UNIVERSITÀ DEGLI STUDI DI UDINE
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HUMAN RESOURCES STRATEGY and ACTION PLAN
2016-2018 University of Udine
May, 2016

Charter & Code - General Principles

C&C General Principles : Promotion and dissemination

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Poor knowledge of C&C principles	Promote information about C&C and encourage the reception of its prescriptions	Continuous update of the web page devoted to C&C and to the University of Udine's Human Resources Strategy and Action Plan	ARIC, AINF, C&C WG	Continually	Number of visits to the web page
		Organization of seminars on the European portal EURAXESS/Researchers in motion and on his services on jobs, fellowships, rights and C&C, mobility	ARIC, C&C WG	Periodically from 2017	Number of organized seminars

Ethical and professional issues

1. C&C Principle: Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Insufficient knowledge on the part of the researchers of their rights and duties as outlined in existing legislation	Raise awareness of the professionalism and role of the researcher as outlined in the C&C	Organization of seminars on the autonomy and the independence of scholarly research open to the whole academic community	ARIC, C&C WG	Periodically from 2017	Number of organized courses
		Creation of guidelines for mentors and for supervisors in accordance with C&C principles	ARIC, C&C WG	2017	Publication and dissemination of booklets containing guidelines
		Creation of a handbook for PhD students and young researchers	ARIC, C&C WG	2017	Publication and dissemination of the handbook
		Institution of a special Award for the most innovative PhD poster	ARIC	from 2016	Number of assigned awards

2. *C&C Principle: Ethical principles*
Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Lack of information about the University's ethical code	Promote the knowledge of the University's Code of Ethics among researchers and external stakeholders	Insertion of a reference to the Code of Ethics in the preamble of every agreement and contract with external organisations	ARIC, ALEG, APER	2017	Adaptation of standard contracts with the principles of the code of ethics
		Creation of a web page in a bilingual version dedicated to the Code of Ethics	APER, ALEG	2018	Number of visits to the web page
		Definition of Guidelines for Industrial Research, to encourage the activity of University researchers in external companies, and the participation of University employees in external enterprises and spin-offs	ARIC, ALEG, APER	2017	Publication of guidelines
Lack of any formal commitment on the part of the researchers to the ethical code	Ensure that all the members of the academic community genuinely respect the University's Code of Ethics	Creation of a form to be signed by all current researchers stating adhesion to the ethical principles	APER, ALEG	2017	Number of adhesion forms signed

3. C&C Principle: Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly cited. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Lack of any guidelines to prevent plagiarism	Enhance the ability of the University to protect the unpublished work of its researchers	Diffusion of anti-plagiarism software and the necessary provision of information and training in its use	ARIC	2016	Number of researchers who use the software

4. C&C Principle: Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Need to share the general objectives set out in the University's Strategic Plan with the whole academic community	Enhance the knowledge and reception of the University and departmental strategic objectives throughout the departments	Informative meetings to share, discuss and embrace within each department the guidelines in both the University and departmental Strategic Plans	Departments	2018	Number of meetings organized in each department

8. C&C Principle: Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Need to increase the number of research result publications on Open Access	Ensure the widest dissemination of the results of scholarly research in full compliance with property or commercial rights	Implementation of an institutional Open-Access Archive for the registration, authentication, conservation and diffusion of scholarly research	University governance boards ARIC	2016	Percentage of products on Open Access

9. C&C Principle: Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Lack of a plan for the communication and divulgation of research results	Spread and share scientific knowledge; allow non-specialists to understand research activities carried out at the University; allow researchers to interact with society at large and to understand the public's priorities and concerns	Definition of a plan for the communication and divulgation of research results	University governance boards ARIC	2017	Implementation of the communication plan

10. C&C Principle: Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Possible risk of discrimination	Improve positive action in the field of gender equality and opportunity and the prevention of every form of discrimination	Accomplishment of the scheduled Plan of Affirmative Action 2016-2018	Specific guaranteeing committee	End of 2018	Number of objectives of the Plan achieved
	Raise awareness of non-discrimination and presenting the University as an equal opportunity Employer	Translation into English of the web page of the Specific Guaranteeing Committee for equal opportunities	AINF Specific guaranteeing committee	2017	Full translation
Lack of an English language version on the University web site	Make the website of the University and the webpages of the Departments more accessible to international users as well	Preparation of an English language version of the main pages of the web sites of the University and of all Departments	AINF, SCOM and Departments	From 2018	Translation of 50% of the pages of the website

Recruitment

15. C&C Principle: Transparency (Code)					
Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.					
Problem identified	**Goal/Task**	**Planned actions**	**Offices in charge**	**Timing**	**Results indicators**
Information about positions available not always easily accessible	Increase the visibility of open positions (including PhD and short-term positions) and make information always available for applicants	Creation of a specific webpage on the University website with all the information about all the available positions, included all forms of short-term contracts or grants	ARIC, AINF, SCOM	End of 2016	Realization of a web page
	Increase the available information and transparency of the selection procedures	Provision of a short description of the different stages of the selection process on the same webpage as all other information about the position available	ARIC, AINF	2017	Insertion of the description of the different stages in the web page

Work and social security conditions

23. C&C Principle: Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including what is needed for distance collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Lack of common areas for informal meetings to foster the exchange of experiences and knowledge also between different areas of research	Provide a research environment which offers appropriate facilities and opportunities	Creation of spaces and provision of appropriate equipment to carry out research	University governance boards, ABIL, ALOG, SPEP	End of 2018	Number of spaces created
		Identification of locations to accommodate a coffee/common room in each department	University governance boards, ABIL, ALOG, SPEP	End of 2018	Number of spaces created

24. C&C Principle: Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Possible risk of mobbing	Prevent mobbing in all its forms and safeguard employees' psychophysical well-being	Definition of an anti-mobbing action plan and determination of strategies to improve the working conditions of the individual	Specific guaranteeing committee	2018	Completed plan
Need to provide spaces, facilities and amenities which can easily be accessed by disabled people	Improve working conditions through the elimination of any residual architectural barriers	Census update of the remaining architectural barriers and implementation of a feasibility study for their elimination	ALOG, SPEP, Specific guaranteeing committee	2017	Updated census
Need to raise the awareness of health and safety issues at work which are not equally known to all researchers	Improve the knowledge and skills of researchers as regards health and safety in the context of the research activities carried out within the University	Implementation of a plan for risk prevention among researchers and its propagation through specific training initiatives	SPEP	2017	Number of courses organized
No perception of researchers satisfaction and individual sense of well being	Create situations to encourage well being and to improve the working conditions and the life of the University community	Start up of a project to monitor the researchers' sense of well being in the organisation	Specific guaranteeing committee	2018	Survey conducted

29. C&C Principle: *Value of mobility*

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Need to increase the services offered to the researchers on entry (for visas, residence permits, lodgings etc.)	Acknowledge the value of mobility and increase the possibilities of scientific exchange with professors and scientists as they move around	Adoption of regulations covering visiting professors	University governance boards	From 2017	Guidelines adopted
		Creation of a specific webpage devoted to the outgoing mobility of researchers (opportunities, tasks, coverage)	ARIC, ALEG, APER	From 2017	Web page created

30. C&C Principle: *Access to career advice*

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Need to encourage career paths for researchers also outside the academic context	Guide young researchers in their future career prospects	Organization of seminars about how to write a CV, job interviews, job placement, professional competences etc. (mandatory for PhD students, open to the whole academic community)	ARIC	Periodically from 2016	Number of seminars organized

		Extension of services, offered by the Career Centre to bachelor students, also to PhD students	ASTU	From 2017	Number of PhD students reported to companies

35. C&C Principle: *Participation in decision-making bodies*
Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Poor involvement of post doc researchers in the departments	Engage researchers at the beginning of their careers in the life and the organization of the University	Definition of actions to promote the introduction of a representative of researchers with short-term positions (research fellows, experts on the subject) in each Board of Department	University governance boards ALEG	From 2017	Number of departments participating

Training

36. C&C Principle: *Relation with supervisors*
Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators

| No clear definition of the duties and responsibilities of the supervisors | Create a broader culture of the duties and responsibilities of supervising or mentoring early-stage researchers | Implementation of a survey on the tasks and the best practices of mentoring and supervising, based on anonymous questionnaires to be compiled by early-stage researchers (PhD students, research fellows, etc.) | ARIC, C&C WG | From 2017 | Survey conducted |

39. C&C Principle: Access to research training and continuous development
Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Problem identified	Goal/Task	Planned actions	Offices in charge	Timing	Results indicators
Need for specialised training and updates for all researchers	Create a tool to monitor researcher satisfaction of the training offered	Introduction of a customer satisfaction questionnaire for the training courses organised for PhD students at the end of the three years of the doctorate	ARIC	from 2017	Number of completed questionnaires
	Support ongoing training and updating for researchers at all stages of their career	Devising of a training and updating programme specifically for senior researchers	ARIC	End of 2017	Training plan for senior researchers implemented
	Guarantee the widest possible accessibility to training opportunities for all researchers	Creation of a web page to include all the training initiatives available for researchers	ARIC, C&C WG	End of 2018	Number of visits to the web page

KEY

ARIC - Research Services Area/Area servizi per la ricerca
ABIL - Administration and Budget Area/Area amministrazione e bilancio
AINF - Computer and multimedia services Area/Area servizi informatici e multimediali
ALEG - Legal and institutional affairs Area/Area affari legali e istituzionali
ALOG - Building & logistics Area/Area edilizia e logistica
APER - Organization and personnel Area/Area organizzazione e personale
CUG – Specific guaranteeing committee/Comitato unico di garanzia
SCOM - Communication Service/Servizio comunicazione
SPEP – Integrated services for prevention and protection/Servizi integrati di prevenzione e protezione

2016, May – Assignment of the follow-up tasks of the Action Plan to the Quality Control Panel

Following the decisions of other universities who have already implemented the C&C and to optimise resources without wasting competences, it has been decided to assign the follow up to the implementation process of the C&C to the Quality Control Panel of the University of Udine, which will therefore act as a steering committee. The Quality Control Panel of the University of Udine is composed of the following members:

➢ Coordinator for the Quality Control Panel
   Alessandro GASPARETTO, full professor

➢ members of the Quality Control Panel
   Andrea GUARAN, researcher
   Alvisa PALESE, associate professor
   Stefano COMINO, associate professor
   Lauro SNIDARO, researcher
   Sandra SALVADOR, research area
   Mauro VOLPONI, planning area and directional control
   Cristina ZANNIER, services area for didatics
   Gianpiero BRUNO, planning area and directional control
   Renzo SHTYLLA, student