Internal Review (February 2022)

Case number: **2021IT602103**

Name Organisation under review: **Università degli Studi di Udine**

Organisation's contact details: **Prof. Silvia Bolognini,** *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers,* **cartaue.ricercatori@uniud.it**

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 *	1,111
Of whom are international (i.e. foreign nationality) *	70
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	392
Of whom are women *	428
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	580
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	159
Of whom are stage R1 = in most organisations corresponding with doctoral level *	254
Total number of students (if relevant) *	14,653
Total number of staff (including management, administrative, teaching and research staff) *	1,680

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	104,017,131.46
Annual organisational direct government funding (designated for research)	97,008,027.79
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5,979,914.72
Annual funding from private, non-government sources, designated for research	1,029,188.95

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

The University of Udine is the only Italian public university founded – in 1978 – by popular will (after the earthquake that in 1976 devastated Friuli Venezia Giulia). It currently offers 40 three-year Degree Courses, 36 two-year Master's Degree Courses and 3 single-cycle (five-year) Degree Courses, as well as a broad range of postgraduate educational courses (22 Specialization Schools, 17 Masters Programmes and 16 PhD Courses). As a member of several academic national and international networks, it is involved in a variety of European and international research projects, often as coordinator; e.g. in the period 2014-2021 more than 100 projects (including Interreg, Horizon 2020, Life, Eurofund, Cost, Hera, Esa, etc.) were funded, 49 of which coordinated by the University of Udine.

Supported by a central administrative office, research activities are performed by 8 Departments, often cooperating with each other as well as with other national and international universities/research institutes.

'Hic sunt futura' is the motto chosen in 2014 during the draft of the University Strategic Plan. The motto is in Latin because Latin was the language spoken in Italy when the first University of the world (the Alma Mater of Bologna) was funded. 'Hic sunt futura' expresses a precise vision: that of building the future – hic et nunc – with the students in the classrooms and laboratories of the University of Udine.

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.

Ethical and professional aspects:

Strengths and Weaknesses (max 500 words)

The analysis of the level of implementation of the principles set out by the *Charter & Code* highlights a variety of actions carried out across all sectors and areas of the University. The aim is to make the entire academic community aware of the importance of stimulating the cultural change suggested by the *Charter & Code*. More specifically, as can been seen from the actions described afterwards,

• the *Code of Ethics and Conduct of the University of Udine* has been reviewed (also by inserting in it a specific reference to the *Charter & Code*);

• the attention to young researchers, especially PhD students, has further increased (as demonstrated e.g. by the adoption of guidelines for supervisors and the creation of a special award for the best theses);

• the dissemination of the knowledge of the principles and values of the *Charter & Code* has been strengthened, first of all by improving communication (e.g. by creating a new web page dedicated to the *Charter & Code* with more information and details, as well as leaflets about the *Charter & Code* for distribution to the academic community, by organising Focus Groups on the *Charter & Code*, etc.)

• the autonomy and creativity of researchers, as well as the culture of quality, evaluation and merit, has been further improved, e.g. by creating a quality control system and adopting a policy for quality;

• working conditions have also been improved by providing researchers with a wider access to research funds, Campus Libraries, e-resources, resources for open access publishing, anti-plagiarism software, training events, etc., as well as by offering more opportunities of career progression;

• the dissemination of research results has been improved, fostering interaction between researchers, the local area and society in general, also by organising specific events open to the community (e.g. PhD Expo, Notte dei ricercatori, Conoscenza in festa, Botteghe del sapere, etc.);

• the actions to increase equal opportunities and prevent discrimination have been expanded, especially thanks to the extensive work done by the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*, chaired by the *Rector's Delegate for Equal Opportunities*. Established by the *Charter of the University of Udine*, this Committee operates in accordance with current European and national legislation and in collaboration with other bodies and subjects to promote the adoption of measures and actions aimed at guaranteeing effective equal opportunities and at improving employment conditions and the overall quality of the working environment, also through actions against any form of discrimination and moral, physical or psychological violence.

As regards the weaknesses, the meetings of the Focus Groups on the *Charter & Code* held on 26-27 January and 2-3 February 2022 highlighted the need to further improve the communication and dissemination of the principles of the *Charter & Code*: even though the researchers involved in the *Focus Groups* seem to be quite satisfied with the actions carried out by the University, only a small part of them is aware that some actions have been carried out to implement the HR Strategy.

Coordination and continuity of the various actions shall also be further improved. Probably due to the changes occurred in the University leadership, the implementation of the principles of the *Charter & Code* has sometimes been carried out without due consideration of the initial timeline, which has inevitably led to some delay. At the same time, it is essential to ensure a point of reference, this currently being the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*, who – with the support of a Working Group – can monitor the progress of the actions and intervene when a further reminder or push is required.

Remarks (max 500 words)

Since starting the accreditation process aimed at being conferred the "HR-Excellence in Research" Award by the European Commission, three Rectors have been appointed at the University of Udine. Such changes in the University leadership have inevitably impacted on the implementation of the initial Action Plan, basically for two reasons. First of all, the actions described in the Action Plan imply political choices, which may vary according to the person holding the leading position. Secondly, from an organisational point of view the implementation of the Action Plan may vary according to the level of the Rector's awareness as to the contents of the *Charter & Code*. Furthermore, in some cases the compliance with the implementation timeline may also be affected by external circumstances: e.g. the Covid-19 pandemic has created significant organisational problems.

In November 2018, a *Charter & Code Working Group* was appointed to monitor the progress of implementation of the Action Plan. Unfortunately, this *Working Group* could only begin to become aware of some critical issues, because shortly after the new Rector was elected (please note that the new Rector, elected in May 2019, formally took office on 1 October 2019).

The monitoring and analysis of the level of implementation of the principles set out by the *Charter & Code* is currently carried out by the new *Working Group for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (hereinafter *Charter & Code Working Group*) appointed by Rector's Decree in October 2021.

The current Rector has also decided to appoint a specific *Rector's Representative for the implementation of the European Charter for Researchers*

and the *Code of Conduct for the Recruitment of Researchers*, who chairs the *Charter & Code Working Group* and, with the support of the *Research Services Area*, works in close contact with the *Rector's Delegate for Research* and with the *University Quality Presidium* (which promotes, supervises and coordinates the effective and uniform performance of the activities of the Quality Assurance System in order to guarantee its optimal functioning).

The great attention paid by the current Rector to the implementation of the principles set out by the *Charter & Code* has given a strong push to the resumption of the activities aimed at improving the level of implementation of the Action Plan. As can been seen from the actions described afterwards, in recent months a fair number of new actions have been planned and partly carried out. This is also due to the fact that the *Charter & Code Working Group*, the Rector and his Representative strongly believe that the implementation of the principles of the *Charter & Code* can promote the growth of the entire academic community as well as the improvement of its performances in research, thus contributing to the advancement in scientific knowledge, in technological progress, in the enhancement of the quality of life, and in ensuring the welfare of European citizens and Europe's competitiveness.

Please keep also in mind that from the beginning of 2020 until today, the entire academic community has had to face the very trying challenge of managing the various activities (lecturing, research, administration, etc.) during the Covid-19 pandemic. The reorganisation of the activities was made even more difficult by the cancellation both of meetings and events and of lecturing activities imposed by the government's restrictions as well as by travel restrictions. In addition, it should be taken into due consideration that both the researchers (including the lecturing staff) and the administrative staff had to work from home for a long time, which further complicated performing the activities provided for by the Action Plan to implement the principles and values of the *Charter & Code*.

Recruitment and selection:

Strengths and Weaknesses (max 500 words)

The analysis of the level of implementation of the principles set out by the *Charter & Code* highlights that the University of Udine has made a great progress in its researchers' recruitment system. The University of Udine has adopted over the years a substantial number of regulations and procedures aimed at creating an OTM-R System, mainly on the basis of the current national legislation. Such regulations and procedures are inspired by the principles and values set out by the *Charter & Code*, as demonstrated by the specific references to these programmatic documents in the regulations adopted following the 2016 "HR-Excellence in Research" Award. At the same time, as can also be seen from the *Research Quality Policy*, published in the page of the University website dedicated to the *University Quality Presidium*, "the University of Udine, founded by popular will and strongly rooted in the territory, believes in the importance of creating a dynamic and creative environment that stimulates the development of research activity in all fields of knowledge".

However, the most important result is the adoption of the "*Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document*", which formalizes the principles underlying the open, transparent and merit-based recruitment system of researchers (OTM-R System) of the University of Udine and also provides an internal guide for the possible definition of new OTM-R procedures and practices, as well as for updating and improving the existing ones. The Summary Document has been adopted after the last *Charter & Code Working Group* pointed out the need for a specific document summarizing the principles that inspire the OTM-R System of the University of Udine, in particular by using the self-evaluation tool of the "OTM-R checklist".

Equally important is the fact that, through the Policy, the University of Udine has undertaken to overcome some still existing critical issues such as the need to translate and publish in English all the internal regulations relating to the procedures for the recruitment and career progression of researchers; to create and make available to researchers, administrative staff and potential candidates a tutorial (in Italian and in English) aimed at illustrating the most important features of the various steps in the procedures for the recruitment and career progression of researchers; to issue specific Guidelines (in Italian and English) aimed at clarifying for each step of the academic career the following details: requirements to be met with in order to apply for a position; sources where competition notices are published; knowledge and skills required for a specific position; and sources providing the relevant rules on the specific selection procedure. Through the Policy, the University of Udine has also undertaken to establish a system that simplifies the submission of any complaints by devoting a special section of its website to such purpose; and to set up a system of analysis and self-evaluation that will allow to further verify the degree of application and effectiveness of the OTM-R principles in its procedures for the recruitment and career progression of researchers.

For the same reasons, two new actions shall also be undertaken to improve the training of the academic staff in the area of OTM-R: the creation of an outline document that could be entitled "OTM-R in a nutshell", aimed at clarifying what an OTM-R System is; and the organisation of specific information meetings aimed at clarifying how the whole academic staff can contribute to its OTM-R system.

Remarks (max 500 words)

As regards recruitment, it should be noted that Italian universities are not entirely free to decide how to regulate it, as they have to comply with the relevant national legislation. This entails that in some cases the indications set out by the "*Report of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and Merit-based Recruitment of Researchers*" published in 2015 may be not implemented: e.g. information on professional development opportunities and career development prospects may not be included in the competition notices because the national legislation requires a public competition for the recruitment of all categories of researchers in public Universities (therefore such issues are normally discussed by the supervisor with their younger researchers). Anyway, considering that through its "*Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document*", the University of Udine has also undertaken to issue specific Guidelines (in Italian and English) aimed also at clarifying for each step of the academic career the requirements to be met with in order to apply for a position, it could be useful to periodically organise informative meetings, aimed at describing professional development opportunities and career development prospects.

As regards attractiveness of open positions to foreign researchers, a key element is the awareness that the remuneration of all categories of researchers is currently regulated by the national legislation and it is likely to be attractive only to potential candidates from countries where remuneration is lower. The University of Udine will try to make its open positions more attractive also by organising a specific reception office for foreign researchers, but remuneration is still an issue.

Finally, it should be emphasized that recruitment funding also comes from the Ministry of University and Research, so there may be times when many open positions are available (a circumstance that stimulates recruitment and career progressions) and times when open positions are very few (a circumstance that forces some young researchers to quit research activities).

Working conditions:

Strengths and Weaknesses (max 500 words)

The analysis of the level of implementation of the principles set out by the *Charter & Code* highlights a variety of actions carried out to improve the working conditions of the researchers. Progress has been made regarding the provision of access to research funds, Campus Libraries, e-resources, resources for open access publishing, training events, etc., as well as opportunities of career progression. However, the University of Udine has urged the Departments to provide researchers with an adequate work desk equipped with laptop and/or desktop PC, as well as a common coffee area.

In order to plan the actions necessary to achieve improvement, the University of Udine, through its Departments, monitors the perception of wellbeing, safety and quality (also by means of anonymous questionnaires addressed by each single Department to its academic staff).

In addition, the University takes into due account the suggestions expressed by the Evaluation Unit in its annual report. Please note that, in accordance with the provisions of the *Charter of the University of Udine*, the Evaluation Unit is the University body entrusted with the task of evaluating lecturing, research and administrative activities and of verifying, also through comparative cost-return analyses, the correct use of resources, research productivity and lecturing effectiveness, as well as the correct implementation of the principles of impartiality and sound administration. The University of Udine entrusts the Evaluation Unit with all functions provided for by the relevant national regulations, by the *National Agency for the Evaluation of the University and Research System*, by its Charter and its relevant internal regulations. The University also guarantees the Evaluation Unit operational autonomy, the right to access the data and information necessary to perform its activities, as well as the publicity and dissemination of its documents in compliance with the legislation on the protection of confidentiality. The Evaluation Unit transmits its reports to the Ministry of University and Research, to the *National Agency for the Evaluation of the University and Research System*, to the Board of Trustees, to the Academic Senate, to the Directors of the Departments, to the Student Council and to other bodies provided for by the law, according to the deadlines indicated by the relevant national regulations.

The sample of researchers involved in the meetings of the *Focus Groups* on the *Charter & Code* held on 26-27 January and 2-3 February 2022 seems to be quite satisfied with the level of research freedom and protection of intellectual property rights, personal data and safety ensured by the University of Udine, as well as with the actions carried out to improve the wellbeing of the entire academic community. A variety of actions have also been carried out in terms of fighting discrimination and ensuring equal opportunities. In this field the role played by the above-mentioned *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing* is of extreme importance. This Committee, among other things, has led the University of Udine to adopt the first Gender Balance document and the first *Gender Equality Plan*, as well as organising various courses aimed at fostering the dissemination of a culture of equal opportunities and inclusion (e.g. the Course on Equal Opportunities and Inclusion, the Course on Diversity, Equality and Inclusion, the Course on Personalized Medicine, etc.).

Nevertheless, there is an evident lack of awareness of the fact that many actions carried out by the University of Udine are related to the implementation of the HR Strategy. The improvement of communication is both a necessity and a priority: e.g. it is important to spread the use of the "HR Award" logo as well as provide brief explanations to make the entire academic community aware of the link between the actions taken to improve its wellbeing and the HR Strategies adopted by the University of Udine.

Another priority is the need to periodically verify that all Departments ensure equal employment conditions and that all information is available also in English.

However, top priority is the improvement of the working conditions of young research fellows and of women with young children: the meetings of the *Focus Groups* on the *Charter & Code* held on 26-27 January and 2-3 February 2022 have revealed that a sample of these categories of

researchers, although a minority, is facing issues due, for example, to lack of attention by supervisors, penalizing working hours, a hostile attitude by some colleagues, etc. Some of these issues can only be solved by stimulating a cultural change, which undoubtedly takes time; others, however, can be easily addressed, for example, by preparing guidelines for supervisors of young research fellows, by entering into agreements with local kindergartens, by making changing tables available in the bathrooms, by providing indications to department directors and course coordinators so that meetings and lessons may be organised at more congenial times for researchers with small children, etc.

<u>Remarks (max 500 words)</u>

In recent years the Covid-19 pandemic has forced the University of Udine to reorganise lecturing and research activities, which in some cases has been extremely difficult and stressful (e.g. for a long time it was not possible to get access to Campus libraries and/or to laboratories). The Covid-19 pandemic has also highlighted the need to pay more attention to the psychological wellbeing of the entire academic community. For this reason, the University of Udine is seriously considering organising a psychological support desk also for researchers (at the moment the University of Udine is offering this service only to students and PhD students, the latter being recognized the status of students in Italy).

At the same time, various episodes of bullying and violence against women and homosexuals at national level have led the University to increase its attention to such issues: the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing* has therefore worked systematically in order to spread the culture of inclusion and respect for human dignity and equality not only within the academic community, but also outside it.

Training and development:

<u>Strengths and Weaknesses (max 500 words)</u>

The analysis of the level of implementation of the principles set out by the *Charter & Code* highlights a variety of actions carried out across all sectors and areas of the University with the aim of improving training and development. In most cases, transversal courses have been organised that may be useful for all researchers, such as courses on the use of databases, public speaking, awareness of equal opportunities, sustainable development, etc. Occasionally tutorials were also used (for example, when the Covid-19 pandemic imposed the use of multimedia platforms, the University of Udine released several tutorials to help researchers who were less familiar with such media). Training meetings related to specific scientific fields were often recorded and made available on the youtube channel of the University of Udine "PlayUniud". This channel was created both for dissemination purposes and for training researchers who, although interested, could not attend the meetings.

Furthermore, it is undeniable that the greatest results have been achieved in training PhD students. PhD students are currently asked to attend a variety of courses aimed at acquiring transversal skills (e.g. organisational, linguistic and IT skills, public speaking, etc.); they receive a *vademecum* at the beginning of their training; they can count on clear guidelines governing their relationship with supervisors; they draw up an annual register of activities and, once a year, they fill in a satisfaction questionnaire which is very useful for the constant improvement of the University's performances.

However, it should be noted that whereas very high attention has been paid to PhD students, the same cannot be said for postdocs and young research fellows. Although training meetings are open to all researchers, the attendance of postdocs and young research fellows has not been adequately encouraged. For this reason, postdocs and young research fellows often feel on the fringes of academic life. It is therefore a priority to

take such actions as to ensure a broader and more direct involvement of postdocs and young research fellows in academic life, especially in training activities.

Another controversial issue is the fact that the number of meetings aimed at making the entire academic community aware of the principles of the *Charter & Code* has been reduced over time. Given their fundamental importance, these meetings should become routine: for example, they should be organised whenever several new researchers are hired and should also be repeated on the occasion of career progressions. It is extremely important that Full and Associate Professors are also involved in such meetings, because they play a crucial role in implementing the principles and values of the *Charter & Code*.

Remarks (max 500 words)

It should be emphasized that during the first phase of the implementation of the Action Plan, regarding training and development, a great attention was paid to the principles and values of the *Charter & Code*. At a later stage, however, whereas the number of training meetings on transversal and scientific issues was increased, that did not occur for specific meetings on the contents of the *Charter & Code* as well as on rights and duties of researchers.

Such circumstance may have been a consequence of the change in the University leadership and of the fact that for a long time there was no *Charter & Code Working Group* that could monitor and guide the actions.

For this reason, the current *Charter & Code Working Group* strongly believes that it is necessary to organise a cycle of meetings aimed both at analyzing in depth the contents of the *Charter & Code* and at highlighting the practical effects that the implementation of the principles can have in terms of improving training and development. The idea is to organise a series of online meetings (in order to allow as wide a participation as possible), also involving national and foreign colleagues who are already engaged in the implementation of the *Charter & Code*. This will lead to the growth of the *Charter & Code Working Group* and therefore of the University of Udine itself, also thanks to some good practices that may be adopted as a result.

It should also be noted that the University of Udine is currently trying to encourage interdisciplinary research, both through its Strategic Plan and through the funding of projects involving participants from different disciplines and Departments. The *Charter & Code Working Group* believes that this can be a good way to improve also the sense of belonging to the academic community.

Finally, it is crucial to emphasize once again that from the beginning of 2020 until today, the entire academic community has had to face the very trying challenge of managing the various activities (lecturing, research, administration, etc.) during the Covid-19 pandemic. The reorganisation of the activities was made even more difficult by the cancellation both of meetings and events and of lecturing activities imposed by the government's restrictions as well as by travel restrictions. In addition, it should be taken into due consideration that both the researchers (including the lecturing staff) and the administrative staff had to work from home for a long time, which further complicated performing the activities provided for by the Action Plan to implement the principles and values of the *Charter & Code*.

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

Considering the results of the meetings of the *Focus Groups* on the *Charter & Code* held on 26-27 January and 2-3 February 2022 and especially of the anonymous survey conducted on that occasion, some actions need to change in the short and medium term. Even though the overall results of the survey are certainly positive and show a good level of satisfaction in the entire academic community, some issues have emerged that need to be addressed

without further delay. First of all, communication needs to be improved: in order to achieve a successful diffusion of the cultural change suggested by the *Charter & Code* it is essential that all researchers immediately recognize which actions and policies are the result of the choice made by the University of Udine to comply with the principles and values which inspired the European Commission in 2005. For this reason, a communication plan needs to be drafted at the latest by the end of April 2022. In the meantime, the academic community shall be kept updated on the progress of the implementation of the principles and values set out by the *Charter & Code* through the channels used over the last few months, namely the enhancement of the web page dedicated to the *Charter & Code*, the sending of e-mail messages from the specific e-mail address *cartaue.ricercatori@uniud.it*, the presentations made by the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* to the Academic Senate and those made by the members of the *Charter & Code Working Group* to the respective Department Councils, etc.

In addition, a series of informative meetings need to be organised dealing with the principles and values of the *Charter & Code*, as well as with the actions implemented not only by the University of Udine, but also by other Italian and foreign universities, in order to translate such principles into tangible measures for researchers. This cycle of events should start not later than May 2022 and should continue throughout the year so as to become routine.

Moreover, the use of the "HR Award" logo should be more widespread, e.g. by inserting it in letterhead, posters, e-mail messages, etc.

Another priority is the opening of a reception service for new researchers and foreign researchers: very often newcomers face difficulties in integrating into social and academic life as well as in identifying the office they may contact in case of need. Obviously, as far as foreign researchers are concerned, the communication gap should be overcome both by increasing the use of the English language and by organising Italian courses.

Another issue to be addressed urgently is the improvement of the working conditions of postdocs and young research fellows, as well as researchers with children: the common element to their different situations is the fact that postdocs, young research fellows and researchers with children often feel they are not involved enough in academic life or not adequately respected by their supervisors. Even if the number of postdocs and young researchers and researchers with children who are not satisfied is really low, it would be an excellent result if the actions aimed at solving this problem could start immediately, because this kind of situations is not a good "calling card" for the University of Udine.

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

Since 1 October 2019 the University of Udine has a new Rector who is keenly aware of the importance of implementing the principles and values set out by the *Charter & Code* in all policies and actions of the University of Udine. Unfortunately, just a few months after taking office, the new Rector was forced by the outbreak of the Covid-19 pandemic to manage the reorganisation of all lecturing and research activities. This resulted in a slight delay in appointing his *Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* and the new *Charter & Code Working Group*.

The pandemic has also caused some delay in the reorganisation of the actions aimed at implementing the HR Strategy and the Action Plan. From the beginning of 2020 until today, the entire academic community has had to face the very trying challenge of managing the various activities (lecturing, research, administration, etc.) during the Covid-19 pandemic. The reorganisation of the activities was made even more difficult by the cancellation both of meetings and events and of lecturing activities imposed by the government's restrictions as well as by travel restrictions. In addition, it should be taken into due consideration that both the researchers (including the lecturing staff) and the administrative staff had to work from home

for a long time, which further complicated performing the activities provided for by the Action Plan to implement the principles and values of the *Charter & Code*.

However, when the new *Charter & Code Working Group*, chaired by the *Rector's Representative*, started operating, it was immediately evident that the figure of the Rector's Representative, new to the University of Udine, is definitely useful because it can contribute to a better coordination of all the actions being implemented. The composition of the *Charter & Code Working Group* has also changed: the *Charter & Code Working Group* currently consists of one representative for each Department, one foreign researcher employed by the University of Udine, one representative of the Italian Association of PhD students and PhDs, one representative of the administrative staff in the *Human Resources and General Affairs Department* and one representative of the administrative staff in the *Research Services Area*. The *Charter & Code Working Group* is set up so as to ensure the involvement of an adequate number of young researchers while respecting gender equality and operates in accordance with the principles of democracy and collegiality. The earlier composition of the group did not include a representative for each Department, nor a foreign researcher employed by the University of Udine, nor one representative of the *Italian Association of PhD students and PhDs*. The new composition has helped to raise awareness that some actions need to be prioritised, such as the constant updating of Department Councils on the progress made in the implementation of the principles of the *Charter & Code*, the creation of a reception service for foreign researchers and new researchers, the drafting of guidelines for supervisors of postdocs and young research fellows, etc.

In addition, the new *Charter & Code Working Group* has given a strong impetus to the resumption of work for the implementation of the principles and values set out by the *Charter & Code*, in some cases managing to make up for the delay in certain actions such as the adoption of the Summary Document relating to the OTM-R Policy.

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

The *Department Strategic Plans* are currently being examined. These are basically the projects presented by the Departments to implement the *University Strategic Plan*. The *University Strategic Plan* is inspired by the principles and values set out by the *Charter & Code* and aims, among other things, at improving research quality and focusing mainly on internationalisation and mobility as well as interdisciplinarity. Following the approval of their respective strategic plans, the Departments receive funding both for lecturing and research activities as well as for third mission activities (which means mainly for dissemination of the research results). As these activities involve researchers from all over the University, this is a very delicate step. For this reason, it is essential to strengthen the awareness of the entire academic community towards the principles and values of the *Charter & Code*: only if these principles and values are adequately conveyed can the funds received by each Department be used to improve the working conditions of researchers and their opportunities for scientific and personal growth.

The implementation of the Action Plan may be also influenced by the decisions taken by the University of Udine in relation to the use of funds from the National Recovery and Resilience Plan, which could lead to an increase in the recruitment of young researchers.

First Action Plan (2016-2018)

Action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1	• Ethical	Initial timeline:	• Research	• Number of visits to the web	COMPLETED	The first version of the Action Plan

Continuous update of the web page devoted to the Charter & Code and to the University of Udine's Human Resources Strategy and Action Plan	principles • Research environment • Access to career advice	continually. Revised initial timeline: continually starting from the first quarter of 2016. Updated timeline: second quarter of 2020. Please note that the timeline provides the action deadline.	Services Area • Computer and Multimedia Services Area (currently, University ICT Services) • Charter & Code Working Group	page Please note that, as explained in the Remarks, a new web page was created in the last quarter of 2021. In order to better understand the results of the reviewed action, a comparison has been made between the visits to the old web page in the period 1 October 2020 - 31 December 2020 and the visits to the new web page in the same period of the following year, i.e. 1 October 2021 - 31 December 2021. 01/10/2020 – 31/12/2020: old web page, 49 visits 01/10/2021 – 31/12/2021: new web page, 809 visits Please note that the new page was released on 1 October 2021.	(years 2016-2018) provided for the following action: "Continuous update of the web page dedicated to the Charter & Code and to the Human Resources Strategy of the University of Udine". This action has been reviewed after the Interim Assessment held at the end of 2018: through their *Consensus Report* (please note that the *Consensus Report* is dated 14 January 2019) the assessors had pointed out that the existing web page (i.e. the old web page) did not actually provide enough information. As a follow-up to the Interim Assessment, the *Rector's Representative for the Charter & Code* (a new figure at the University of Udine, appointed at the beginning of 2021 for the academic year 2020/2021) and the *Charter & Code Working Group* (appointed at the end of 2018) have decided to create a new web page with more information and details, especially about the contents of the Charter & Code, the composition of the Working Group, open positions at all stages, training opportunities, etc. The new web page was released in the last quarter of 2021, with some delay with respect to the provisions of the renewed Action Plan for the period 2019-2021 (please note that the Rector's Representative was also a member of the Working Group appointed at the end of 2018). The new web page was expected to be ready in the second quarter of 2020; unfortunately, the Covid-19 pandemic has created significant organisational problems, including the slight delay in appointing the *Rector's Representative for the Charter & Code*, which resulted also

						in a delay in releasing the new web page dedicated to the Charter & Code. It should be noted that the (new) web page shall further be updated: the action is therefore also provided for in the new Action Plan for the period 2022-2024. It should also be pointed out that the lack of a Rector's Representative for the Charter & Code and of a Charter & Code Working Group in the period 2016-2018 has led to a delay in the implementation of the action and also to its partial ineffectiveness. For this reason, the task of updating the web page dedicated to the Charter & Code will be assigned in the future to the *Rector's Representative for the Charter & Code* and to the *Charter & Code Working Group*.
ACTION 2 Organisation of seminars about the European portal EURAXESS/ Researchers in motion and its services on jobs, fellowships, rights and Charter & Code, mobility	• Ethical principles • Career development • Value of mobility	Initial timeline: periodically from 2017. Revised initial timeline: starting from the first quarter of 2017. Updated timeline: last quarter of 2021. Please note that the timeline provides the action deadline.	• Research Services Area • Charter & Code Working Group Considering that, as explained in the Remarks, the action has been extended, for the future it is important to modify the "offices in charge" as follows:	• Number of seminars organized Only 1 seminar was organised ("The HR Excellence in Research Award to the University of Udine: an opportunity in the European Research Area to promote the C&C" on 14 June 2016). Considering that, as explained in the Remarks, the action has been extended, for the future it is important to add the following indicators: • Number of participants • Satisfaction questionnaires In order to avoid delays in the implementation of the action, the timeline shall be	EXTENDED	Although the action was provided for in the first Action Plan (years 2016-2018), according to the data supplied by the *Research Services Area*, only one specific conference on the topic seems to have been organised (i.e. the conference "The HR Excellence in Research Award to the University of Udine: an opportunity in the European Research Area to promote the C&C" on 14 June 2016, already mentioned in the first *Internal Review* submitted at the end of 2018). A second conference was supposed to be organised by the *Research Services Area* in 2020, but such plan could not be fulfilled due to the significant organisational problems created by the Covid-19 pandemic and the cancellation of meetings and events imposed by the government's restrictions. Please note that, although it was mentioned in the first Action Plan as an "office in charge of the action", in

			Contents: • Rector's Representative for the Charter & Code • Charter & Code Working Group <u>Support:</u> • Research Services Area	organised as follows: • at the latest by the end of April 2022 the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* shall plan at least one seminar about the European portal EURAXESS to be held in the last quarter of 2022; • seminars (preferably more than one per academic year) shall then be planned and advertised well in advance at the beginning of every academic year (i.e. at the latest at the beginning of November).		the period 2016-2018 no Charter & Code Working Group was actually operating. Given its fundamental importance, the action shall be restored and implemented very quickly. The first task assigned to the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* shall be the implementation of this action, at least as regards its contents. Seminars shall be held online (in order to allow as wide participation as possible) and they will have to be organised periodically. Indicators also need to be changed, in order to collect useful data to better understand how to improve the implementation of the action.
ACTION 3 Organisation of seminars on the autonomy and the independence of scholarly research, open to the whole academic community	• Research freedom	Initial timeline: periodically from 2017. Revised initial timeline: starting from the first quarter of 2017.	• Research Services Area • Charter & Code Working Group	• Number of courses organised Several conferences have been organised since 2017, some of which addressed to the academic community of the University of Udine and some addressed to the national academic community.	COMPLETED	It should be noted that the action has been implemented by organising conferences instead of courses. The conferences were organised in two different ways: many of them were addressed to the academic community of the University of Udine and aimed at increasing the awareness of the professionalism and the role of researchers as outlined by the Charter & Code by dealing with themes such as the possibility of participating in national and European research projects, the so-called open science, protection of intellectual property, protection of personal data, etc. Among the many conferences included in the programme, the following (organised in 2021) are worth mentioning: "Lo schema lump sum: i pilot in Horizon 2020 e cosa ci aspetta in Horizon Europe" (The lump sum scheme: the pilots in Horizon 2020 and

						what to expect from Horizon Europe); "Ricerca scientifica e protezione dei dati personali" (Scientific research and protection of personal data); "Le politiche della Commissione europea per l'Open Science" (The European Commission's policies for Open Science); "L'impatto del Covid-19 sui progetti ERC; la composizione del budget" (The impact of the Covid-19 pandemic on ERC projects; budget composition); "Percorso formativo su Horizon Europe" (Training route on Horizon Europe); "Verso l'Open Science: disegnare il futuro della scienza" (Towards Open Science: designing the future of science); "Cultura e politica della scienza aperta in Europa" (Open Science culture and policy in Europe); Le eccezioni al diritto d'autore in materia di didattica e ricerca scientifica (Exceptions to copyright in lecturing and scientific research); Writing a successful proposal: Experiences in Europe; "Le nuove azioni Marie Sklodowska-Curie (MSCA) in Horizon Europe" [The new Marie Sklodowska-Curie Actions (MSCA) in Horizon Europe)], etc. Alongside these conferences, others were organised aimed at involving the national academic community as well. These include "Conoscenza in festa" (Celebrating Knowledge) and "Magnifici incontri" (Magnificent encounters), which were organised by the former Rector and attended by more than 70 universities, 65 public and private organisations and 200 experts. Even though the organisation of conferences aimed at increasing the awareness of the professionalism and the role of researchers as outlined by

						the Charter & Code will continue in the future, it is advisable to consider the action as completed and to insert a new action in the Action Plan for the period 2022-2024. This approach is based on the fact that a new Rector has been elected and a new *Charter & Code Working Group*, chaired by the *Rector's Representative for the Charter & Code*, has been appointed. The organisation of a cycle of conferences has already been planned with the aim both of analysing in depth the contents of the *Charter & Code* and of highlighting the practical effects of their implementation (see the new action provided for in the Action Plan for the period 2022-2024).
ACTION 4 Creation of guidelines for mentors and supervisors in accordance with the Charter & Code principles	• Relation with supervisors • Supervision and managerial duties • Supervision	Initial timeline: 2017. Revised initial timeline: last quarter of 2017. Updated timeline: last quarter of 2021. Please note that the timeline provides the action deadline.	• Research Services Area • Charter & Code Working Group	• Publication and distribution of booklets containing guidelines The Guidelines are currently published in the University website, more specifically in the web page dedicated to PhD Programmes.	COMPLETED	Although the first Action Plan provided for this action to be carried out in 2017, the *Charter & Code Working Group* appointed at the end of 2018 realised that it had not yet been implemented. (Please note that in the period 2016-2018 there was no Charter & Code Working Group). For this reason, as suggested by the assessors in 2019 through their *Consensus Report*, the *Rector's Representative for the Charter & Code* appointed at the beginning of 2021 for the academic year 2020/2021, with the support of the *Charter & Code Working Group* appointed at the end of 2018, decided to immediately draft the document "Guidelines for PhD students and supervisors" and to submit it to the *Rector's Delegate for Research*. In April 2021 the "Guidelines for PhD students and supervisors" were first presented by the *Rector's Delegate for Research* to the University Research Committee and then by the *Rector's Representative for the Charter and Code* to the Academic Senate. The Guidelines were

						then shared with the Departments and the Coordinators of the several PhD Programmes of the University of Udine. The Guidelines have also been published in the web page dedicated to PhD Programmes. The current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* have decided to consider this action completed as regards PhD students, but they have also decided to provide for another action (a new action provided for in the Action Plan 2022-2024) regarding the adoption of guidelines specifically addressed to the supervisors of research fellows and post-docs.
ACTION 5 Creation of a handbook for PhD students and young researchers	• Professional responsibility	Initial timeline: 2017. Revised initial timeline: starting from the first quarter of 2017.	• Research Services Area • Charter & Code Working Group	• Publication and distribution of the handbook Since the academic year 2016/2017 PhD students have received a vademecum (the so called handbook) at the beginning of their training, which clearly explains their rights and duties.	COMPLETED	Please note that in the period 2016-2018 there was no Charter & Code Working Group. Anyway, since the academic year 2016/2017 PhD students have received a vademecum (the so called handbook) at the beginning of their training, which clearly explains their rights and duties. The action can be considered completed, although it has become routine, i.e. it is constantly repeated. It should also be noted that the indicator "publication", which was chosen at the beginning, has proved to be of limited usefulness and in some ways counterproductive. Had the University merely published the PhD handbook, there was a risk that many PhD students would not read it. For this reason, the University decided to supply the handbook directly to each PhD student, who signs for it upon receipt. It is worth mentioning that the PhD handbook is available both in Italian and in English. It should also be pointed out that the

						action can be considered as completed although its description refers also to young researchers: according to the national legislation, it is not possible to create a specific handbook for young researchers, because the so called young researchers – i.e. research fellows for whose recruitment no PhD is required; research fellows for whose recruitment a PhD is required; Post-Doctoral students; researchers with three-year research contracts, extendable up to a maximum of five years (RTD A as indicated in national law No. 240/2010); researchers in Tenure Track Programmes (RTD B as indicated in national law No. 240/2010) and permanent researchers – are hired by the University of Udine with a regular contract, which already provides for their rights and duties.
ACTION 6 Institution of a special Award for the most innovative PhD poster	• Research environment • Working conditions • Recognition of the profession • Dissemination, exploitation of results	Initial timeline: from 2016. Revised initial timeline: from the first quarter of 2016 to the end of 2021.	• Research Services Area	• Number of awards granted Considering that, as explained in the Remarks, the action has been implemented in two different ways, the initial indicator has been partially modified as follows: • PhD Award: Number of awards granted 2016: 5 awards (amount: 1,800 Euros per award before tax) 2017: 5 awards (amount: 1,800 Euros per award before tax) 2018: 6 awards (amount: 1,500 Euros per award before tax) 2019: 6 awards (amount: 1,500 Euros per award before	COMPLETED	The action "Institution of a special Award for the most innovative PhD poster" has been divided in two different actions since the very beginning: • the institution of a PhD Award for the best theses, aimed at rewarding high-quality research and encouraging new PhD students to carry out their activities according to high and innovative standards; • the organisation of a PhD Expo, i.e. a showcase for the research activities carried out by PhD students. The PhD Expo is aimed at promoting encounters between young PhDs and senior researchers as well as with local business and cultural institutions; and at encouraging the exchange of information, knowledge and experience in the individual sectors. Companies, organisations, associations and institutions can interact and learn

				tax) 2020: 6 awards (amount: 1,500 Euros per award before tax) 2021: 6 awards (amount: 1,500 Euros per award before tax) Please note that each competition notice specifies in its art. 1 that the PhD award is an action aimed at implementing the principles set out by the European Charter for Researchers. • Phd Expo: number of exhibitions organised Since 2016 a yearly exhibition has been organised. Until 2018 the presentation took place through illustrative posters, whereas since 2019 videos have been released on the YouTube channel of the University of Udine.		more about the world of university research, often perceived as distant and foreign. As regards the PhD Award, it should be noted that application requirements and procedures as well as the number of prizes awarded are disclosed by a yearly competition notice.
ACTION 7 Insertion of a reference to the Code of Ethics in the preamble of every agreement and contract with external organisatio	• Ethical principles	Initial timeline: 2017. Revised initial timeline: starting from the first quarter of 2017.	• Research Services Area • Legal and Institutional Affairs Area (currently, Human Resources and General Affairs Department) •	• Adapting standard contracts to the principles of the Code of Ethics	COMPLETED	This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available. The action has actually not been implemented because, upon further examination of its content, both the two *Charter & Code Working Groups* (appointed in 2018 and 2021) and the *Rector's Representative for the Charter & Code* appointed for the first time at the beginning of 2021 for the academic year 2020/2021 found it unrealistic. First of all, it is extremely difficult to understand what "external

n			Organisation and Personnel Area (currently, Human Resources and General Affairs)			organisations" means (private external organisations such as private companies? Public external organisations such as other universities?). Secondly, external organisations, which often already have their own Code of Ethics (or something similar) cannot possibly be forced to insert in the preamble of every contract or agreement a specific reference to the *Code of Ethics and Conduct of the University of Udine*. In addition, this action proved to be of very limited relevance: it makes no sense to insert a reference to a *Code of Ethics and Conduct of the University of Udine* in the preamble of agreements and contracts with external organisations if the University of Udine does not have the authority to intervene on any violations. It would be much more reasonable if the University of Udine, before signing any agreements and contracts with an external organisation, would check their ethical principles. Anyway, it is important to underline that the preamble to every contract signed by the University of Udine with its employees mentions a reference to the *Code of the Ethics and Conduct of the University of Udine*. Since the academic year 2020/2021, a reference to the *Code of the Ethics and Conduct of the University of Udine* has also been inserted in the handbooks addressed to PhD students.
ACTION 8 Definition of Guidelines for Industrial Research,	• Ethical principles • Research freedom	Initial timeline: 2017. Revised initial timeline: last quarter of 2017. Please note that the timeline provides the action deadline.	• Research Services Area • Legal and Institutional Affairs Area (currently,	• Publication of guidelines Please note that, instead of guidelines, the University of Udine has adopted three regulations, i.e. the Spin Off Regulation (Rector's Decree	COMPLETED	Although the action has been completed, it could also be useful to organise some informative meetings about the importance of involving researchers of the University of Udine in industrial research. This topic has therefore been insert in the new action

to encourage the activity of University researchers in external companies, and the participation of University employees in external enterprises and spin-offs			Human Resources and General Affairs Department) • Organisation and Personnel Area (currently, Human Resources and General Affairs Department)	No. 65 of 16 February 2016), the Patent Regulation (Rector's Decree No. 850 of 14 November 2007) and the Regulation for services in favour of third parties (Rector's Decree No. 325 of 14 June 2017).		of the Action Plan for the period 2022-2024 that aims at organising a cycle of informative and training meetings addressed to the entire research community of the University of Udine.
ACTION 9 Creation of a web page in a bilingual version dedicated to the Code of Ethics	• Ethical principles	Initial timeline: 2018. Revised initial timeline: last quarter of 2018. Updated timeline: last quarter of 2021. Please note that the timeline provides the action deadline.	• Legal and Institutional Affairs Area (currently, Human Resources and General Affairs Department) • Organisation and Personnel Area (currently, Human Resources and General Affairs Department)	• Number of visits to the web page 645 (period: 01/01/2021-31/12/2021) 207 (period: 01/01/2020-31/12/2020) 168 (period: 01/01/2019-31/12/2019) 769 (period: 01/01/2018-31/12/2018)	COMPLETED	The web page dedicated to the *Code of Ethics and Conduct of the University of Udine* is currently available, but only in Italian. The *Code of Ethics and Conduct of the University of Udine*, however, is available both in Italian and in English. It should be noted that on 22 December 2021 a new version of the *Code of Ethics and Conduct of the University of Udine* was adopted mentioning a specific reference to the *Charter & Code*. Such addition is extremely important considering that the *Charter of the University of Udine* expressly states that all policies and actions of the University of Udine shall comply, among other things, with the provisions of its Code of Ethics and Conduct.
ACTION 10 Creation of	• Ethical principles	Initial timeline: 2017. Revised initial timeline:	• Legal and Institutional Affairs Area	• Number of adhesion forms signed	COMPLETED	Every newly hired researcher is given a copy of the *Code of Ethics and Conduct of the University of Udine* by the

a form to be signed by all current researchers stating adhesion to the ethical principles		from the first quarter of 2017 to the end of 2021.	(currently, Human Resources and General Affairs Department) • Organisation and Personnel Area (currently, Human Resources and General Affairs Department)	306 in the period 1/1/2017 - 1/2/2022		administrative staff of the *Human Resources and General Affairs Department.* The researchers sign a form stating they have received a copy of the *Code of Ethics and Conduct of the University of Udine* and that they are aware of its contents. Moreover, as already mentioned, a reference to the *Code of the Ethics and Conduct of the University of Udine* is also inserted in the PhD handbook, which is signed by the PhD student who it is addressed to. This action has become routine, so it will be implemented in the future as well: the action is therefore inserted also in the new Action Plan for the period 2022-2024.
ACTION 11 Diffusion of anti-plagiarism software and the necessary provision of information and training in its use	• Intellectual property rights • Good practice in research • Research environment	Initial timeline: 2016. Revised initial timeline: starting from the first quarter of 2016.	• Research Services Area	• Number of researchers using the software: • in 2021: 62 • in 2020: 49 • in 2019: 35 • in 2018: 36 • in 2017: 38 • in 2016: 8 After purchasing the Turnitin software in 2016, the University of Udine has also released in the private area of its website (i.e the area only accessible to the employees of the University of Udine) guides, informative materials and best practices. The University of Udine periodically organises informative meetings to explain the use of the software. The latest meeting	COMPLETED	It is worth noting that the Turnitin software was purchased in 2016 under an agreement with the University of Trieste and the SISSA – Scuola Internazionale Superiore di Studi Avanzati (which is a scientific centre of excellence within the national and international academic scene). The anti-plagiarism Turnitin software allows to check with a mere click if a text or part of it has been copied from the internet or from another text available on the net. After its purchase, the Turnitin software has been integrated into the e-learning Moodle platform, an online Learning Management System adopted by the University of Udine that allows the lecturing staff and the trainers to create private sites with dynamic courses that can extend learning anywhere and anytime. Considering that, although several informative tools have been employed

				was held on 11 January 2022.		by the University of Udine in order to disseminate the knowledge and the use of the Turnitin software, only a small number of researchers uses it and attends the informative and training meetings about the importance of using anti-plagiarism software, the topic has been inserted in the new action of the Action Plan for the period 2022-2024 that aims at organising a cycle of informative and training meetings addressed to the entire research community of the University of Udine. It should also be noted that only professors and researchers may currently access the software. It might be advisable to made an anti-plagiarism software available also to PhD students and research fellows in the future.
ACTION 12 Informative meetings to share, discuss and embrace within each department the guidelines in both the University and departmental Strategic Plans	• Research environment • Good practice in research	Initial timeline: 2018. Revised initial timeline: starting from the first quarter of 2018.	• Departments	• Number of meetings organised in each department	COMPLETED	This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available. Considering that the Departments — through their Directors — are usually involved in the discussions leading to the adoption of the University Strategic Plan, and that the topic of the Strategic Plans (both of the University and of each single Department) is usually discussed during the Department Councils, the aim of this action was not entirely clear to the two *Charter & Code Working Groups* (appointed in 2018 and 2021) and to the *Rector's Representative for the Charter & Code.* However, as a new Rector was elected in 2019, it seems more appropriate to consider this action as completed, both because it implies a political choice and because the Department Strategic Plans are currently being examined.
ACTION 13 Implement	• Dissemination,	Initial timeline: 2016. Revised initial timeline:	• University governance boards	• Percentage of products on Open Access	COMPLETED	The action was indicated as already completed in the Internal Review of 2018. However, in the following years

ation of an institutional Open-Access Archive for the registration, authenticati on, conservatio n and diffusion of scholarly research	exploitation of results • Good practice in research • Intellectual property rights	first quarter of 2016. Please note that the timeline provides the action deadline.	• Research Services Area	2021: 35,65% 2020: 33,65% 2019: 26,95% Considering that the action was described as completed in the Internal Review of 2018, the percentages refer only to the last three years.		the University of Udine has further increased its attention towards open access by organising several informative meetings and conferences on the topic. The following are worth mentioning here: • 5th Meeting of the Italian Association for Open Science "Dalle pubblicazioni ai dati. L'apertura della scienza tra promesse e fatti" (From publications to data. The opening of science between promises and facts), held on 7-8 November 2019; • Scienza aperta come nuovo modello di comunicazione del sapere (Open science as a new model for communicating knowledge), held on 8 May 2019; • Valutare e disseminare i risultati della ricerca scientifica (How to evaluate and disseminate the results of scientific research), held on 11 December 2018; • L'Open Access: informazioni generali, policy e strumenti dell'Università di Udine (Open Access: general information, policy and tools of the University of Udine), held on 19 April 2018; • the Study Visit "Boosting Engagement of Serbian Universities in Open Science (BE-OPEN)", held on 25 – 27 September 2017. Considering that most of these meetings and conferences were addressed to PhD students and that it is important to spread the knowledge of the University Policy on open access, it is essential to insert the topic also in the programme of the informative and training meetings that will be organised in the future.
ACTION 14	• Disseminatio	Initial timeline: 2017.	• University governance	• Implementation of the communication plan	COMPLETED	This action is indicated as "completed" only because no other possible choice –

Definition of a plan for the communication and dissemination of research results	n, exploitation of results	Revised initial timeline: last quarter of 2017. Please note that the timeline provides the action deadline.	boards • Research Services Area			for example, "dropped" – was available. The action has actually not been implemented because, upon further examination, was regarded as too sensitive due to the fact that it implies political choices. However, it should be underlined that, although a communication plan has never been adopted, the University of Udine has organised every year many public engagement events, some of which have become routine, such as Cantiere Friuli, Memo.uniud.it, Botteghe del sapere, etc. It can also be useful to point out that at the beginning of every academic year the administrative office in charge with scientific dissemination (which is part of the *Research Services Area*) prepares a plan of the initiatives which is approved by the Rector. It should also be underlined that the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* will prepare a specific communication plan. Its aim is to update the entire academic community on the implementation status of the principles and the values set out by the Charter & Code, which will be the topic of a specific action in the Action Plan for the period 2022-2024.
ACTION 15 Accomplishment of the scheduled Plan of Affirmative Action (more correctly, Positive	• Non-discrimination • Gender balance • Research environment • Working conditions	Initial timeline: end of 2018. Revised initial timeline: last quarter of 2018. Please note that the timeline provides the action deadline.	• Specific guarantee committee (more correctly, Committee for Equal Opportunities, Wellbeing at Work and against	• Number of objectives of the Plan achieved According to the Law No. 125/1991 (as modified by Legislative Decrees No. 196/2001, 165/2001 and 198/2006), which states that Public Bodies are required to adopt active actions to promote female employment	COMPLETED	Considering that the action was related to the Positive Action Plan for the period 2016-2018, it shall be considered as completed. However, it should also be mentioned that the University of Udine has adopted a Positive Action Plan in the following years as well. Positive Action Plans for the periods 2016-2018, 2017-2019, 2018-2020, 2020-2022 are published in the

Action Plan) 2016-2018			Discrimination and Mobbing)	and achieve substantial equality between men and women at work, the University of Udine, through its Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing, adopted a Positive Action Plan for the period 2016-2018. This Plan was modified in 2017 and extended to 2019. Both the Positive Action Plan for the period 2016-2018 and the Positive Action Plan for the period 2017-2019 are published in the University website, in the web page dedicated to the Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing. 80 percent of the indicated objectives have been achieved.		University website, in the web page dedicated to the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*. It should be also underlined that the percentage of the objectives achieved has increased progressively, as well as the degree of coordination of the activities of the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing* with the activities of the *Charter & Code Working Group* (please note that in the period 2016-2018 there was no Charter & Code Working Group).
ACTION 16 Translation into English of the web page of the Specific Guaranteeing Committee for equal Opportunities (more correctly, Committee	• Gender balance • Research environment • Working conditions	Initial timeline: 2017. Revised initial timeline: last quarter of 2017. Updated timeline: last quarter of 2020. Please note that the timeline provides the action deadline.	• Computer and Multimedia Services Area (currently, University ICT Services) • Specific guaranteeing committee (more correctly, Committee for Equal Opportunitie	• Full translation The target has been achieved.	COMPLETED	As explained in the Internal Review being currently submitted, the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*, chaired by the *Rector's Delegate for Equal Opportunities*, is a body established by the *Charter of the University of Udine*, which operates in accordance with current European and national legislation and in collaboration with other bodies and subjects to promote the adoption of measures and actions aimed at guaranteeing effective equal opportunities and at improving employment conditions and the overall quality of the working environment,

for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing)			s, Wellbeing at Work and against Discrimination and Mobbing)			also through actions against any form of discrimination and moral, physical or psychological violence. The web page dedicated to the activities carried out by this Committee is currently available both in Italian and in English.
ACTION 17 Preparation of an English version for the main pages of the University's website and of all Departments web pages	• Non discrimination • Research environment • Working conditions	Initial timeline: from 2018. Revised initial timeline: from the first quarter of 2018 to the end of 2021.	• Computer and Multimedia Services Area (currently, University ICT Services) • Communication Service (currently, External Relations Office) • Departments	• Translation of 50% of the pages of the website The target has been achieved.	COMPLETED	Considering the initial indicator, the action can be considered as completed: the main pages of the University website, which certainly account for more than 50 percent, have been fully translated into English. However, also considering that the action has been planned and carried out to support foreign researchers and students, as well to make the University of Udine more attractive to foreign stakeholders, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* consider extremely important that an English version of the entire University website (which at the moment is undergoing renewal) may be available in the future. To this aim a specific new action is provided for in the Action Plan for the period 2022-2024.
ACTION 18 Creation of a specific web page on the University website with all the information about all the	• Recruitment • Recruitment (Code) • Transparency (Code)	Initial timeline: end of 2016. Revised initial timeline: last quarter of 2017. Updated timeline: last quarter of 2019. Please note that the timeline provides the action deadline.	• Research Services Area • Computer and Multimedia Services Area (currently, University ICT Services)	• Creation of a web page A web page entirely dedicated to the competitions was created and made available at the following link: *https://www.uniud.it/it/ateneo-uniud/concorsi-bandi-uniud/concorsi*) In addition, all the opportunities for researchers are currently available in the	COMPLETED	The action has definitely been completed, but the current *Rector's Representative for the Charter and Code* and the current *Charter & Code Working Group* consider extremely important that all the information is made available also in English. To this aim a specific new action is provided for in the Action Plan for the period 2022-2024.

available positions, included all forms of short-term contracts or grants			• Communication Service (currently, External Relations Office)	web page dedicated to the *Charter & Code*.		
ACTION 19 Provision of a short description of the different stages of the selection process on the same web page as all other information about the position available	• Transparency (Code) • Recruitment • Recruitment (Code)	Initial timeline: 2017. Revised initial timeline: last quarter of 2017. Updated timeline: last quarter of 2021. Please note that the timeline provides the action deadline.	• Research Services Area • Computer and Multimedia Services Area (currently, University ICT Services)	• Inserting the description in the web page	COMPLETED	This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available. The action, provided for in the first Action Plan (2016-2018), has actually not been implemented. However, it should be noted that through its "*Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document*", adopted in January 2022, the University of Udine has undertaken to create and make available to researchers, administrative staff and potential candidates a tutorial (in Italian and in English) aimed at illustrating the most important features of the various steps in the procedures for the recruitment and career progression of researchers and to issue specific Guidelines (in Italian and English) aimed at clarifying for each step of the academic career the following details: requirements to be met with in order to apply for a position; sources where competition notices are published; knowledge and skills required for a specific position; and sources providing the relevant rules on the specific selection procedure. For this reason, the current *Rector's Representative for Charter & Code* and the current *Charter & Code Working Group* have decided to insert in the Action Plan for the period 2022-2024 a new action, more consistent with the above mentioned OTM-R Policy.

ACTION 20 Creation of spaces and provision of appropriate equipment to carry out research	• Research environment • Working conditions	Initial timeline: end of 2018. Revised initial timeline: last quarter of 2018. Please note that the timeline provides the action deadline.	• University governance boards • Administration and Budget Area (currently, Administration and Finance Direction) • Building & Logistics Area (currently, Operational Services Direction) • Integrated Services for Prevention and Protection	• Number of spaces created At the end of 2018, 52 spaces were created: - 32 meeting rooms, at the Departments; - 20 study rooms, at the University.	COMPLETED	Considering the indicated timeline, the action may be definitely considered as completed. However, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* strongly believe that the problem of making adequate space and equipment available to researchers is of fundamental importance and cannot be an isolated action, but needs to become routine. For this reason, a specific action is provided for in the Action Plan for the period 2022-2024.
ACTION 21 Identification of locations to accommodate a coffee/common room in each department	• Research Environment • Working Conditions	Initial timeline: end of 2018. Revised initial timeline: last quarter of 2018. Please note that the timeline provides the action deadline.	• University governance boards • Administration and Budget Area (currently, Administration and Finance Direction) • Building & Logistics Area (currently, Operational Services	• Number of spaces created At the end of 2018 118 spaces were created: - 112 coffee corners; - 6 equipped kitchens.	COMPLETED	The action was already described as completed in the Internal Review of 2018. However, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* strongly believe that the problem of making a coffee/common room available in each department cannot be an isolated action, but needs to become routine. For this reason, a specific action is provided for in the Action Plan for the period 2022-2024.

			Direction) • Integrated Services for Prevention and Protection			
ACTION 22 Definition of an anti-mobbing action plan and determination of strategies to improve the working conditions of the individual	• Working conditions	Initial timeline: 2018. Revised initial timeline: last quarter of 2018. Updated timeline: last quarter of 2021. Please note that the timeline provides the action deadline.	• Specific guaranteeing committee (more correctly, Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing)	• Plan completed The University of Udine has joined several anti-violence protocols and agreements. Among other actions, the following are worth mentioning here: ● Actions to fight domestic and gender-based violence: - Adoption of the "Memorandum of understanding for actions to fight domestic and gender-based violence" Resolution of the Academic Senate of 26 June 2019 ● Prevention of harassment at work or at a place of study: Resolution of the Academic Senate of 29 October 2019 (in which a specific reference to the Charter & Code has been inserted), which was also signed by the trade unions. In May 2018 the University of Udine also joined the "Parole O_Stili" project (whose aim is to raise awareness, empower and educate Internet users to adopt non-hostile forms of communication), by signing	COMPLETED	Although implemented in a different way from the one planned at the beginning (a proper Anti-Mobbing Action Plan was not adopted), the action can be considered as completed: all the actions carried out by the University aim at improving the working conditions and fighting mobbing. It should be mentioned as well that the *Code of Ethics and Conduct of the University of Udine* also aims at fighting mobbing and improving the working conditions of all the employees of the University of Udine.

			the "Manifesto della comunicazione non ostile" ("Manifesto of non-hostile communication"). https://www.uniud.it/it/ateneo-uniud/ateneo-uniud-organizzazione/organi-ateneo/altri-organi/cug/cug-content/protocolli-e-accordi-anti-violenza			
ACTION 23 Census update of the remaining architectural barriers and implementation of a feasibility study for their elimination	• Research environment • Working conditions • Non-discrimination	Initial timeline: 2017. Revised initial timeline: last quarter of 2017. Please note that the timeline provides the action deadline.	• Building & Logistics Area • Integrated Services for Prevention and Protection • Specific guaranteeing committee (more correctly, Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing)	• Updated census	COMPLETED	The action was already described as completed in the Internal Review of 2018. However, the *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* consider important to perform further checks; to this aim a specific new action is provided for in the Action Plan for the period 2022-2024.

| ACTION 24 Implementation of a plan for risk prevention among researchers and its propagation through specific training initiatives | • Working conditions • Research environment | Initial timeline: 2017. Revised initial timeline: last quarter of 2017. Please note that the timeline provides the action deadline. | • Integrated Services for Prevention and Protection | • Number of courses organised

Several courses have been organised both in each single Department and at the University. As a rule, the courses are organised in two units: one on General Occupational Health and Safety Training and one on Occupational Safety and Health Management Training. | COMPLETED | In order to ensure the continuous implementation of the action, the University of Udine has launched a distance learning project on occupational health and safety – the so called "Programma Formazione in materia di sicurezza e salute" (FAD) (Training programme on safety and health) – by adopting a specific platform for distance learning which has been used for training on health and safety issues at work. More specifically, this platform allows to attend the course "General training of workers" provided for by art. 37, paragraph 1, letter a), of Legislative Decree No. 81/2008 with the methods set out in Annex II of the State Regions Agreement of 7 July 2016. The University thus provides its staff, students, PhD students and post-graduate students with a training tool that allows them to perform the educational activities required in the field of prevention and protection from occupational risks at any time of the day and to manage in fully autonomy the time devoted to training and to any in-depth analysis of the topics of interest. Once the training course has been completed, it is possible to obtain the general training certificate on safety at work, which represents a permanent training credit on the topic. |
| ACTION 25 Start up of a project to monitor the researchers' sense of | • Working conditions • Research environment | Initial timeline: 2018. Revised initial timeline: last quarter of 2018. Please note that the timeline provides the action deadline. | • Specific guaranteeing committee (more correctly, Committee for Equal | • Survey conducted

Considering that in 2015 an anonymous questionnaire was addressed to the entire academic community, but the result was very disappointing | COMPLETED | This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available. The action, provided for in the first Action Plan (2016-2018), was not implemented. Considering that the results of the surveys conducted in the |

| wellbeing in the organisatio n | | | Opportunitie s, Wellbeing at Work and against Discriminati on and Mobbing) | (with only a very small number of researchers participating), the University of Udine has changed its strategy, as explained in the Remarks. | | previous years had been very disappointing (only a small number of researchers had participated in them), the initial idea of submitting an anonymous questionnaire on the researchers' sense of wellbeing to the entire academic community was dropped. The University of Udine has decided to administer more targeted anonymous questionnaires relating to specific aspects of academic life such as, for example, the use of library resources. It should also be taken into account that anonymous questionnaires relating to the wellbeing of researchers are usually administered by each single Department. Anyway, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* strongly believe that the organisation of periodical Focus Groups can be a good way to monitor the researchers' sense of wellbeing. To this aim a specific action is provided for in the Action Plan for the period 2022-2024. |
| **ACTION 26** Adoption of regulations covering visiting professors | • Value of mobility | Initial timeline: from 2017. Revised initial timeline: first quarter of 2017. Please note that the timeline provides the action deadline. | • University governance boards • Research Services Area • Legal and Institutional Affairs Area (currently, Human Resources and General Affairs Department) | • Guidelines adopted In 2016 the University of Udine adopted the *Regulation on awarding the title of Visiting Professor and Visiting Researcher* (Rector's Decree No. 309 of 5 July 2016) *https://www.uniud.it/it/atene o-uniud/normativa/regolamenti /personale/personale-docente/regolamento-per-il-conferimento-del-titolo-di-visiting-professor-e-di-* | COMPLETED | The action was already indicated as completed in the Internal Review of the end of 2018. |

			• Organisation and Personnel Area (currently, Human Resources and General Affairs Department)	*visiting-researcher-1*		
ACTION 27 Creation of a specific web page devoted to the outgoing mobility of researchers (opportunities, tasks, coverage)	• Value of mobility	Initial timeline: from 2017. Revised initial timeline: first quarter of 2017. Please note that the timeline provides the action deadline.	• University governance boards • Research Services Area • Legal and Institutional Affairs Area (currently, Human Resources and General Affairs Department) • Organisation and Personnel Area (currently, Human Resources and General Affairs Department)	• Web page created	COMPLETED	The University website includes a specific web page entirely dedicated to the international area (*https://www.uniud.it/it/international-area*), with a specific link to the opportunities related to outgoing mobility for researchers. The action can therefore be considered as completed. However, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* noticed that the page is not available in English: to this aim a specific action is provided for in the Action Plan for the period 2022-2024.
ACTION 28	• Access to career advice	Initial timeline: periodically from 2016.	• Research Services	• Number of seminars organised	COMPLETED	The action can be described as completed, although it has become

			Area			routine.
Organisation of seminars about how to write a CV, job interviews, job placement, professional competencies etc. (mandatory for PhD students, open to the whole academic community)		Revised initial timeline: periodically starting from the first quarter of 2016.		Several courses have periodically been organised since 2016. The courses cover different topics, such as research tools and services; entrepreneurship and intellectual property; digital innovation, communication, cognitive and interpersonal skills; mobility and foreign languages; career development, etc. As will be explained below, the list of educational activities for research, open to the entire academic community, is currently available at a special web page of the University website (*https://www.uniud.it/it/ricerca/bacheca-ricercatori/iniziative-per-ricercatori*). In addition, the Career Center of the University of Udine periodically organises the so called Job Breakfasts, meetings scheduled in the morning during which the companies collect the curricula vitae of students and PhD students and then perform real job interviews.		
ACTION 29 Extension of services offered by the Career Centre to bachelor	• Access to career advice	Initial timeline: from 2017. Revised initial timeline: starting from the first quarter of 2017.	• Student Services Area	• Number of PhD students referred to companies	COMPLETED	Considering that the Career Center of the University of Udine was rearranged in 2016 and on that occasion its services were extended to PhD students, the action can be described as completed. It should be noted that the indicator is not totally clear to the current *Rector's Representative for the*

students and PhD students					*Charter & Code* and the current *Charter & Code Working Group*: all the events organised and all the actions carried out by the Career Center are addressed to all PhD students (obviously, if the events and actions are related to a specific area, such as medical or economic-legal, they are addressed only to the PhD students of the specific PhD programme). Therefore, it does not seems strictly correct to provide the "number of PhD students referred to companies". It should also be taken into account that the Career Center and the so called Punto Impresa office (literally, Business Point Office) also promote the figure of the PhD student through the so-called "Multi-companies PhD programme" (three-year training course with companies). So far 14 companies have been involved in the programme since 2019 (2 companies in the academic year 2021/2022, 4 companies in the academic year 2020/2021 and 8 companies in the academic year 2019/2020).
ACTION 30 Definition of actions to promote the introduction of a representative of researchers with short-term positions (research fellows, experts on	• Participation in decision-making bodies	Initial timeline: from 2017. Revised initial timeline: starting from the first quarter of 2017.	• University governance boards • Legal and Institutional Affairs Area (currently, Human Resources and General Affairs Department)	• Number of departments involved There are currently 3 PhD students in the Department Council of Mathematical, Computer and Physical Sciences Department. The Department of Agri-food, Environmental and Animal Sciences has also admitted some representatives of PhD students and research fellows, but only as auditors.	COMPLETED	This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available. The action, provided for in the first Action Plan (2016-2018), was not implemented and it proved to be ineffective. The implementation of the action was actually left to the Departments. It is worth explaining that, according to the internal regulations of each single Department, researchers with three-year research contracts, extendable up to a maximum of five years (RTD A as indicated in national law No. 240/2010), researchers in Tenure Track Programmes (RTD B as indicated in

the subject) in each Board of Department (more correctly, each Department Council)						national law No. 240/2010), permanent researchers and associate and full professors normally participate by right in the Department Council. A representation of students also participates in the Department Councils. PhD students, research fellows for whose recruitment no PhD is required, research fellows for whose recruitment a PhD is required and post-docs are excluded. Although in Italy PhD students are recognized the status of students, they are almost never considered as possible members of the Department Councils. There are currently 3 PhD students in the Department Council of Mathematical, Computer and Physical Sciences Department. The Department of Agri-food, Environmental and Animal Sciences has also admitted some representatives of PhD students and research fellows, but only as auditors. All the remaining representation of students in the other Department Councils is allocated to students. This is a political choice which depends both on the fact that PhD students and (even more so) research fellows remain at the university for a short period, and on the concern that they might be influenced by their supervisors. Since the action has proved ineffective, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* believe it would be advisable to devise better forms of making PhD students, post-docs and research fellows participate in the organisation of the University.
ACTION 31 Implement	• Relation with supervisors	Initial timeline: from 2017.	• Research Services Area	• Survey conducted	COMPLETED	This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available.

ation 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.)		Revised initial timeline: starting from the first quarter of 2017.	• Charter & Code Working Group			The action, provided for in the first Action Plan (2016-2018), was not implemented, probably due to the fact that a Charter & Code Working Group was only appointed at the end of 2018. It should be mentioned here that an anonymous survey conducted during the Focus Groups meetings held on 26-27 January 2022 has revealed that some research fellows are facing issues due, for example, to lack of attention by supervisors, penalizing working hours, a hostile attitude by some colleagues, etc. For this reason, the current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* have decided to drop this action and to insert a new action in the Action Plan for the period 2022-2024 that aims at adopting specific Guidelines for the supervisors of research fellows.
ACTION 32 Introduction of a customer satisfaction questionnaire for the training courses organised for PHD students at the end of the three years of the doctorate	• Working conditions • Research environment	Initial timeline: from 2017. Revised initial timeline: starting from the last quarter of 2017.	• Research Services Area	• Number of questionnaires completed Completion percentages in the period 2017-2021 were as follows: • 2021: 97,7% (217/222) • 2020: 86,1% (217/252) • 2019: 90,6% (232/256) • 2018: 92.2% (236/256) • 2017: 86,6% (214/247) PhD students currently fill in a satisfaction questionnaire every year.	COMPLETED	The action can be described as completed, although it has become routine. Once a year all PhD students currently fill in a satisfaction questionnaire which is very useful for the constant improvement of the University's performances.
ACTION 33 Devising of a training	• Access to research training and continuous	Initial timeline: end of 2017. Revised initial timeline:	• Research Services Area	• Training plan for senior researchers implemented	COMPLETED	This action is indicated as "completed" only because no other possible choice – for example, "dropped" – was available. Considering that a training plan for

and updating programme specifically for senior researchers	development	last quarter of 2017. Please note that the timeline provides the action deadline.				senior researchers has never been adopted, this action, provided for in the first Action Plan (2016-2018), shall be considered as not implemented. However, as already mentioned, several training meetings addressed to the entire academic community have been organised.
ACTION 34 Creation of a web page to include all the training initiatives available for researchers	• Access to research training and continuous development	Initial timeline: end of 2018. Revised initial timeline: last quarter of 2018. Updated timeline: last quarter of 2020. Please note that the timeline provides the action deadline.	• Research Services Area • Charter & Code Working Group	• Number of visits to the web page A specific web page was created in 2020 and make available on 13 January 2021 at the following link: *https://www.uniud.it/it/ricerca/bacheca-ricercatori/iniziative-per-ricercatori* The number of visits to the web page in the period 13/01/21-31/12/2021 is 4,497.	COMPLETED	Although delayed, the action was completed in 2021. The current *Rector's Representative for the Charter & Code* and the current *Charter & Code Working Group* believe that this action might be improved by submitting a satisfaction questionnaire after every single training activity. To this aim the new action related to a cycle of informative and training meetings provided for in the Action Plan for the period 2022-2024 will include administering an anonymous questionnaire after every single meeting.

New actions added in the Action Plan 2019-2021

Action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1 Creating, in cooperation with local businesses, dedicated laboratories aimed at providing	• Research environment • Working conditions • Career development	Last quarter of 2021. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University governance boards,	• Number of laboratories At the end of 2021 16 university-business laboratories are active. *https://qui.uniud.it/notizieEventi/ricerca-e-*	COMPLETED	In 2021 the UNIUD LAB VILLAGE was created and developed. The UNIUD LAB VILLAGE is an advanced research center that brings together university laboratories and local companies working in synergy to carry out joint projects in the fields of research, training and technology transfer.

researchers with adequate equipment to carry out their research			including in particular General Direction • Operational Services Direction	*innovazione/uniud-lab-village-entro-la-fine-del-2021-insediati-16-laboratori* *http://www.regioni.it/dallere gioni/2021/06/21/friuli-venezia-giulia-ricerca-fedriga-uniud-lab-village-rafforzera-ricerca-applicata-fvg-638984/* *https://www.udinetoday.it/sc uola/uniud-lab-village-tre-nuovi-laboratori-intelligenza-artificiale.html*		
ACTION 2 Presentations to the Academic Senate, the Departments and the Research Committee aimed at updating the entire academic community about the implementation process of the principles set out by the Charter & Code	• Ethical principles	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Charter & Code Working Group • Rector's Representative	• Number of presentations Since the *Rector's Representative for the Charter & Code* was appointed for the first time (at the beginning of 2021 for the academic year 2020/2021), the updating about the implementation process has been carried out through: • one presentation to each single Department, during its Department Council (8 presentations in all) • one presentation to the Research Committee • two presentations to the Academic Senate • one presentation to an initiative named "Tavolo Scopri" attended by the administrative staff in charge of supporting research activities.	COMPLETED	The action is described as completed, although the Rector's *Representative for the Charter & Code* and the *Charter & Code Working Group* have decided to provide for a specific action in the new Action Plan for the period 2022-2024 that aims at updating the entire academic community about the implementation process of the principles set out by the Charter & Code. This choice is related to their intention to draw up a specific communication plan.

ACTION 3 Translating into English the Charter of the University of Udine and the Code of Ethics and Conduct of the University of Udine	• Ethical principles • Research environment • Non-discrimination	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Research Services Area • Human Resources and General Affairs Department	• Publication in the University website of the English versions of the Charter of the University of Udine and the Code of Ethics and Conduct of the University of Udine The English version of the Charter of the University of Udine is currently available at the following link: *https://www.uniud.it/it/ateneo-uniud/normativa/statuto* The English version of the Code of Ethics is currently available at the following link: *https://www.uniud.it/it/ateneo-uniud/normativa/codice-etico-comportamento* A direct link to the Code of Ethics and Conduct of the University of Udine is also available in the web page dedicated to the Charter & Code.	COMPLETED	The Charter & Code Working Group appointed at the and of 2018 has decided to insert this specific action in the reviewed Action Plan 2019-2021, because it considers extremely important that the Charter of the University of Udine and the Code of Ethics and Conduct of the University of Udine are available also to foreign researchers and external stakeholders.
ACTION 4 Inserting a specific reference to the Charter & Code in the preamble of the *Code of Ethics and Conduct of the University of Udine*	• Ethical principles	Last quarter of 2021. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University governance boards, including in particular General Direction	• Adoption of a new version of the *Code of Ethics and Conduct of the University of Udine* with a specific reference to the Charter & Code in its preamble As already mentioned, the new version of the *Code of Ethics and Conduct of the University of Udine* was adopted at the end of 2021 (by Rector Decree No. 1265 of 22 December 2021).	COMPLETED	The insertion of a specific reference to the Charter & Code in the preamble of the *Code of Ethics and Conduct of the University of Udine* is extremely important considering that the *Charter of the University of Udine* expressly provides that all policies and actions of the University of Udine shall comply, among other things, with the provisions of its Code of Ethics and Conduct.

			• Human Resources and General Affairs Department			
ACTION 5 Creating a You Tube channel of the University of Udine	• Dissemination, exploitation of results	First quarter of 2020. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University governance boards, including in particular General Direction	• Creating the You Tube channel of the University of Udine The YouTube channel of the University of Udine is available at the following link: https://www.youtube.com/c/PlayUniud	COMPLETED	In April 2020 a specific channel named PlayUniud was also created with the aim of making online seminars, conferences, webinars available to the entire community (not only academic).
ACTION 6 Drafting and adopting the Gender Balance document	• Gender balance • Non-discrimination • Research environment • Working conditions	First quarter of 2020. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University governance boards, including in particular General Direction • Rector's Delegate for Equal Opportunities • Committee for Equal Opportunities, Wellbeing at Work and	• Adoption and publication of the Gender Balance document The Gender Balance document adopted in April 2020 is available in the web page dedicated to the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*.	COMPLETED	Drafting and adopting the Gender Balance document was provided for in the "Positive Action Plan" for the period 2020-2022 approved at the end of 2019 by the Academic Senate and the Board of Trustees of the University of Udine. Strongly encouraged by the *Rector's Delegate for Equal Opportunities* and the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*, the Gender Balance document was adopted at the beginning of 2020 despite the difficulties faced by the University in dealing with the Covid-19 pandemic.

			against Discrimination and Mobbing			
ACTION 7 Drafting and adopting the Gender Equality Plan	• Gender balance • Non-discrimination • Research environment • Working conditions	Last quarter of 2021. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University governance boards, including in particular General Direction • Rector's Delegate for Equal Opportunities • Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing	• Adoption and publication of the *Gender Equality Plan* The *Gender Equality Plan*, adopted in December 2021, is available at the web page dedicated to the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*.	COMPLETED	The *Gender Equality Plan*, adopted by the University of Udine at the end of 2021, is an extremely important programmatic document that aims at achieving gender balance in the academic community. The Gender Equality Plan is a two-years plan with its own schedule that includes several actions and projects to reduce gender asymmetries and inequalities and to guarantee new and useful strategies aimed at developing respect for equality and inclusion.
ACTION 8 Analysing the level of implementation of the OTM-R principles in the recruitment policy of the	• Recruitment • Recruitment (Code) • Selection (Code) • Transparency (Code)	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code • Charter & Code Working Group	• Publication of the OTM-R Checklist in the web page dedicated to the Charter & Code The first OTM-R checklist was published at the end of January 2022 in the web page dedicated to the Charter & Code and it is	COMPLETED	The analysis of the level of implementation of the OTM-R principles in the recruitment policy of the University of Udine has been performed by the *Charter & Code Working Group* appointed in October 2021, in particular by using the self-evaluation tool of the "OTM-R checklist". The first version of the "OTM-R checklist" was filled in in the last

University of Udine				available at the following link: *https://www.uniud.it/it/ricerca/carta-europea-ricercatori-uniud/politica-otmr/1deg-otmr-checklist*		quarter of 2021 by the *Charter & Code Working Group*, chaired by the *Rector's Representative for the Charter & Code*, and was discussed at the meeting of the *Charter & Code Working Group* on 13 January 2022. Considering that the first checklist has revealed that the University of Udine, despite having actually adopted an OTM-R system, did not have at that moment a summary document of the principles inspiring it, the *Rector's Representative for the Charter & Code*, in agreement with the *Charter & Code Working Group*, has therefore encouraged the University of Udine to adopt a Summary Document relating to the OTM-R Policy. Consequently, in January 2022 the Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document was adopted by the University of Udine.
ACTION 9 Producing leaflets about the Charter & Code and distributing them to the entire academic community	• Ethical principles • Research environment	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Rector's Representative for Charter & Code • Charter & Code Working Group • General Direction	• Distribution of the leaflets to the entire academic community	IN PROGRESS	In order to disseminate the knowledge of the principles and values of the Charter & Code, the *Rector's Representative for Charter & Code* and the *Charter & Code Working Group* decided to produce some leaflets with synthetic messages about the Charter & Code, both in Italian and in English, and to distribute them to the entire academic community. Unfortunately, due to the Covid-19 pandemic, the initial idea of creating paper leaflets had to be temporarily abandoned. However, the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* have decided to share the leaflets with the entire community through the official channel of the University of Udine on the social media

						Instagram. The changes occurred in the implementation of the action have caused a short delay, but the first leaflet was released on 17 January 2022.
ACTION 10 Organising a Focus Group aimed at involving the academic community in the implementation process of the principles set out by the Charter & Code	• Research environment • Working conditions	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code • Charter & Code Working Group	• Organisation of the Focus Group Two Focus Groups were organised: the first held on 26-27 January 2022 and the second held on 2-3 February 2022.	COMPLETED	Although slightly delayed, the action was completed: two Focus Groups on the Charter & Code were organised, the first held on 26-27 January 2022 and the second on 2-3 February 2022. The Focus Group meetings were voluntarily attended by 100 researchers, of which 48 males and 52 females, representative of all categories of researchers and also, although to a very limited extent, of the administrative staff. The participants were divided into seven subgroups and at the end of the first Focus Group meeting they were asked to fill in an anonymous survey, which has provided extremely useful feedback to the *Rector's Representative for Charter & Code* and the *Charter & Code Working Group*. The results of the anonymous survey were discussed both during the meeting of the Charter & Code Working Group on 1 February 2022 and during the second Focus Group meetings on 2-3 February 2022. For further information about the results of the Focus Groups, please see the Internal Review.
ACTION 11 Changing the composition of the Charter & Code Working Group	• Research environment	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Rector • Rector's Representative for the Charter & Code	• Appointment by Rector Decree of a new Charter & Code Working Group The new Charter & Code Working Group was appointed by Rector's Decree No. 1017/2021 [Classif. II/1], Prot. No. 0101/86 of 27 October 2021.	COMPLETED	The composition of the *Charter & Code Working Group* has changed and now also includes one representative for each Department, one foreign researcher employed by the University of Udine, one representative of the Italian Association of PhD students and PhDs. The Rector and his Representative for Charter & Code felt it appropriate to involve all departments in order to better understand the specific needs of

						each area. The involvement of one foreign researcher employed by the University of Udine in the Working Group aims at identifying the best ways to organise the reception of foreign researchers and their integration into academic life. Likewise, the involvement of one representative of the Italian Association of PhD students and PhDs aims at better understanding the needs of PhD students as well as post-docs and young research fellows.
ACTION 12 Creating a specific e-mail address so as to enable a direct contact with the Rector's Representative for the Charter & Code and the Charter & Code Working Group	• Research Environment	Last quarter of 2021. Please note that the timeline provides the action deadline.	• Rector's Representative for Charter & Code • Charter & Code Working Group • Research Services Area • University ITC Services	• Creating the e-mail address The specific e-mail address *cartaue.ricercatori@uniud.it* was released at the same time as the new web page dedicated to the Charter & Code in October 2021.	COMPLETED	A specific e-mail address improves the visibility of the *Charter & Code Working Group* and enables researchers facing issues to have a direct contact with the *Rector's Representative for the Charter & Code*. The specific e-mail address is also used by the *Rector's Representative for the Charter & Code* and the *Research Services Area* to send messages to researchers regarding the activities related to the Charter & Code as well as to receive queries.
ACTION 13 Organising meetings/courses aimed at spreading the culture of inclusion and respect for human dignity and equality also outside	• Research environment • Non-discrimination • Gender balance • Working conditions	Periodically during the entire 2021.	• Rector's Delegate for Equal Opportunities • Committee for Equal Opportunities, Wellbeing at Work and against Discriminati	• Number and contents of the meetings/courses Several courses aimed at fostering the dissemination of a culture of equal opportunities and inclusion have been organised in 2021, such as the Course on Equal Opportunities and Inclusion, the Course on Diversity, Equality and Inclusion, the Course on Personalized Medicine, etc.	COMPLETED	Various episodes of bullying and violence against women and homosexuals at national level have led the University to increase its attention to such issues. In this respect a fundamental role was performed by the Rector's Delegate for Equal Opportunities and the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing* by organising courses that were attended by more than 100 researchers.

the academic community			on and Mobbing	Further information about these courses is available at the web page dedicated to the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*.		

NEW ACTIONS – Action Plan 2022-2024

Action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1 Translating and publishing in English all the internal regulations relating to the procedures for the recruitment and career progression of researchers	• Recruitment • Recruitment (Code) • Transparency (Code) • Selection (Code)	Last quarter 2023. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Research Services Area • Human Resources and General Affairs Department • University governing bodies, formerly referred to as University governance boards, including in particular General Direction	• Number of regulations translated and published The translation into English of all the internal regulations relating to the procedures for the recruitment and career progression of researchers is a complex operation which implies significant costs. It is therefore appropriate to include the University governing bodies among the "offices in charge" and to set the deadline in the last quarter of 2023. The English version of all the internal regulations relating to the procedures for the recruitment and career	NEW	The aim of the action is to improve the OTM-R System of the University of Udine. Please note that the University of Udine has already undertaken to implement this action through its "Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document".

| | | | | progression of researchers shall be published in the University website, more specifically in the web page dedicated to the internal regulations, but a direct link to the English versions shall also be available in the web page dedicated to the Charter & Code.

In order to avoid delays in the implementation of the action, the timeline shall be organised as follows:
• by the end of April 2022 a review of the internal regulations to be translated will be made by the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group*;
• the *Research Services Area* will then be asked to contact the translators and assign them the task of translating at least one regulation per month;
• after three months (i.e. by the end of July) the first monitoring will be held by the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group*. The | | |

				implementation will proceed with a monitoring held every three months.		
ACTION 2 Producing and releasing a tutorial (in Italian and in English) aimed at illustrating the most important features of the various steps in the procedures for the recruitment and career progression of researchers	• Recruitment • Recruitment (Code) • Transparency (Code) • Selection (Code)	Second quarter of 2023. Please note that the timeline provides the action deadline.	• Representative for the Charter & Code • Charter & Code Working Group • Research Services Area • Human Resources and General Affairs Department • General Direction • University ITC Services	• Indicator: Tutorial release • Target: researchers, administrative staff and potential candidates The tutorial shall be released in the web page dedicated to the Charter & Code. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of June 2022 the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group*, with the support of the *Research Services Area* and the *Human Resources and General Affairs Department*, shall define the contents of the tutorial; • University ITC Services and General Direction will afterwards be asked to arrange for the creation of the tutorial; • after four months (i.e. by the end of October 2022) the first	**NEW**	The aim of the action is to improve the OTM-R System of the University of Udine. Please note that the University of Udine has already undertaken to implement this action through its "Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document".

				monitoring will be held by the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* in order to verify the status of the action implementation. If necessary, the implementation will proceed with a monitoring held every month.		
ACTION 3 Creating specific Guidelines (in Italian and English) aimed at clarifying the steps of the academic career	• Recruitment • Recruitment (Code) • Career development • Transparency (Code) • Selection (Code)	First quarter of 2023. Please note that the timeline provides the action deadline.	• Representative for the Charter & Code • Charter & Code Working Group • Research Services Area • Human Resources and General Affairs Department • General Direction • University ITC Services	• Publication of the Guidelines The Guidelines shall clarify for each step of the academic career the following details: requirements to be met with in order to apply for a position; sources where competition notices are published; knowledge and skills required for a specific position; and sources providing the relevant rules on the specific selection procedure. The Guidelines shall be published in the web page dedicated to the Charter & Code. In order to avoid delays in the implementation of the action, the timeline shall be organised as	**NEW**	The aim of the action is to improve the OTM-R System of the University of Udine. Please note that the University of Udine has already undertaken to implement this action through its "Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document".

				follows: • by the end of June 2022 the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group*, with the support of the *Research Services Area* and the *Human Resources and General Affairs Department*, shall define the specific contents of the Guidelines; • the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* shall then draft the Guidelines, at the latest within two months; • the Guidelines shall then be submitted to the Rector, to the General Director, to the Rector's Delegate for Research and to the Research Committee to be finally published in the web page dedicated to the Charter & Code.		
ACTION 4 Writing and publishing an outline document entitled "OTM-R in a nutshell"	• Recruitment • Recruitment (Code) • Transparency (Code)	Second quarter of 2022. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code	• Publication of the outline document • Number of views of the outline document The outline document entitled "OTM-R in a nutshell" shall be published in the web	**NEW**	The aim of the action is to clarify, by means of a simple and concise document, what an OTM-R System is, and to make it more accessible to administrative staff, researchers and potential candidates, while explaining as well why it is important for the

				page dedicated to the Charter & Code. The number of visits will permit to understand if the action has been successful or not. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the latest by the end of April 2022 the document shall be drafted by the *Rector's Representative for the Charter & Code*. At the beginning of March, the *Charter & Code Working Group* shall verify the document drafting stage.		University to adopt such system.
ACTION 5 Organising specific informative meetings/conferences aimed at clarifying how the whole academic staff can contribute to its OTM-R system	• Recruitment • Recruitment (Code) • Career Development • Research Environment • Working Conditions	Periodically starting from the second semester of 2022.	• Representative for the Charter & Code • Charter & Code Working Group • Research Services Area	• Number of informative meetings/conferences organised • Number of participants • Number of anonymous questionnaire collected In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the latest by the	**NEW**	The aim of the action is, on the one hand, to spread the knowledge of the OTM-R principles and, on the other, to highlight the importance of respecting the OTM-R principles both to senior researchers, who will later be part of the selection committees, and to young researchers, who will participate in the selections. It should be noted that young researchers very often complain about the procedures without really knowing how the OTM-R system works.

				end of July 2022 the first informative meeting/conference shall be organised by the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* with the support of the *Research Services Area*; • the informative meeting/conference shall be repeated at least once per year, ideally in the same period; • at the beginning of every academic year (i.e. at the latest by the beginning of November) the informative meeting/conference shall be planned and advertised well in advance. In order to ensure the effectiveness of the action, an anonymous questionnaire shall be administered to the participants after the informative meeting/conference in order to understand how the implementation of the action can be improved. In order to allow as		

				wide participation as possible, the informative meetings/conferences shall be held online.		
ACTION 6 Organising informative meetings/conferences aimed at describing professional development opportunities and career prospects	• Recruitment • Recruitment (Code) • Career development • Research environment • Working conditions	Periodically starting from the last quarter of 2022.	• Representative for the Charter & Code • Charter & Code Working Group • Research Services Area	• Number of informative meetings/conferences organised • Number of participants • Number of anonymous questionnaire collected In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the latest by the end of July 2022 the first information meeting/conference shall be planned and organised by the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* with the support of the *Research Services Area*; • the information meeting/conference shall be repeated at least once per year, ideally in the same period; • at the beginning of every academic year (which means at the latest by the beginning	**NEW**	The aim of the action is to give researchers, especially younger ones, the opportunity to learn more about potential professional development options and career prospects, both in general and more specifically at the University of Udine.

				of November) the information meeting/conference shall be planned and advertised well in advance. In order to ensure the effectiveness of the action, after the information meeting/conference, an anonymous questionnaire shall be administered to the participants, in order to understand how the implementation can be improved. In order to allow as wide participation as possible, the information meetings/conferences shall be held online.		
ACTION 7 Establishing a system that simplifies the submission of any complaints by devoting a special section of the University website to such purpose	• Recruitment • Recruitment (Code) • Research environment • Working conditions • Complains/appeals	Second quarter of 2023. Please note that the timeline provides the action deadline.	• Representative for the Charter & Code • Charter & Code Working Group • General Direction • University ITC Services	• Creating a special section of the University website dedicated to the submission of any complaints The idea is to create a section in the University website where anyone wishing to submit a complaint can do so in a straightforward manner by entering their name and qualification in specific mandatory fields and expressing	**NEW**	The aim of the action is to improve the research environment of the University of Udine. Please note that the University of Udine has already undertaken to implement this action through its "Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document". The Policy provides for the action aimed at simplifying the submission of the complaints related to the recruitment procedures (rather than challenging the results of the selection procedure).

| | | | | their own considerations in an open field with a maximum limit of words. At that point an automatic message should start handling the complaint.

In order to avoid delays in the implementation of the action, the timeline shall be organised as follows:
• by the end of July 2022 the Rector's Representative for the Charter & Code, in accordance with the Charter & Code Working Group, shall define with the General Direction the procedures for the implementation of the action;
• the Rector's Representative for the Charter & Code and the Charter & Code Working Group will then monitor the implementation every three months. | | However, it is certainly worthwhile to extend the action to complaints of any kind. A mandatory field could be inserted in the special section of the website, where the complainer can choose the complaint topic: for example, recruitment, training activities, spaces and equipment, etc. |
| **ACTION 8**
Identifying a system of analysis and self-evaluation to monitor the degree of application and effectiveness of the | • Recruitment
• Recruitment (Code)
• Transparency (Code)
• Selection (Code) | Last quarter of 2022. Please note that the timeline provides the action deadline. | • Representative for the Charter & Code
• Charter & Code Working Group
• Human Resources and | • Activating the system of analysis and self-evaluation

In order to improve the OTM-R System of the University of Udine it is | **NEW** | The aim of the action is to improve the OTM-R System of the University of Udine.
Please note that the University of Udine has already undertaken to implement this action through its "Policy for an |

OTM-R principles at the University of Udine				General Affairs Department • University governing bodies, formerly referred to as University governance boards, including in particular General Direction	important to set up a system of analysis and self-evaluation that will allow to further verify the degree of application and effectiveness of the OTM-R principles in its procedures for the recruitment and career progression of researchers. Since the individuation of the system implies a political choice, it is appropriate to involve also the University governing bodies. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of July 2022 the Rector's Representative for the Charter & Code and the Charter & Code Working Group shall submit a proposal to the Rector and the General Director; • the Rector's Representative for the Charter & Code will then discuss the proposal with the Rector and the General Director in order to define the system at the latest by the end of 2022.		Open, Transparent and Merit-based Recruitment of Researchers – Summary Document".

| ACTION 9 Translating and publishing all competition notices (also) in English in the University website | • Recruitment • Recruitment (Code) • Transparency (Code) • Selection (Code) • Value of mobility | Last quarter of 2024. Please note that the timeline provides the action deadline. | • University governing bodies, formerly referred to as University governance boards, including in particular General Direction • Human Resources and General Affairs Department • University ICT Services • External Relations Office | • Number of competition notices translated into English The translation into English of all the competition notices is a complex operation which implies significant costs. It is therefore appropriate to include the University governing bodies among the "offices in charge" and to set the deadline of the action at the end of 2024. Considering that the translation of the competition notices in their entirety might be extremely difficult and maybe even excessive, the evaluators will be asked whether a translation of an abstract from the competition notice may be sufficient, the abstract being not too concise and providing all the essential elements to potential candidates. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of 2022 a specific strategy shall | NEW | The aim of the action is to improve the OTM-R System of the University of Udine. Please note that the University of Udine has already undertaken to implement this action through its "Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document". |

				be defined by the Rector's Representative for the Charter & Code, the Charter & Code Working Group, the Human Resources and General Affairs Department and the General Director; • the Rector's Representative for the Charter & Code and the Charter & Code Working Group, in accordance with the Rector and the General Director, shall then monitor the implementation process at least every four months.		
ACTION 10 Organising a specific reception office for foreign researchers	• Research environment • Working conditions • Value of mobility	Last quarter of 2023. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Research Services Area • Human Resources and General Affairs Department • General Direction • Rector's Delegate for Internationalisation	• Availability of the specific reception office • Number of customer satisfaction questionnaires collected The specific reception office for foreign researchers shall be organised in such a way as to become a solid point of reference both for foreign researchers hired by the University and those involved in a research period at the University. The office shall be able to provide information on the bureaucratic	**NEW**	The aim of the action is to overcome the critical issue of the challenges often faced by foreign researchers in integrating into social and academic life as well as in identifying the office they may contact in case of need. As far as foreign researchers are concerned, the communication gap should obviously be overcome also by increasing the use of the English language and by organising Italian courses. Considering that the remuneration of all categories of researchers is currently regulated by the national legislation and it is likely to be attractive only to potential candidates from countries

				formalities to be fulfilled in order to stay in Italy, on accommodation, on the offices where requests can be addressed, on gathering occasions organised by the University, on the resources available (such as library resources, canteens, etc.), etc.

Considering that the implementation of the action is far from easy, in order to avoid any delays, the timeline shall be organised as follows:
• by the end of July 2022 the Rector's Representative for the Charter & Code and the Charter & Code Working Group shall define the tasks that will have to be assigned as regards the specific reception office for foreign researchers;
• the Rector's Representative shall then discuss with the General Director, at the latest in early October 2022, the procedures for the implementation of the action;
• the Rector's Representative for the Charter & Code and | | where remuneration is lower, the action is also aimed at making the open positions of the University of Udine more attractive.
Please note that the involvement of one foreign researcher employed by the University of Udine in the Charter & Code Working Group also aims at identifying the best ways to organise the reception of foreign researchers and their integration into academic life. |

				the Charter & Code Working Group will then monitor the implementation every three months.		
ACTION 11 Organising a reception office for new researchers	• Research environment • Working conditions	Last quarter of 2023. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Research Services Area • Human Resources and General Affairs Department • General Direction	• Availability of the specific reception office • Number of customer satisfaction questionnaires collected The reception office for new researchers shall be organised in such a way as to become a solid point of reference for new researchers hired by the University. The office shall be able to provide information on the offices where requests can be addressed, on accommodation, on gathering occasions organised by the University, on the resources available (such as library resources, canteens, etc.), etc. Considering that the implementation of the action is far from easy, in order to avoid any delays, the timeline shall be organised as follows: • by the end of July	**NEW**	The action is to be carried in conjunction with the organisation of a specific reception service for foreign researchers. Its aim is to overcome the critical issue of the challenges often faced by new researchers in integrating into social and academic life as well as in identifying the office they may contact in case of need.

				2022 the Rector's Representative for the Charter & Code and the Charter & Code Working Group shall define the tasks that will have to be assigned as regards the reception office for new researchers; • the Rector's Representative shall then discuss with the General Director, at the latest in early October 2022, the procedures for the implementation of the action; • the Rector's Representative for the Charter & Code and the Charter & Code Working Group will then monitor the implementation every three months.		
ACTION 12 Organising a cycle of informative and training meetings/conferences aimed both at analysing in depth the contents of the *Charter & Code* and at highlighting the practical effects of their implementation	• Ethical principles • Research freedom • Professional responsibility • Good practice in research	Continually starting from the second quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Research Services Area	• Number of meetings/conferences organised • Number of participants • Number of anonymous questionnaire collected The aim of the cycle of meetings/conferences is to analyse in depth the contents of the *Charter & Code* and highlight the practical effects that the implementation of the principles can have in	**NEW**	The action is aimed at spreading the knowledge of the contents of the *Charter & Code* and also of the practical effects that the implementation of the principles set out by the Charter & Code can have in terms of improving training and development. The idea is to organise a series of online meetings/conferences (in order to allow as wide a participation as possible), also involving national and foreign colleagues who are already engaged in the implementation of the *Charter & Code*. This will

				terms of improving training and development. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the latest by the end of April 2022 the first cycle of meetings/conferences shall be planned and organised by the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* with the support of the *Research Services Area*; • the cycle of meetings/conferences shall be repeated every year; • at the beginning of every academic year (i.e. at the latest by the beginning of November) the cycle of meetings/conferences shall be planned and advertised well in advance. In order to ensure the effectiveness of the action, an anonymous questionnaire shall be administered to the participants after the informative meeting/conference in order to understand		lead to the growth of the *Charter & Code Working Group* and therefore of the University of Udine itself, also thanks to some good practices that may be adopted as a result.

				how the implementation can be improved. In order to allow as wide participation as possible, the informative and training meetings/conferences shall be held online.		
ACTION 13 Continuous update and improvement of the web page devoted to the Charter & Code	• Ethical principles	Continually starting from the first quarter of 2022	• Rector's Representative • Charter & Code Working Group • Research Services Area • University ICT Services	• Number of visits to the web page • Increasing of the contents In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the latest by the end of April 2022 the Rector's Representative and the Charter & Code Working Group shall check the status of the web page; • every three months the Rector's Representative for the Charter & Code and the Charter & Code Working Group shall monitor the status of the web page and plan the actions required for its improvement.	**NEW**	As already mentioned, after the Interim Assessment of 2018 the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* decided to create a new web page with more information and details, especially about the contents of the Charter & Code, the composition of the Working Group, open positions at all stages, training opportunities, etc. (Please note that the *Rector's Representative* was also a member of the Working Group appointed at the end of 2018). The update and improvement of this web page shall continue. It is important to ensure that all contents of the web page are available also in English and that the web page is improved by adding more contents. It should be noted that the part related to the competition notices shall be improved. A link is currently provided to all the competition notices, but this is not enough if not all competition notices are available also in English. However, it should be pointed out that through the "Policy for an Open, Transparent and

						Merit-based Recruitment of Researchers – Summary Document" the University of Udine has already undertaken to publish all competition notices in the University website also in English.
ACTION 14 Adoption of guidelines for mentors and supervisors of research fellows and post-docs in accordance with the Charter & Code principles	• Relation with supervisors • Supervision and managerial duties • Supervision • Working conditions • Research environment	Last quarter of 2022. Please note that the timeline provides the action deadline.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Rector's Delegate for Research • Research Services Area	• Adoption of the guidelines In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the latest by the end of May 2022 the Rector's Representative and the Charter & Code Working Group shall draft the Guidelines; • the Guidelines shall than be discussed with the Rector's Delegate for Research, at the latest by the end of June 2022; • the Guidelines shall be adopted at the latest by the end of October 2022.	NEW	The implementation of the first Action Plan led to the adoption of the "Guidelines for PhD students and supervisors", but it is important to also adopt Guidelines addressed to the supervisors of research fellows and post-docs. Please note that the action refers to research fellows for whose recruitment no PhD is required, to research fellows for whose recruitment a PhD is required as well as to post-doc fellows. The action is aimed at improving the working conditions of post-docs and young research fellows. The *Focus Groups* on the *Charter & Code* held on 26-27 January and 2-3 February 2022 have revealed that a sample of this category of researchers, although a minority, is facing issues due also to lack of attention by supervisors.
ACTION 15 Update and distribution of the handbook for PhD students	• Ethical principles • Professional responsibility • Contractual and legal obligations	Periodically starting from 2022.	• Research Services Area	• Number of handbooks distributed In order to avoid delays in the implementation of the action, the timeline	NEW	As mentioned above, PhD students currently receive a vademecum (the so called handbook) at the beginning of their training, which clearly explains the rights and the duties of PhD students.

				shall be organised as follows: • twice a year (ideally in May and November) the Rector's Representative for the Charter & Code and the Charter & Code Working Group will verify whether an update of the PhD handbooks is required.		The distribution of this handbook has already become a routine and shall be constantly repeated. In addition, the handbook should be periodically updated.
ACTION 16 Improving the working conditions of researchers, especially of those with children, by pursuing a better work-life balance	• Research environment • Working conditions • Non-discrimination	Last quarter of 2023. Please note that the provides the action deadline.	• Delegate for Equal Opportunities • Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing	• Implementation of the actions provided for by the Gender Equality Plan, especially of the following: • the setup – by the end of December 2022 – at least of one "Wellness Room", in order to meet temporary, unforeseen health needs, and ensure the wellbeing and privacy of external staff who do not have their own office, as well as undergraduates, graduate, PhD students and research fellows; • the provision – by the end of December 2022 – of a fund of at least 10,000 euros to support female research fellows during motherhood; • the improvement – by the end of December 2022 – of the communication and dissemination of results achieved by female	NEW	Please note that the *Gender Equality Plan* recently adopted by the University of Udine provides for several actions aimed at improving the working conditions of researchers, especially by pursuing a better work-life balance.

				researchers in research projects, focusing on STEM areas, especially through interviews and the description of 'top stories' regarding the university's female researchers as well as the organisation of at least one event on the occasion of the "International Day of Women and Girls in Science" (ONU-UNESCO). Please note that the *Rector's Delegate for Equal Opportunities* has recently accepted the proposal of the *Rector's Representative for the Charter & Code* to also place changing tables in the 'Wellness Room'.		
ACTION 17 Conferment of a special PhD Award and publication of the competition notice also in English	• Research environment • Working conditions	Once a year starting from 2022.	• Research Services Area	• Number of awards conferred • Publication of the competition notice also in English In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of March 2022 the competent administrative offices shall be asked to provide an English version of the competition notice;	NEW	The University of Udine shall continue to confer a PhD Award for the best PhD theses in order to reward high-quality research and encourage new PhD students to carry out their activities according to high and innovative standards. The competition notice shall also continue to mention that the PhD Award is an action aimed at implementing the principles set out by the European Charter for Researchers, but it shall also be published in English.

				• at the latest by the end of May 2022 the Rector's Representative and the Charter & Code Working Group shall verify whether the English version of the competition notice is available.		
ACTION 18 Organising a PhD Expo	• Research environment • Working conditions	Once a year starting from 2022.	• Research Services Area	• Number of PhD Expos organised.	**NEW**	The University of Udine shall continue to organise every year the PhD Expo, i.e. the exhibition of posters related to the doctoral theses discussed in the reference year. The PhD Expo is an event open to the entire community (not only academic). It might be advisable to ask for posters to be presented in English.
ACTION 19 Submission of a form to all newly hired researchers stating their commitment to the ethical principles and insertion of a specific reference to the Code of Ethics and Conduct of the University of Udine in the PhD handbooks	• Ethical principles	Continually starting from the first quarter of 2022.	• Human Resources and General Affairs Department	• Number of acceptance forms signed	**NEW**	Every newly hired researcher is given a copy of the *Code of Ethics and Conduct of the University of Udine* by the administrative staff of the *Human Resources and General Affairs Department*. The researchers sign a form stating they have received a copy of the *Code of Ethics and Conduct of the University of Udine* and they are aware of its contents. At the same time, starting from the academic year 2020/2021 a reference to the *Code of Ethics and Conduct of the University of Udine* has been inserted in the handbooks addressed to PhD students. The action has become routine, therefore it will also be implemented in the future: to

						this aim, the action has been inserted in the Action Plan for the period 2022-2024 as well.
ACTION 20 Organising a cycle of informative and training meetings/conferences on all the relevant topics for research	• Research environment • Working conditions • Good practice in research	Periodically starting from the last quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Rector's Delegate for Research • Research Services Area	• Number of meetings/conferences organised

It is important to systematically organise a cycle of meetings/conferences per academic year in order to spread the culture of doing research in a competitive way. That means that every year several meetings/conferences need to be organised on the most relevant topics for research, e.g. the importance of participating in the international, European and national calls related to research projects; the importance of being involved in industrial research; the importance of the policy of the University of Udine for open access; the importance of using anti-plagiarism software such as Turnitin; the importance of respecting the principles set out by the Code of Ethics and Conduct of the | **NEW** | It is important to continue to organise informative and training meetings/conferences to improve the professionalism of researchers, including drawing their attention to the most relevant topics for research. |

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				University of Udine; etc.		
				In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • as regards the academic year 2021/2022, at the latest by the end of April 2022 the *Rector's Representative* and the *Charter & Code Working Group* shall verify which meetings/conferences are already planned. Should any particularly important topic be found missing, they might decide to insert it in the programme of the meetings/conferences, in accordance with the *Rector's Delegate for Research*; • as regards the following academic years, at the beginning of the academic year (i.e. at the latest by the beginning of November) the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group*, in accordance with the *Rector's Delegate for Research*, shall prepare		

				a draft of the cycle of informative and training meetings/conferences.		
ACTION 21 Adoption and implementation of a specific communication plan regarding the Charter & Code	• Research environment • Working conditions	Adoption: first quarter of 2022. (Please note that the timeline provides the action deadline.) Implementation: continually starting from the second quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • General Direction	• Adoption and implementation of the specific communication plan The communication plan shall refer specifically to the activities of the Rector's Representative for Charter & Code and the Charter & Code Working Group. Considering that the Focus Groups held at the beginning of 2022 have revealed an evident lack of awareness of the fact that many actions carried out by the University of Udine are related to the implementation of the principles set out by the Charter & Code, it is extremely important to better organise the communication activities. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of April 2022 the	NEW	As explained in the Internal Review, in order to achieve a successful diffusion of the cultural change suggested by the *Charter & Code* it is essential that all researchers immediately recognize which actions and policies are the result of the choice made by the University of Udine to comply with the principles and values which inspired the European Commission in 2005. A specific communication plan concerning the Charter & Code needs therefore to be drafted at the latest by the end of April 2022. In the meantime, the academic community shall be kept updated on the progress of the implementation of the principles and values set out by the *Charter & Code* through the channels used over the last few months, namely the enhancement of the web page dedicated to the *Charter & Code*, the sending of e-mail messages from the specific e-mail address *cartaue.ricercatori@uniud.it*, the presentations made by the Rector's Representative to the Academic Senate and those made by the members of the *Charter & Code Working Group* to the respective Department Councils, etc.

				communication plan shall be drafted by the Rector's Representative and the Charter & Code Working Group; • the specific communication plan shall not only identify the most effective means of communication, but shall also provide for a schedule of activities and a set of tools aimed at verifying the effectiveness of the information tools identified; • the effectiveness of the chosen communication tools shall be monitored at least every six months.		
ACTION 22 Spreading use of the "HR Award" logo	• Research environment • Working conditions	Continually starting from the last quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • University governing bodies, formerly referred to as University governance boards, including in particular General Direction	• Adoption of a circular addressed to the Departments asking them to use the "HR Award" logo, e.g. by inserting it in letterhead, posters, e-mail messages, etc. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of May 2022 the draft of the circular shall be prepared by the Rector's Representative	**NEW**	Considering that the Focus Groups held at the beginning of 2022 have revealed an evident lack of awareness of the fact that many actions carried out by the University of Udine are related to the implementation of the principles set out by the Charter & Code, the use of the "HR Award" logo should be more widespread, e.g. by inserting it in letterhead, posters, e-mail messages, etc.

				for Charter & Code and the Charter & Code Working Group; • the draft shall then be discussed by the Rector's Representative with the Rector and the General Director and sent to the Departments.		
ACTION 23 Increasing the extent of the University website translated into English	• Non-discrimination • Research environment • Working conditions	Last quarter of 2024. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University governance boards, including in particular General Direction • University ICT Services • External Relations Office	• Translation of the entire University website The translation into English of the remaining part of the University website, currently only available in Italian, is a complex operation which implies significant costs. It is therefore appropriate to include the University governing bodies among the "offices in charge" and to set the deadline of the action at the end of 2024. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • by the end of 2022 a specific strategy shall be defined by the Rector, his Representative for the Charter & Code and the General Director;	**NEW**	In order to make the University of Udine more attractive to foreign researchers and stakeholders, it is extremely important that an English version of the entire University website (currently undergoing renewal) may be available at the latest by the end of 2024. Please note that the action also includes the translation of the above-mentioned web page devoted to the outgoing mobility of researchers.

				• the Rector's Representative for the Charter & Code and the Charter & Code Working Group, in accordance with the Rector and the General Director, shall then monitor the implementation process at least every four months.		
ACTION 24 Further enhancing public engagement activities and any activities aimed at disseminating the results of the research performed at the University of Udine	• Public engagement • Dissemination, exploitation of results	Continually starting from the first quarter of 2022.	• Research Services Area	• Number of initiatives organised It should be noted that the administrative office in charge of scientific dissemination (which is part of the *Research Services Area*) already prepares a yearly plan of the initiatives at the beginning of every year and sends it to the Rector for approval. It is important to continue with this good practice. At the beginning of every academic year the Rector's Representative for the Charter & Code and the Charter & Code Working Group will simply remind the competent office to insert the "HR Award" logo in the posters, so that the link between the initiatives and the principles set out by the	**NEW**	The University of Udine organises every year many events of public engagement, some of which have become routine, e.g. Cantiere Friuli, Memo.uniud.it, Botteghe del sapere, etc. The University of Udine also organises events aimed at disseminating the results of the research performed at the University of Udine. These events are of fundamental importance because they can encourage society to more fully appreciate the role of the researchers.

				Charter & Code may be clear to everyone.		
ACTION 25 Organising periodical Focus Groups	• Research environment • Working conditions	Periodically starting from the first quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • Research Services Area	• Number of the Focus Groups organised • Number of participants • Number of anonymous surveys conducted Also considering that 98 percent of the participants perceived the Focus Groups held in January and February 2022 as a useful tool to ensure greater involvement of the academic community in issues relating to the *Charter & Code*, at least one focus group shall be organised every year. As done on the occasion of the first Focus Groups, after every single Focus Group an anonymous survey shall be conducted and participants shall receive a certificate of attendance. In order to avoid delays in the implementation of the action, the timeline shall be organised as follows: • at the beginning of every academic year	**NEW**	In January and February 2022 two Focus Groups have been organised for the first time by the Rector's Representative for the Charter & Code and the Charter & Code Working Group. Considering that the *Focus Group* meetings were voluntarily attended by 100 researchers, it seems so that they can be a good way to involve the entire academic community in issues relating to the Charter & Code, also in order to monitor the perception of wellbeing, safety and quality by the researchers and to plan the actions necessary to achieve improvement.

				(i.e. at the latest at the beginning of November) one Focus Group shall be planned. It is understood that the Rector's Representative for the Charter & Code and the Charter & Code Working Group may organise specific Focus Groups whenever they deem it necessary.		
ACTION 26 Organising "gathering occasions" between senior and less experienced researchers	• Research environment • Working conditions	Periodically starting from the first quarter of 2023.	• Rector's Representative for Charter & Code • Charter & Code Working Group • Research Services Area	• Number of "gathering occasions" organised Please note that the organisation of the "gathering occasions" between senior and less experienced researchers is scheduled at beginning of 2023 so that during 2022 the Rector's Representative for the Charter & Code and the Charter & Code Working Group, with the support of the Research Services Area, may identify the best way to organise them.	**NEW**	The Focus Groups meetings held in January and February 2022 revealed that young researchers strongly believe that organising "gathering occasions" between senior and less experienced researchers would be very useful and would enhance the sense of belonging to the academic community. The Rector's Representative for Charter & Code and the Charter & Code Working Group have therefore decided to comply with this request.
ACTION 27 Verifying that adequate spaces and equipment are made available to all researchers and that all Departments have at least a common	• Research environment • Working conditions	Periodically starting from the second quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group • University governing bodies,	• Number of checks carried out • Number of corrective actions performed In order to avoid delays in the implementation of the	**NEW**	It is important to periodically verify whether the Departments make adequate spaces and equipment as well as a common area available to researchers.

area/coffee room			formerly referred to as University governance boards, including in particular General Direction • Departments	action, the timeline shall be organised as follows: • at the beginning of May 2022 the *Rector's Representative for the Charter & Code* and the *Charter & Code Working Group* will ask the University governing bodies to send a letter to each single Department; • the Departments will be given two months to rectify their situation; • a check will then be organised by the University governing bodies.		
ACTION 28 Census update of the remaining architectural barriers and implementation of a feasibility study for their elimination	• Research environment • Working conditions • Non-discrimination	Periodically starting from the last quarter of 2022.	• Building & Logistics Area • Integrated Services for Prevention and Protection	• Updated census	**NEW**	The action, provided for in the first Action Plan (2016-2018), shall be periodically repeated.
ACTION 29 Translating the University Strategic Plan into English	• Research environment • Working conditions • Transparency • Non-discrimination	First quarter of 2022. Please note that the timeline provides the action deadline.	• General Direction	• Publication of the English version of the University Strategic Plan in the University website	**NEW**	Considering that the University Strategic Plan will affect academic life until the end of 2025, its translation into English is aimed at improving the transparency of the University's actions and policies.
ACTION 30 Organising a psychological support desk for researchers	• Research environment • Working conditions	Last quarter of 2023. Please note that the timeline provides the action deadline.	• General Direction	• Availability of the psychological support desk The Covid-19 pandemic has highlighted the need to pay more	**NEW**	At the moment the University of Udine is only offering this service to students and PhD students, the latter being recognized the status of students in Italy. Launched in the academic year

				attention to the psychological wellbeing of the entire academic community. For this reason, the University of Udine has seriously considered organising a psychological support desk also for researchers. The organisation of a psychological support desk for researchers is a complex operation which implies some costs. It is therefore appropriate that the General Direction be indicated as office in charge. However, the deadline shall be set at the end of 2023 because the Covid-19 pandemic is creating several problems. Considering that the action will be carried out by the General Direction, although with the support of the Rector's Representative for the Charter & Code and the Charter & Code Working Group, the timeline shall be organised as follows: • at the latest by the end of April 2022 the Rector's Representative for the Charter & Code and the Charter & Code Working Group will ask		2014/2015, the "AgiataMente" Project of the University of Udine aims at detecting students' discomfort and addressing it. The service is managed by the Rector's Delegate for Students with support from the Student Services Department and the Psychological Counseling Service. During the Covid-19 pandemic (i.e. in 2020 and 2021), the "AgiataMente" Project has been implemented by also offering online psychological support. Psychological support has been offered in three different ways: online group activities, online individual psychological counseling and the administration of an anonymous questionnaires about wellbeing during the Covid-19 pandemic. As regards online group activities, it should be underlined that their aim was to continue to provide students with psychological support and a sense of community by promoting sharing and exchange on emotional and behavioural issues, with particular attention to issues more strictly related to the Covid19 pandemic. The meetings, carried out on the Microsoft Teams platform, have been held weekly, fortnightly or monthly, depending on the evolution of the Covid-19 pandemic. The total number

				the General Director about the feasibility of the action and then plan a more specific timeline in accordance with the General Director himself.		of students enrolled on Teams was almost 190, their participation varying from meeting to meeting. As regards online individual psychological counselling, the psychological interviews have been carried out on the Microsoft Teams platform. Thus it was possible to also offer the service to students who could not have benefited from it if the in-presence mode had been the only option. From March 2020 to December 2021, the total number of students who had at least one interview (the maximum number of interviews per student is 5, possibly repeatable up to a maximum of 10), remotely or in person, has exceeded 800 units. Professors have also sometimes approached the Service to report or manage specific situations with students who were facing particular critical issues. In April 2020, the questionnaire wellbeing during Covid-19 was administered in order to learn more about the sense of wellbeing and emotional malaise experienced by the students of the University during the Covid-19 pandemic. The number of students who completed the questionnaire, administered online, was 685. The results of the anonymous survey conducted on the

						occasion of the already mentioned Focus Group meetings held in January and February 2022 have revealed that also researchers feel the need of psychological support. This action aims at identifying a way to meet such need.

Comments on the implementation of the OTM-R principles

As already mentioned (please see above the box "Strengths and Weaknesses" under "Recruitment and selection"), at the University of Udine the implementation of the OTM-R principles has been fulfilled through the adoption over the years of a substantial number of regulations and procedures aimed at creating an OTM-R System, mainly on the basis of the current national legislation. Such regulations and procedures are inspired by the principles and values set out by the *Charter & Code*, as demonstrated, among other facts, by the specific references to these programmatic documents in the regulations adopted following the 2016 "HR-Excellence in Research" Award.

The analysis of the level of implementation of the OTM-R principles in the recruitment policy of the University of Udine has been performed by the *Charter & Code Working Group* appointed by Rector's Decree No. 1017/2021 [Classif. II/1], Prot. No. 0101/86 of 27 October 2021, in particular by using the self-evaluation tool of the "OTM-R checklist".

The very first step before filling in the "OTM-R checklist" was a thorough reading of the "*Report of the Working Group of the Steering Group of Human Resources Management under the European Research Area on Open, Transparent and Merit-based Recruitment of Researchers*" published in 2015. The following step was an in-depth analysis of all the internal regulations regarding the procedures for the recruitment and career progression of researchers. Only at that point was the first OTM-R checklist filled in.

The first version of the "OTM-R checklist" was filled in in the last quarter of 2021 by the *Charter & Code Working Group*, chaired by the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*, and was discussed at the meeting of the *Charter & Code Working Group* on 13 January 2022.

Considering that the first checklist has revealed that the University of Udine, despite having actually adopted an OTM-R system, did not have at that moment a summary document of the principles inspiring it, the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*, in agreement with the *Charter & Code Working Group*, has therefore encouraged the University of Udine to adopt a Summary Document relating to the OTM-R Policy.

Consequently, in January 2022 the *Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document* was adopted by the University of Udine. After being presented by the *Rector's Representative* to the Academic Senate on 25 January 2022, it was published (in Italian and in English) in the University website at the page dedicated to the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*.

The in-depth analysis of the coherence of the internal regulations regarding the procedures for the recruitment and career progression of researchers according to the OTM-R principles, carried out by the *Charter & Code Working Group* and the *Rector's Representative*, has also

highlighted that the recruitment system of the University of Udine, although already open, transparent and merit-based, can further be implemented and improved.

The *Charter & Code Working Group* has therefore suggested new measures and actions – which are described in the first OTM-R checklist –, some of which could be implemented in a relatively short time and without excessive difficulties and costs: e.g. the creation of an outline document that could be entitled 'OTM-R in a nutshell', aimed at clarifying what an OTM-R System is; the creation of a tutorial (in Italian and in English) – which must be made available to researchers, administrative staff and potential candidates – aimed at illustrating the most important features of the various steps in the procedures for the recruitment and career progression of researchers; the draft of specific Guidelines (in Italian and English) aimed at clarifying for each step of the academic career the requirements to be met with in order to apply for a position, sources where competition notices are published, knowledge and skills required for a specific position, and sources providing the relevant rules on the specific selection procedure; etc. Although such information is already available in the University website, its usability may be improved. The above-mentioned actions may seem of minor importance, but they should not be underestimated: first of all, they involve the entire academic community, making it aware of (and also responsible for) the importance of the OTM-R principles; secondly, they allow all researchers (not only the internal ones) to understand the goals pursued by the University of Udine through its recruitment policy, increasing both the transparency regarding its implemented actions and its attractiveness.

As can be seen from the updated version of the OTM-R checklist (submitted with this *Internal Review*), through its "*Policy for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document*" the University of Udine has expressly undertaken to carry out such actions, which will certainly contribute to the improvement of its OTM-R System.

It should also be underlined that the *Gender Equality Plan*, recently adopted by the University of Udine, provides for several actions aimed at improving the working conditions of researchers, especially by pursuing a better work-life balance. Considering their potential impact on recruitment in terms of increasing the attractiveness of open positions, the following actions are particularly noteworthy: the setup – by the end of December 2022 – at least of one 'Wellness Room", in order to meet temporary, unforeseen health needs, and ensure the wellbeing and privacy of external staff who do not have their own office, as well as undergraduates, graduate, PhD students and research fellows; the provision – by the end of December 2022 – of a fund of at least 10,000 euros to support female research fellows during motherhood; the improvement – by the end of December 2022 – of the communication and dissemination of results achieved by female researchers in research projects, focusing on STEM areas, especially through interviews and the description of 'top stories' regarding the university's female researchers as well as the organisation of at least one event on the occasion of the "International Day of Women and Girls in Science" (ONU-UNESCO).

2. Implementation

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

Over the years the implementation process of the Action Plan has been organised in different ways, probably due to the changes occurred in the University leadership. At the beginning (i.e. immediately after the conferment of the "HR-Excellence in Research" Award), the management of the implementation of the Action Plan was entrusted to the *Quality Control Panel* of the University of Udine, which was also operating as Steering Committee (see the Application of the University of Udine for the "HR-Excellence in Research" Award, May 2016, p. 28).

A Working Group (improperly indicated as a 'new' working group to distinguish it from the working group involved in the application phase, which had been entrusted with the task of drafting the initial Action Plan) was then appointed by Rector's Decree at the end of 2018 and entrusted with the task of analysing the application status of the *Charter & Code* within the University; of defining the suitable interventions to guarantee the concrete implementation of the principles set out by the *Charter & Code* by improving or reviewing (where necessary) the actions indicated in the initial *Action Plan*; of developing the *Human Resources Strategy* and the *Action Plan* of the University and monitoring the status of progress of the actions therein indicated; of identifying the self-assessment criteria in order to implement the *Action Plan*.

As already explained (please see above the box "Remarks" under "Ethical and Professional Aspects"), considering that shortly after the appointment of the *Working Group* at the end of 2018 the new Rector was elected (please note that the new Rector, elected in May 2019, formally took office on 1 October 2019), such group could only begin to become aware of some critical issues, e.g. of the lack of communication and the delay in adopting the guidelines for PhD supervisors, regarding which specific actions have been implemented at a later stage.

The monitoring and analysis of the level of implementation of the principles set out by the *Charter & Code* is currently carried out by a new Working Group, i.e. the *Working Group for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (hereinafter *Charter & Code Working Group*), chaired by the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (for further information about the tasks assigned to the *Charter & Code Working Group* and the *Rector's Representative*, please see below the box "How will the implementation committee and/or steering group regularly oversee progress?"). Both the new *Charter & Code Working Group* and the *Rector's Representative* were appointed by Rector's Decree at the end of 2021.

The implementation process of the *Action Plan* will be organised by the new *Charter & Code Working Group* and the *Rector's Representative* by taking into account the critical issues emerged in the past and the mistakes made during the previous experience. In this respect, the implementation process will have to be carried out in a different way from the past with regard to the following five profiles: the timeliness of the actions, their continuity, their coordination, the involvement of the entire academic community and the self-assessment system.

As regards the timeliness of the actions, in order to avoid excessive delays in their implementation a specific timeline will be prepared for each single action: the Action Plan, as a rule, gives indications about the initial timeline of the action implementation or, in some cases, its deadline. To ensure the respect of these terms, the implementation of each single action will be organised in consecutive steps, clearly indicated in the timeline. Such approach will make it possible to immediately verify whether the implementation of an action is likely to be delayed and to intervene to speed it up by identifying and overcoming any criticalities occurred during the process.

Continuity will be ensured, on the one hand, by evaluating the effectiveness of the actions and making the most successful ones become routine and, on the other, by enhancing the role of the *Rector's Representative* and the *Charter & Code Working Group* in verifying the reoccurrence of the actions which have become routine.

Considering that a variety of actions will be carried out across all sectors and areas of the University, it is important to ensure the coordination of such actions, also in order to make the entire academic community aware of which actions are related to the *Action Plan*. The coordination of the various actions will be ensured by enhancing the role of the *Rector's Representative*, making the full picture of the actions in progress available to the *Rector's Representative* and putting the persons in charge of the actions in contact with each other, in order to guarantee a more organic and coherent implementation.

Furthermore, the entire academic community will be given a more active role in the implementation process: researchers will not only continue to be the target of the activities, especially those aimed at disseminating knowledge of the principles of the *Charter & Code*, but they will also be

involved in a continuous exchange with the *Rector's Representative* and the *Charter & Code Working Group*. The researchers' opinions and suggestions will be systematically gathered not only through anonymous questionnaires administered to the participants after the informative or training meetings/conferences, but also by organising periodical Focus Groups and by ensuring a more extensive involvement of Full and Associate Professors in the implementation process. It is extremely important to make the entire academic community aware of the fact that the successful implementation process of the Action Plan depends also on the extent of the application of the principles of the *Charter & Code* by every single researcher in their academic life.

A more effective self-assessment system will also be organised: indicators-related data will be systematically collected by the administrative offices and periodically examined by the *Rector's Representative* and the *Charter & Code Working Group* in order to improve the implementation process not only in view of the external evaluation, but also during its own realization. Every time an action is implemented, it has to be clear whether or not it was done successfully. Critical issues shall promptly be identified and solved without postponing corrective actions. To this aim a key function can be fulfilled by the report that the *Rector's Representative* shall present to the Rector at the end of every academic year: such report shall clearly outline the work that has been performed, what critical issues have occurred and what solutions have been adopted.

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)

In order to make the *Internal Review* more comprehensible, it may be useful to explain how it has been prepared.

Being fully aware of the importance of the *Internal Review*, the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (hereinafter Rector's Representative) and the *Working Group for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (hereinafter *Charter & Code Working Group*), with the support of the *Human Resources and General Affairs Department* and the *Research Services Area*, have first verified whether the University of Udine had given due consideration to all the comments and recommendations made by the assessors after the *Interim assessment* held at the end of 2018 (please note that the *Consensus Report* is dated 14 January 2019). Where necessary, some specific actions have been carried with the aim of meeting all assessment criteria: more specifically, communication has been improved, also by creating a new web page dedicated to the *Charter & Code* with more information and details; the OTM-R checklist has been filled in; the University of Udine has been prompted to adopt the "*Policy of the University of Udine for an Open, Transparent and Merit-based Recruitment of Researchers – Summary Document*"; the Action Plan has been revised; the *Guidelines for PhD students and supervisors* have been drafted; the University of Udine has been encouraged to publish in its website all the relevant documents regarding the implementation process of the Action Plan and to make available more web pages in English, etc.

Secondly, considering the fact that the *Internal Review* makes it possible to renew the Action Plan also by conceiving new actions, the *Rector's Representative* and the *Charter & Code Working Group* have also tried to better identify the actions that have not been so effective as expected and the issues that are top priority. To this aim, as already mentioned, two *Focus Groups* on the *Charter & Code* were organised, the first held on 26-27 January 2022 and the second on 2-3 February 2022. The *Focus Group* meetings were voluntarily attended by 100 researchers, of which 48 males and 52 females, representative of all categories of researchers and, also, although to a very limited extent, of the administrative staff. The participants were divided into seven subgroups and at the end of the first *Focus Group* meeting they were asked to fill in an anonymous survey, which has provided extremely useful feedback to the *Rector's Representative* and the *Charter & Code Working Group*. The results of the anonymous

survey were discussed both during the meeting of the *Charter & Code Working Group* on 1 February 2022 and during the second *Focus Group* meetings on 2-3 February 2022.

The following step, aimed at understanding which kind of information should have been collected before starting to draft the *Internal Review*, was the in-depth analysis of the documents "*Human Resources Strategy for Researchers (HRS4R) e-tool. Technical Guidelines for Institutions*" and "*Technical Guidelines for Renewal Phase*", available in EURAXESS, by the *Rector's Representative* with the support of the *Charter & Code Working Group*. Afterwards, all the required data have been collected and new actions have been proposed and discussed: this phase has involved all competent administrative offices, the Rector's Delegates, the *University Quality Presidium* and, obviously, the Rector and the General Director of the University of Udine.

In all fairness, it should also be noted that the deadline for submitting the *Internal Review* was 14 January 2022, but a first extension was requested on Christmas Eve due to internal organisational problems – the Covid-19 pandemic and the commitment for the implementation of the directives of the Ministry of University and Research relating to the *National Recovery and Resilience Plan* have forced the University of Udine to reorganise some activities, which put pressure on the administrative staff, also involved in the data collection for the *Internal Review*. A further 15-day extension has been granted to allow the *Rector's Representative* to complete the draft of the *Internal Review*.

It should also be underlined that from the beginning of 2020 until today, the entire academic community has had to face the very trying challenge of managing the various activities (lecturing, research, administration, etc.) during the Covid-19 pandemic. The reorganisation of the activities was made even more difficult by the cancellation both of meetings and events and of lecturing activities imposed by the government's restrictions as well as by travel restrictions. In addition, it should also be taken into due consideration that both the researchers (including the lecturing staff) and the administrative staff had to work from home for a long time, which further complicated performing the activities provided for by the Action Plan to implement the principles and values of the *Charter & Code*.

How do intend to involve the research community, your main stakeholders, in the implementation process? *
Detailed description and duly justification (max 500 words)
The entire academic community has been and will continue to be involved in the implementation process in a number of ways.

First of all, the researchers' community (including the administrative staff in charge of supporting research activities) has been the target of most implemented actions and will be the target of most future actions. Secondly, in order to improve the implementation process as well as the implemented actions, the University of Udine has regularly monitored, through its Departments, the perception of wellbeing, safety and quality and has taken into due account the suggestions expressed by the Evaluation Unit in its annual report. There is no reason why the University should not continue to do the same thing in the future as well.

However, the *Working Group* appointed at the end of 2018, after taking stock of the situation, reported a lack of communication that needed to be promptly addressed. To such end the *Working Group* immediately organised several presentations on the Action Plan implementation process addressed to the Academic Senate, to the Department Council of each Department, to an initiative named "Tavolo Scopri" attended by the administrative staff in charge of supporting research activities, and to the University Research Committee, which involves the Delegates for Research of the Directors of the Departments.

Such measures have been further improved by the new *Charter & Code Working Group*, on the one hand, by publishing an article in the online magazine of the University (named "QuiUniud"), aimed at advertising the new webpage dedicated to the *Charter & Code* as well as its contents

and, on the other, by organising – for the first time at the University of Udine – the two above-mentioned *Focus Groups* meetings on the *Charter & Code*. As revealed by the results of the anonymous survey following the first Focus Group, 98 percent of the participants perceived the Focus Groups as a useful tool to ensure greater involvement of the academic community in issues relating to the *Charter & Code*, and 99 per cent of them declared that they consider useful to periodically update the entire academic community on the actions carried out by the University to implement the principles and values set out by the *Charter & Code*. However, it should be pointed out that, when asked to express a preference regarding the tools for carrying out such update, researchers have made different suggestions (the most widespread ones being a communication sent from the e-mail address *cartaue.ricercatori@uniud.it*, online meetings and presentations to the Department Councils). The current *Charter & Code Working Group* has therefore decided to arrange a specific communication plan for the future providing for the simultaneous use of multiple tools in order to reach the largest number of addressees. Moreover, considering that the above-mentioned Focus Group meetings have enabled the Rector's Representative and the *Charter & Code Working Group* to obtain an overview of critical issues and discuss possible corrective actions together with the sample of researchers who have voluntarily joined the initiative, the *Rector's Representative* and the *Charter & Code Working Group* will continue to organise at least one Focus Group every year (being understood that specific Focus Groups will be organised whenever necessary).

During the Focus Group meetings, younger researchers have expressed the wish to be more involved in the performance of the actions, also by taking an active role (which means not only as addressees, but also as promoters of the initiatives). The *Rector's Representative* and the *Charter & Code Working Group* will identify the best way to ensure that such aspiration may be fulfilled.

How will the implementation Committee and/or steering group regularly oversee progress? *
Detailed description and duly justification (max 500 words)

The monitoring of the level of implementation of the principles and values set out by the *Charter & Code* is currently carried out by the *Rector's Representative for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (hereinafter *Rector's Representative*), appointed fort the academic year 2021/2022 by Rector's Decree No. 904/2021 [Classif. II/1], Prot. No. 0097018 of 7 October 2021, and by a new *Working Group* (the above-mentioned *Charter & Code Working Group*), appointed by Rector's Decree No. 1017/2021 [Classif. II/1], Prot. No. 0101/86 of 27 October 2021.

It is to be noted that the figure of the *Rector's Representative* has been introduced for the first time at the University of Udine by the current Rector in the academic year 2020/2021. Such appointment is a testament to the great attention paid by the current Rector to the principles set out by the *Charter & Code*.

As already mentioned, the *Charter & Code Working Group* is set up so as to ensure the involvement of an adequate number of young researchers while respecting gender equality and operates in accordance with the principles of democracy and collegiality. Its tasks include: to verify the level of implementation of the principles set out by the *Charter & Code*; to monitor the progress of the actions described in the Action Plan; to define actions aimed at improving and expanding the implementation of the principles set out by the *Charter & Code*; to disseminate as much as possible within the entire academic community the knowledge of the principles set out by the *Charter & Code*, as well as of the actions to be taken to implement them correctly.

As already mentioned (please see above the box "Have any of the circumstances in which your organisation operates changed and as such have had an impact on your HR strategy?"), the composition of the present *Charter & Code Working Group* is different from the past one. The Rector

and his Representative felt it appropriate to involve all Departments in order to better understand the specific needs of each area. The involvement of one foreign researcher employed by the University of Udine in the Working Group aims at identifying the best ways to organise the reception of foreign researchers and their integration into academic life. Likewise, the involvement of one representative of the *Italian Association of PhD students and PhDs* aims at better understanding the needs of PhD students as well as postdocs and young research fellows.

The *Rector's Representative* chairs the *Charter & Code Working Group* and is entrusted with the task of coordinating the activities for the implementation and revision of the Action Plan as well as keeping in touch with the competent offices of the European Commission.

It is to be mentioned that the *Rector's Representative* is appointed every academic year and submits a report to the Rector at the end of the year. Such report outlines the work that has been performed; in the event of a positive assessment by the Rector, the Representative's appointment is renewed, otherwise another person is designated.

The *Rector's Representative* is supported by the *Research Services Area* and works in close contact with the *Rector's Delegate for Research*, as well as with the *University Quality Presidium*, which promotes, supervises and coordinates the effective and uniform performance of the activities of the Quality Assurance System to guarantee its optimal functioning.

At the University of Udine a fundamental role is also performed by the above-mentioned *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing*, chaired by the *Rector's Delegate for Equal Opportunities*.

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

Detailed description and duly justification (max 500 words)

The organisational policies of the University of Udine are definitely aligned with the HRS4R. This undoubtedly applies to the policies concerning research strategy and human resources, which are inspired by the principles and values set out by the *Charter & Code*.

This can be exemplified by the fact that most official documents of the University (e.g. internal regulations, competition notices, contracts signed by researchers, etc.) provide for specific references to the *Charter & Code* and that the composition of the *Charter & Code Working Group* also includes one representative of the administrative staff in the *Human Resources and General Affairs Department* as well as one representative of the administrative staff in the *Research Services Area*. It should also be noted that the *Human Resources and General Affairs Department* and the *Research Services Area* have been involved in the implementation process of the HRS4R from the very beginning, that is, since the moment the University of Udine submitted its application for the conferment of the "HR-Excellence in Research" Award.

Furthermore, it is important to emphasize that the *Charter of the University of Udine*, although adopted before the conferment of the "HR-Excellence in Research" Award, is also aligned with the principles inspiring the HRS4R. Moreover, pursuant to art. 1 of its Charter, all policies and actions of the University of Udine shall comply, among other things, with the provisions of its *Code of Ethics and Conduct*, the new version of which (adopted in November 2021) expressly states: "In particular, the University of Udine acknowledges the principles and values set out by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers referred to in the Commission recommendation of 11 March 2005 'on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers' and promotes their full implementation in all policies and actions implemented by the University and thereby the whole academic community".

In addition, the policy and the actions of the *Committee for Equal Opportunities, Wellbeing at Work and against Discrimination and Mobbing,* which, as mentioned above, is established by the *Charter of the University of Udine*, are also definitely aligned with the HRS4R, as demonstrated by the

fact that the Action Plan includes most of the actions provided for by the Gender Equality Plan. In this regard it should also be noted that the Academic Senate is involved in the adoption of the Action Plan for the implementation of the principles set out by the *Charter & Code*, as well as in all related issues.

Moreover, the contents of the current *University Strategic Plan* are in line with the principles set out by the *Charter & Code*, especially where they emphasize the importance of achieving excellence in research and promote the improvement of connection between researchers.

Last but not least, further testament to the alignment of the organisational policies with the HRS4R is the fact that the actions carried out for the implementation of the *Action Plan* were mentioned by the Rector in his speech for the opening of the academic year 2021/2022.

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

Detailed description and duly justification (max 500 words)

The proposed actions are the result of the work performed jointly by the *Rector's Representative* and the *Charter & Code Working Group* with the Rector and the General Director of the University of Udine, who both ensured that the organisational and financial resources necessary for their implementation would be made available.

As regards organisational profiles, it should be clarified that all activities of the *Rector's Representative* and the *Charter & Code Working Group* are already supported by the *Research Service Area* (i.e. the administrative offices in charge of organising and monitoring all University activities related to research) and the *Human Resources and General Affairs Department* (i.e. the administrative offices in charge of organising and monitoring all the activities which involve or are related to human resources).

The *University Quality Presidium* (which, as already mentioned, promotes, supervises and coordinates the effective and uniform performance of the activities of the Quality Assurance System in order to guarantee its optimal functioning) has also always declared itself to be at disposal of the *Rector's Representative* and the *Charter & Code Working Group* for the implementation of the Action Plan, so much so that its President closely cooperates with the Rector's Representative.

Every time the Action Plan will be renewed, it will be presented to the Academic Senate (the renewed Action Plan submitted with this Internal Review will be presented to the Academic Senate in March 2022).

As already explained, the task of verifying the level of implementation of the principles set out by the *Charter & Code* and of monitoring the progress of the implementation of the actions described in the Action Plan is assigned to the *Charter & Code Working Group* chaired by the *Rector's Representative*. In order to carry out this task in the best possible way, the *Rector's Representative* periodically organises *Charter & Code Working Group* meetings during which monitoring activities are planned.

How will you monitor progress (timeline)? *

Detailed description and duly justification (max 500 words)

As already mentioned (please see above the box "General overview of the implementation process"), timeliness of the actions implementation was a critical issue in the past. The *Rector's Representative* and the *Charter & Code Working Group* have therefore decided to monitor the implementation progress in a different way, i.e. by requiring that each single action be accompanied with a specific timeline. Considering that, as already explained, the Action Plan normally gives indications about the initial timeline of the action implementation or, in some cases, its deadline, in order to ensure the respect of these terms, the implementation of the action will be organised in consecutive steps, clearly indicated in the timeline. Such approach

will make it possible to immediately verify whether the implementation of an action is likely to be delayed and to intervene to speed it up by identifying and overcoming any criticalities occurred during the process. The *Charter & Code Working Group* will monitor compliance with the timeline as a rule every three months.

Moreover, whenever the implementation of such actions should require – as is most likely – the involvement of the administrative offices, the latter will be instructed by the General Director to give regular boost to their implementation. The precise period of the academic year in which this task is to be carried out also needs to be indicated. For its part, the *Charter & Code Working Group* should verify that the actions are organised in a timely manner, both by requesting information from the competent offices some time before the date scheduled for their implementation, and by monitoring the several steps of the implementation.

Last but not least, the Rector is already, and will also be in the future, constantly updated by the *Rector's Representative* about the progress of each single action.

At least twice a year the *Rector's Representative* presents the implementation progress to the Academic Senate.

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

Detailed description and duly justification (max 500 words)

As already explained, the *Rector's Representative* and the *Charter & Code Working Group* will monitor the implementation progress by monitoring as a rule every three months the compliance of the single steps with their timeline. On such occasion the *Charter & Code Working Group* will also check the status of the indicators: to this purpose, one week before the *Charter & Code Working Group* meeting the competent administrative offices will be asked to provide the indicators-related data collected as per instruction by the General Direction. The indicators will also be used to check whether an action is giving good results and whether the way it is implemented needs to be changed.

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

Detailed description and duly justification (max 500 words)

In addition, it may be useful to explain how the University of Udine is preparing for the external review.

As a first step in preparation for the external review, the *Rector's Representative* and the *Charter & Code Working Group*, in close cooperation with the Rector and the General Director and with the support of the *Research Service Area* and the *Human Resources and General Affairs Department*, will verify that all relevant documents are ready and available in the University website. If some of them are not ready (e.g. they are only available in Italian), actions will be taken to ensure that they are available in time for the external review. As regards the latter, it may be worth pointing out that the *Rector's Representative* has asked the General Direction of the University of Udine to make the English version of the University Strategic Plan available in few months. Documents that are not yet published in the University website will likewise be made available.

In view of the meeting with the evaluators, a presentation will also be prepared to describe the work that has been carried out so far and the activities that the University plans to accomplish in the next 36 months. The presentation should provide the evaluators with a clear overview of the benefits gained by the University of Udine from implementing the Action Plan as well as the HR Strategy. The presentation shall clearly point out the progress made by the University of Udine by underlining the positive changes occurred. However, the presentation shall also explain the critical issues and the matters on which the *Rector's Representative* and the *Charter & Code Working Group* have some doubts and need some suggestions. For example, in order to improve the OTM-R System, through its Policy the University of Udine has undertaken to translate and publish

all the competition notices (also) in English in the University website. Considering that the translation of the competition notices in their entirety might be extremely difficult and maybe even excessive, the evaluators will be asked whether a translation of an abstract from the competition notice may be sufficient, the abstract being not too concise and providing all the essential elements to potential candidates.

Since the external review requires the involvement of all key stakeholders, the entire academic community will also be kept constantly updated on the progress of the Award Renewal Assessment process.

It may also be relevant to point out that, should the limitations imposed by the Covid-19 pandemic continue to prevent on-site visits, the University of Udine will organise a remote site visit using online conferencing tools (most likely, Teams).

Considering that the external review is not scheduled anytime soon, the already planned actions will continue to be carried out. Ensuring the continuity of the implementation process is of the utmost importance.