described above (n. 12 – scientific facilities optimization – and 16 – facilitated access to accommodation for R1 and R2) are foreseen to increase the attractiveness of the positions available at Uninsubria and applications from abroad.

SELECTION AND EVALUATION PHASE: Through the foreseen action n. 17 (Gender measures) gender balance will be respected even when currently not mandatory (R1 positions' selection), requiring a minimum of 1/3 of women in any selection's Committee composition and evaluating the extension to researchers of "Positive Action Plan" designed by the Guarantee Committee CUG .

APPOINTMENT PHASE: Full compliance with feedback/complaints/appeal procedures is guaranteed for recruitment processes. Nevertheless, in Action Plan a specific communication action (n.11) has been designed in order to spread all information about institutional figures and services dealing with general work-related conflicts, disputes, grievances.

OVERALL ASSESSMENT: Overall assessment will be guaranteed by monitoring the results of administrative performance (Approval of the annual report on performance with action results, time and effective target reached with the validation by the Internal Evaluation Unit) and through the annual plan on Transparency and Anti-corruption containing data and information on crucial OTM-R aspects.

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

URL: <https://www.uninsubria.it/statuto-e-regolamenti> ; <https://www.uninsubria.it/risorse-utili/era-researchers-recruitment>

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation process starts in coincidence with the establishment of the new governance of our University (01/11/2018 – 31/10/2024). For this reason, its description has to consider at least three positive factors:

- The HRS4R accreditation process is clearly assumed and moved into the research chapter of the new governance program;
- The new governance program includes the identification of two Vice Rectors, one for the strategic plan and one for Communication and fund raising: they both will be in charge of actions, which have a decisive impact on the implementation of the HRS4R action plan.
- The establishment of the new governance is the best possible opportunity to strongly enhance the implementation process: the experience

consolidated while working about the gap analysis and the action plan will be considered in order to, if needed, rationalize and better structure the process, in order to make it even more concrete and effective.

Consequently, the first step of the implementation process will be the confirmation (or the modification) of the steering committee and the working group: the new composition will express continuity with the past groups and will be mainly aimed to facilitate the dialogue between the governing bodies and the operational units as well as guaranteeing a link, as close as possible, between the actions and the strategic plan of the University. An adequate gender balancing will be strongly considered as well. The new composition will be approved by the Academic Senate by the end of 2018.

The implementation process for 2019 - 2020 will therefore be structured on the action of four main actors:

- The governing bodies, in charge of the approval of the action plan and the assignation of priorities and budgets to the structures;
- The HRS4R Implementation Committee (meaning together the Steering group and Working group) will act in continuity with what already implemented by the Steering Committee and working group: their main task will be either the supervision and monitoring of the activities of each responsible unit and the proposal of corrective actions to the governing bodies, if needed;
- The Quality Assurance Committee in charge of supporting, in terms of quality assurance, the responsible units while keeping track and record the actions;
- The responsible units for the actions are identified in the organizational units of the university administration in order to guarantee a strong and coordinated action in accordance with the performance plan of the university. In our organization, also thanks to its small size and its consolidated organizational structure, the organizational units interface directly and easily with the governing bodies (academic senate, board of directors, PQA, Vice Rectors): this guarantees that the units operate in line with the strategic directions and with the involvement of the entire academic community. To address issues and actions of particular importance, such as the revision of the code of ethics, limited and mixed committees (technicians, students and researchers) may be established: alternately, the reference bodies will be directly the Academic Senate and the Administration Board. The roles and competences of the governing bodies are clearly identified in the Statute of the University.

The periodic monitoring is supposed to be structured coherently with the action plan: the HRS4R Implementation committee will meet, twice a year, the responsible units in order to discuss and verify the state of the art of each action: the meetings will be formally documented. Anyway the new HRS4R implementation committee, in its first meeting, will discuss and approve a definitive monitoring plan: contingency measures will be properly considered

The concrete effectiveness of the actions undertaken might also be monitored, when needed, through a periodic submission of simple customer satisfaction questionnaires and the discussion of the results in at least two annual meetings of the researchers' focus group.

At the end of each year the HRS4R implementation committee will report to the Academic Senate and the Board of Administration

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The HRS4R implementation committee will approve the monitoring plan immediately before the 1st quarter of the action plan. The plan will foresee, at least, two monitoring sessions per year (see also the timeline). As a general task, the whole process will be aligned with the performance plan monitoring activity, coherently with the University's measurement system described here: https://www.uninsubria.it/amministrazione-trasparente/performance/sistema-di-misurazione-e-valutazione-della-performance
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The vice rector for Communication and fund raising will be part of the implementation committee: this will guarantee an adequate dissemination of the actions and, consequently, a chance for every researcher to be involved. Anyway, a focus group of researchers has been already established on a voluntary basis: the group will be maintained all over the implementation process. Where useful and needed, the researchers will be involved and interviewed submitting customer satisfaction questionnaires.</p> <p>The action plan will be presented through a site visit in every department. Specific internal dissemination action will be undertaken: the HRS4R brand will be promoted in every internal communication.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The vice rector for the strategic plan will be part of the implementation committee: the new strategic planning is expected to overlap the implementation process. Consequently, alignment will be facilitated
How will you ensure that the proposed actions are implemented?	The proposed actions are formally approved from the governing bodies and will be included in the annual performance plan of the university: this will allow linking all the actions to the incentives system. The HRS4R implementation Committee will formally report, once a year, to the governing bodies in order to allow reviewing or confirmation of the plan.

<p>How will you monitor progress (timeline)?</p>	<p>The HRS4R will meet the responsible units twice a year: they will be asked to present the progress status of every action on 30/06 and 31/12 of the year. The meeting will be formally documented and a goal achievement percentage will be assessed for every action. This timeline is coherent and proportionate to the University's dimension and characteristics.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The annual performance plan includes, for every action, specific indicators to measure their achievement: the plan and the indicators are validated, from the methodological point of view, by the internal evaluation unit (Nucleo di Valutazione) and approved by the board of administration.</p> <p>Every action of the action plan will be considered as specific objective in the performance plan.</p> <p>For further methodological details of the system see also: https://www.uninsubria.it/amministrazione-trasparente/performance/sistema-di-misurazione-e-valutazione-della-performance</p>

Additional remarks/comments about the proposed implementation process:

Implementation Actions have been divided in **three main categories** with different impact on University culture and on required effort:

COMMUNICATION	internal/external communication to promote current practices; translation of Italian documents into English, in order to maximize international attractiveness and access
FORMALIZATION	FORMALIZATION of existing practices that have not yet been formally transcribed and implemented
DEVELOPMENT	DEVELOPMENT or introduction of new internal rules, services, practices, procedures

- **Timeline** has been expressed in quarters: from first quarter of the first year (Q1) to last quarter of the second year of implementation (Q8).
- A **Gantt Chart** on HRS4R action implementation is available on public webpage www.uninsubria.it/hrs4r or directly to the link: www.uninsubria.it/hrs4rgantt . It reports on action timeline and related responsible units in charge of the implementation.