Action Plan 2022/2024

HR EXCELLENCE IN RESEARCH

Introduction

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.

Considering that shortly after the appointment of the *Working Group* at the end of 2018 the new Rector was elected, 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*. 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, 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.

February 2022

Action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	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 progression of researchers shall be published in the University website, more specifically in the web page dedicated to the	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".

				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;	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".

				• after four months (i.e. by the end of October 2022) the first 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	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".

					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 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 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.	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 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 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	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.

				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	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.

				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 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 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	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). 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.

				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.	
ACTION 8 Identifying a system of analysis and self-evaluation to monitor the degree of application and effectiveness of the OTM-R principles at the University of Udine	• 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 General Affairs Department • University governing bodies, formerly referred to as University	• Activating the system of analysis and self-evaluation In order to improve the OTM-R System of the University of Udine it is 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	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".

			governance boards, including in particular General Direction	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.	
ACTION 9 Translating and publishing all competition notices (also) in English in the University website	• Recruitment • Recruitment (Code) • Transparency (Code) • Selection	Last quarter of 2024. Please note that the timeline provides the action deadline.	• University governing bodies, formerly referred to as University	• Number of competition notices translated into English The translation into English of all the	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

	(Code) • Value of mobility		governance boards, including in particular General Direction • Human Resources and General Affairs Department • University ICT Services • External Relations Office	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 be defined by the Rector's Representative for the Charter & Code, the Charter & Code Working	Document".

				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	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 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

				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	reception of foreign researchers and their integration into academic life.

				action; • the Rector's Representative for the Charter & Code and 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,	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.

				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 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	• Ethical principles • Research	Continually starting from the second quarter of 2022.	• Rector's Representative for the Charter	• Number of meetings/conferences organised	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

meetings/conferences aimed both at analysing in depth the contents of the *Charter & Code* and at highlighting the practical effects of their implementation	freedom • Professional responsibility • Good practice in research		& Code • Charter & Code Working Group • Research Services Area	• 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 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	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 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.

| | | | | 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 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: | 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 |

				• 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.	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 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.

				the end of June 2022; • the Guidelines shall be adopted at the latest by the end of October 2022.	
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 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.	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. 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	• 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	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.

				Discrimination and Mobbing	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). 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; • 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.	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.
ACTION 18 Organising a PhD Expo	• Research environment • Working conditions	Once a year starting from 2022.	• Research Services Area	• Number of PhD Expos organised.	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	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	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.

				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 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	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

				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 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	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.

				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 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.	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.
ACTION 23 Increasing the extent of	• Non-discrimination	Last quarter of 2024. Please note that the	• University governing	• Translation of the entire University website	In order to make the University of Udine more attractive to foreign researchers and stakeholders,

| the University website translated into English | • Research environment
• Working conditions | timeline provides the action deadline. | bodies, formerly referred to as University governance boards, including in particular General Direction
• University ICT Services
• External Relations Office | 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;
• 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 | 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. |

				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 Charter & Code may be clear to everyone.	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.
ACTION 25 Organising periodical Focus Groups	• Research environment	Periodically starting from the first quarter of 2022.	• Rector's Representative for the Charter	• Number of the Focus Groups organised • Number of participants	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

				& Code • Charter & Code Working Group • Research Services Area	• 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 (i.e. at the latest at the beginning of November) one Focus Group shall be planned. It is understood	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.
• Working conditions					

				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.	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	• Research environment • Working conditions	Periodically starting from the second quarter of 2022.	• Rector's Representative for the Charter & Code • Charter & Code Working Group	• Number of checks carried out • Number of corrective actions performed In order to avoid delays in the implementation of the	It is important to periodically verify whether the Departments make adequate spaces and equipment as well as a common area available to researchers.

			• University governing bodies, 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	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	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	• Research	Last quarter of 2023.	• General	• Availability of the	At the moment the University of Udine is only

| Organising a psychological support desk for researchers | environment • Working conditions | Please note that the timeline provides the action deadline. | Direction | psychological support desk

The Covid-19 pandemic has highlighted the need to pay more 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 | offering this service to students and PhD students, the latter being recognized the status of students in Italy.
Launched in the academic year 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 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. |

				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 the General Director about the feasibility of the action and then plan a more specific timeline in accordance with the General Director himself.	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.