HR Excellence in Research

Renewal Review

Internal Review

Case number

2018IT341333

Name Organisation under review

Università degli Studi dell'Insubria

Organisation's contact details

Via Ravasi, 2, Varese, Italia / Lombardia, 21100, Italy

Submission date to the European Commission

13/06/2025

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 *	818
Of whom are international (i.e. foreign nationality) *	54
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	96.65
Of whom are women *	353
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	427

STAFF & STUDENTS	FTE
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	127
Of whom are stage R1 = in most organisations corresponding with doctoral level *	264
Total number of students (if relevant) *	11971
Total number of staff (including management, administrative, teaching and research staff) *	1194.89

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	126692761
Annual organisational direct government funding (designated for research)	4710754.76
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2497610.85
Annual funding from private, non-government sources, designated for research	2457602.27

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

Since its foundation in 1998 spinning off the Universities of Milan and Pavia, the University of Insubria has always been promoting the development of higher education (Bachelor, Master and PhD level) and scientific research, in order to guarantee **excellent levels of innovation, learning and planning** thanks to its teaching and research groups, structures and services. In two decades, Uninsubria has been consolidating **a fruitful connection to its industrialized territory** and to **national and international networks**, growing from about 4000 to 12000 students, from 100 to 800 research units, with an increasing number of foreign students, researchers and visiting professors. (https://www.uninsubria.eu/about-us/facts-and-figures (https://www.uninsubria.eu/about-us/facts-and-figures), https://www.uninsubria.eu/research/researchuninsubria (https://www.uninsubria.eu/research/researchuninsubria))

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 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.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*   ⌄

Strengths and Weaknesses (Initial Phase)

As a general consideration, throughout the four aspects considered, must be highlighted that Uninsubria started 20 years ago to build its administrative apparatus that, even if quickly growing, has still some improvement areas. This consideration is, at the same time, a strength and weakness factor: open to innovation on one side, still reinforcing the walls of the house and making it more comfortable.

This means that the first goal of the administration has been to guarantee the formal fairness of procedures: joining HRS4R means going beyond it, towards innovation and making Uninsubria an attractive and comfortable house for researchers.

Strengths

- Clear regulatory framework
- Shared process in writing the local code of ethics
- Strong national and (consequently) local commitment

Weaknesses

- Low priority perception of the researchers about integrity issues
- Occasional dissemination of the code of ethics contents
- Awareness about Public engagement issues is strong: however an important effort is still needed in order to better coordinate individual initiatives
- There is no specific and shared guidelines for research projects in order to increase researcher's knowledge of funding mechanisms and relative awareness of institutional commitment

Strengths and Weaknesses (Interim Assessment)

No new items to highlight

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

- Clear and further implementation of regulatory framework either about ethical or professional aspect

- Strong national and (consequently) local commitment

- Guidelines for research projects to increase researcher's knowledge of funding mechanisms and relative awareness of institutional commitment have been released

- Public engagement events are now traced, and a set of guidelines for the realization of events has been prepared and made available to all the researchers

- The gender equality plan and balance have been implemented, with a focus on the research items

Weaknesses

- Moderate perception of the researchers about integrity issues.

- Occasional dissemination of the code of ethics contents

- Awareness about Public engagement issues are strong although better coordination of individual initiatives is still needed

- A further more effective administrative support to researchers in the management of research projects is needed

Remarks (max 500 words)

With respect to the weaknesses highlighted in the Interim assessment, several activities have been undertaken, namely:

• a new Ethical Committee for Research has been approved by the university aimed at supporting researchers in the interpretation and application of research good practices

• new Guidelines for research projects to increase researcher's knowledge of funding mechanisms have been elaborated and issued

Recruitment and selection*   ⌄

Strengths and Weaknesses (Initial Phase)

Strengths

- Central administrative offices and governing bodies are clearly conscious of the principles and constantly verify that actions should be performed according to them.
- National and local legislation makes selection procedures completely transparent and public: the consciousness of the stakeholders' attention about such issue makes Uninsubria more than willing to maintain its good reputation and to be considered accountable.
- Mobility experience and qualification is recognized by the University
- The selection process should take into consideration the whole range of experience of the candidates

Weaknesses

- No direct mention to European Code of Conduct for the Recruitment of Researchers is currently explicated in selection calls and linked decrees or administrative acts.
- There is only Italian language for R3 R4 calls
- Gender Balance in selection committees is mandatory in all R2-R3-R4 recruitment processes, while it is only often applied to R1 selections but with no legal bond.

Strengths and Weaknesses (Interim Assessment)

In addition to the strengths already mentioned in the initial phase:

- A University OTM-R policy has been adopted and published

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

In addition to the strengths highlighted in the previous assessments:

- direct mention to the Code of Conduct is now reported in all selection calls

- selection calls for all researchers' profile (R1 to R4) are now available also in English

- gender balance in the composition of selection committees has been recently extended to all recruitment procedures.

Weaknesses

The contractual framework for R2 has recently been changed by national legislation. Law 79/2022 has amended the contractual framework for R2 researchers, abolishing the research grant and replacing it with the research contract. However, it has not established the implementation rules for the new contractual type(s) and a clear solution (although announced) is still missing

Remarks (max 500 words)

When the national regulation for R2 is finalized, it will be necessary to verify its compliance with the Code of Recruitment and OTMR Policy.

Working conditions* ⌄

Strengths and Weaknesses (Initial Phase)

Strengths

- Great and strong attention to safety conditions, working conditions and so on. National legislation is clear and mandatory

Weaknesses

- Missing of communication plan about information, services, opportunities, formal bonds, protection measures
- Specific attention must be addressed to international researchers
- Lack of positive action plan for researchers
- Training on teaching expertise is sporadic and not institutionally planned
- R2 are not directly represented in Academic Bodies

Strengths and Weaknesses (Interim Assessment)

No new items to highlight

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

In addition to the strengths highlighted in the previous assessments:

- information about services, opportunities, contractual obligations, protection measures have been gathered and made available through the University webpage

- a Gender Equality plan has been developed as a new measure to mitigate the gender gap in research activities

- training in teaching expertise has been introduced in the training plan for researchers

- R2 are now represented in the Departments' research Committees

Weaknesses

- Wider publicity of the communication plan is still needed,

- The procedures to host international researchers, as well as the services required to facilitate their income and integration in the academic community is still a weakness.

- The development of more hospitable/smart working environments, consistent with the principles of sharing required to efficiently develop the spirit of collaboration between researchers and other university figures (students, technical-administrative staff, etc.) is a further aspect that requires adequate implementation.

Remarks (max 500 words)

A specific initiative is mandatory to make the University really open to international researchers. Similarly, a focus on the work environment and shared spaces is also of main relevance.

Training and development*   ⌄

Strengths and Weaknesses (Initial Phase)

> **Strengths**
>
> - University recognizes professional leadership, supervision skills and training
>
> **Weaknesses**
>
> - Teaching skills must be improved: this is to be considered an innovative action in the Italian University's system, because of the lack of best practices to be inspired by.
> - The interaction between supervisor and First Stage Researchers (FSRs) develops on a spontaneous and not structured basis
> - Training initiatives and financial support of participation of external initiatives is not empowered

Strengths and Weaknesses (Interim Assessment)

> No new items to highlight

Strengths and Weaknesses (Award Renewal, max 500 words) *

> **Strengths**
>
> In addition to the strengths highlighted in the previous assessments:
>
> - a Faculty Development Program has been adopted by the University

Remarks (max 500 words)

> The Teaching and Learning Centre has been established to implement best practices and innovative teaching skills

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

> The National Recovery and Resilience Plan (PNRR), presented by Italy and approved by the European Union in 2021, includes a substantial package of reforms and investments. In particular, Mission 4, "Education and Research," has involved Italian universities in very rapid renewal processes and increased investments, leading to changes in short- and medium-term goals to implement the plan.

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)

> The impact of the PNRR is significant and has forced the University to repeatedly adjust its organizational structure in order to quickly address new demands and effectively manage the increased financial and human resources.

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

In November 2024, a new governance took office and, consequently, the University's Strategic Plan and the Three-Year Plan are under the approval process. These plans will need to consider the ministerial visit on the quality assessment and the conclusion of the PNRR plan scheduled for 2026 and 2027, respectively.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Proposed ACTIONS

Action 1

Development Action: REGULATORY REVISION of CODE OF ETHICS and CODE OF CONDUCT setting of standards of respect of Codes; extension of art.10 of Code of Ethics; drafting of a new chapter on the evaluation of Ethics in research projects dealing with rights, dignity, integrity and well-being of those involved; respect for any other living organisms and for the environment in all its dimensions and components; freedom and promotion of science, data protection and implications of dissemination of research data. Transposition of those changes into the COMPOSITION OF THE ETHICAL COMMISSION, integrated with Research Ethics/Bioethics Experts	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 2. Ethical principles	Q1-Q6	R.U. General Affairs Office; other involved units: Anti-corruption and Transparency, Animal Welfare Committee OPBA, HR Service, Ethical Commission, ENAI (European Network for Academy Integrity)'s Uninsubria Representative	1. Appointment of a specific Senate committee in charge of the revised Code of Ethics'drafting (by the end of Q1) 2. Draft of the new/revised regulation (Q2-Q5) 3. Regulation approval by Academic Senate (by the end of Q6) 4. Integration of the Composition of the Ethical Commission (Q6)

Current Status	Remarks
COMPLETED	1. On 22/05/2019 the Academic Senate appointed a Committee for the integration of the previous Code of Ethics with the Code of Conduct and its revision. The Committee was composed of: • Professor Maurizio Cafagno, professor of Administrative Law and coordinator of the committee; • Professor Marco Cosentino, professor of Pharmacology and coordinator of the CE "ENAI - European Network for Academic Integrity" and "VIRT2UE - Virtue based ethics and integrity of research: train-the-trainer program for upholding the principles of the European code of conduct for research integrity" projects; • Professor Davide Vigetti, professor of Biochemistry and member of Animal Welfare Committee OPBA; Silvia Gazzola, Organic Chemistry researcher; • Federico Raos, Teaching and Research Area Manager, member of the HRS4R Implementation Commitee and of the Committee for the Prevention of Corruption and for Transparency; • Marco Ferraresi, Labor Law researcher at the University of Pavia; • Barbara Arcari, Teaching Manager; • Elena Giavari, manager of the law Library In April 2020, after no. 9 meetings and several online consultations, the Committee concluded the drafting of the new Code and started the phase of collecting formal and informal opinions and suggestions, by involving: the Rector, the Director general, the Research Committee, the Teaching Committee, and the entire academic community via an e-survey open from 10/06/2020 to 10/07/2020 [see doc no. 1.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/01%20-%20Consultation%20Code%20of%20Ethics.pdf] As required by HRS4R the main innovative aspects of the new code are: - Definition of the fundamental principles of research integrity (articles 31-37), as stated in the main international regulations, which should be applied in all phases i.e. design, planning and implementation, publication and dissemination of results, and evaluation of people, projects and publications; - establishment of the Research Ethics Committee (article 38), called upon to express opinions on research projects and activities carried out by researchers who work at the University and to guarantee compliance with the principles of Research Integrity; 2. 23/07/2020 draft of the new unified code 3. 23/09/2020 approval by the University's Academic Senate, available here: https://www.uninsubria.eu/sites/sten/files/2023-12/Code%20of%20Ethics_0.pdf 4. On 19/7/21, the Ethics Commission was appointed, and on 30/6/21, the Research Ethics Committee was established https://www.uninsubria.eu/research/services-and-support/workuninsubria/ethics-and-research

Proposed ACTIONS

Action 2

Communication Action, PROMOTION OF INTEGRITY AND ETHICS policies, culture and procedures: * Communication Plan and dissemination of revised Code of Ethics; * English translation of revised Code of Ethics and Code of Conduct, CUG Guarantee Committee initiatives and any other policy concerning Integrity; * Implementation, updating and English translation of webpages on Ethics and Integrity https://www.uninsubria.it/la-ricerca/etica-ricerca; *Inclusion of a specific paragraph about the compliance with the Code of Ethics and similar in every agreements/contracts

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles (+/-) 5. Contractual and legal obligations	Q6-Q8	R.U.Communication Service; other involved units: HR Service, Research Office, CUG Guarantee Committee	1. Publication of the English version on internet web page (by the end of Q6); 2. Translation of web page (by the end of Q7); 3. Presentation meetings (min. 2) addressed to all researchers -aproxim. n. 400 R2-R3-R4 (by the end of Q8); 4. Communication of this binding duty to any unit dealing with contractual obligations (by the end of Q8)

Current Status	Remarks
COMPLETED	1. The new Code of Ethics (revised and integrated with the Code of Conduct) was translated into English https://www.uninsubria.eu/sites/sten/files/Ricerca/Code%20of%20Ethics.pdf 2.The specific web page regarding Ethics was updated and translated into English: https://www.uninsubria.eu/research/workuninsubria/ethics-and-research 3. After the approval and adoption of the new Code of Ethics (revised and integrated with the Code of Conduct) in autumn 2020, on 16 October, a specific e-mail signed by the Rector was addressed to all researchers (R1-R2-R3-R4) and administrative staff in order to spread the news and highlight the main innovative aspects. In particular, ethical integrity principles have been better underlined and the appoinment of an integrated University Ethics Committee fills the previous gap concerning the lack of specific support for researchers dealing with activities not involving animals or patients (for which the University established its own Committee for animal welfare – OPBA – in 2015 and continues to adhere to the Territorial Hospital Ethics Committee, respectively). [See doc. no. 2.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/doc.%202.1-%20Code%20of%20ethics_Rector%20email.pdf]. Dissemination meetings will be scheduled in the training plan (see action no. 14 – 21) 4. At the beginning of this year, a brief text binding researchers to the duty of respecting the Code of Ethics and the principles contained in the European Charter and Code was set up and will be included in every future call and contract. A specific communication on this was also sent to all departmental units dealing with contractual obligations (i.e. see contract (article 6) https://www.uninsubria.eu/sites/sten/files/Ricerca/Research_grant_contract_Mod_7.pdf or call (article 10) https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/doc2.2_Departmental_grant_call.pdf

Proposed ACTIONS

Action 3

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Formalization Action: Drawing up of administrative GUIDELINES FOR PLANNING AND MANAGING RESEARCH FUNDED PROJECTS. Guidelines will contain definition of roles and tasks within the different phases (fund scouting, submission, implementation, budgeting, resources management), references to circulation of project documentation, competences and responsibility of project managers/ principal investigators /administrative staff, as well as information about eligible costs, templates and principles of remuneration calculating and accounting for working hours, employing project staff, reporting, IPR responsibility. Guidelines are crucial also to normalize and even all practises and procedures within our University and to allow the diffusion of a common archiving system.	(+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations	Q1-Q4	R.U. Research Office; other involved unit: Departments, Management Control Office	1. Guidelines definition 2. Guidelines publication in intranet platform 3. Communication on intranet publication via email to all involved researchers (aproxim. n. 400 R2-R3-R4) and involved administrative staff

Current Status	Remarks
COMPLETED	1. The aim of this action was to create a common lexicon for the roles, rules and best practices when approaching external funding calls for research projects. The target group was mainly composed of Uninsubria Staff, including both researchers and project managers or planners, thus building up a more professional attitude towards budgeting and the implementation of funded research projects. 2. A webpage in the intranet section has been published since November 2019, which collects administrative guidelines, procedures, templates, contractual and legal obligations about the H2020 Programme. In November 2020 the internet section was updated with information concerning other Research Programs. [See doc. no. 3.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/3.1_Research_Office_guidelines.pdf] 3 The guidelines were presented by the Research Office to the 29 participants of the course "Budget construction and reporting of H2020 projects", which was held on 07.11.2019 by NCP - APRE trainers. Furthermore, a specific link to the web page is always recalled in the periodic e-newsletter [See doc no. 3.2 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/3.2_Guidelines_publication_notice.pdf] which is sent via email by the Research Office to all our PhD students, research fellows, researchers and professors, as well as to the Departments' administrative staff (approx. 500 contacts). With reference to potential candidates for research fellowships or partners of research consortia, we linked some specific information on our Institution (i.e. in order to document our expertise in funded projects) or contact information on internal procedures, contracts and IPR regulations in different sections of the web site https://www.uninsubria.eu/research/workuninsubria In addition, a research data management system (within IRIS-AP Institutional Research Information System) has been finally adopted in collaboration with the Planning and Control Service: this will lead to a common archiving system for applications of project proposals among the Departments and Central Administration units with positive repercussions on research projects.

Proposed ACTIONS

Action 4

Formalization Action: MAPPING of all measures and services already dedicated to ATTRACT international researchers and – if necessary- drafting of possible integrations (see also Action 7 Communication Plan) of "ONBOARDING" initiatives addressed to visiting researchers, MSCA or ERC applicants, international candidates: *promotion of Uninsubria as Host Organisation (mapping of research fields, expertise and infrastructures); *Specific support for MSCA and ERC applicants in writing their proposals; *OTM-R advertisement information (enhancement of promotion of selection calls)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 13. Recruitment (Code)	Q1-Q5	R.U. Research Office; other involved units: AIQUA-R Departmental Committees for the Quality of Research, HR Service	1. Publication of a list of information, tool and services already offered by Uninsubria to new potential researchers 2. Definition of Host Organisation Profile in English and applications to some partner search platforms in order to promote Uninsubria as Host Organisation (at least 3 platforms); 3. updating, extension and English translation of research fields related to 7 Departments (currently drafted in Italian at https://www.uninsubria.it/la-ricerca/ambiti-di-ricerca-pubblicazioni-progetti-finanziati); 4. dedicated email address and related support service for external MSCA and ERC applicants

Current Status	Remarks
COMPLETED	1. During the implementation phase all units involved in the recruitment process for all researchers' profiles and connected services made the effort to identify the information available to external potential candidates or collaborators on our Italian website or further information useful for them. As a result, a webpage dedicated to attracting interest from abroad was set up: https://www.uninsubria.eu/research/uninsubria-research-partner-host-institution. 2. Uninsubria as Host Organisation was promoted on some partner search platforms (Funding and Tenders Portal https://tinyurl.com/77uh7bky , Euraxess https://euraxess.ec.europa.eu/partnering/organisations/profile/341202 Topuniversities https://www.topuniversities.com/universities/universita-degli-studi-dellinsubria) 3. After a brief introduction with the University profile, the webpage leads to the research fields pursued in each Department, showing the researchers involved and the contact persons (group leaders) with the aim of facilitating collaboration. An overview of all the funded research projects is also available at www.uninsubria.eu/research/departments-and-research-centres-scientific-production-and-funded-projects 4. Recognizing the high value of Research Mobility from the beginning of researchers' carreer, the University of Insubria welcomes all potential candidates with an interest in joining us as host Institution for MSCA Fellowships. Furthermore, the opportunity to host ERC applicants is favorably considered and promoted in order to develop an international environment and give the chance to set up and carry out good research activities by creating teams with our researchers. The participation of skilled international researchers, not only at the beginning of their European career, will foster research results of exellence. In such cases, the opportunity of a permanent position at our University can be considered together with the researcher. Specific support for MSCA and ERC applicants in writing their proposals is offered by simply contacting the Research and Innovation Office at the following designated e-mail address: applywithus@uninsubria.it.An invitation to stay with us even for a limited period of time as Visiting Fellow provides the e-mail address of the International Relations Office and a description of our regulations concerning Visiting Professors.

Proposed ACTIONS

Action 5

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Formalization Action: FUNCTIONAL RE-ORGANISATION of all information, tools and services dedicated to RESEARCHERS' MOBILITY (INCOMING) and – if necessary- drafting of possible integrations (see also Action 7 Communication Plan) of "WELCOME" measures addressed to new international researchers (English) with particular regard to following aspects: visa and health procedures; living in Varese or Como; contractual obligations; course of Italian as a foreign language already planned for international students will be extended to international researchers	(+/-) 29. Value of mobility	Q1-Q5	R.U. Training and Research Area; other involved units: International Relations Office, Departments, Students Services	1. Publication of a web page in English that collects all information, tool and services dedicated to incoming researchers 2. promotion of extension of Italian course to researchers 3. N° of international researchers attending Italian courses

Current Status	Remarks
COMPLETED	1. The re-organization of our English website led to a presentation of the information and main services dedicated to incoming researchers. The new web page https://www.uninsubria.eu/research/era-researchers-recruitment with the presentation of our OTM-R Policy and information about all our Recruitment Procedures gives an idea to all interested researchers of the positions and conditions offered. It contains the regulations, scoring criteria, a template of the contract [i.e. https://www.uninsubria.eu/sites/sten/files/Ricerca/Research_grant_contract_Mod_7.pdf] and the gross salary provided, besides all information about open recruitment procedures with specific links.(i.e. https://www.uninsubria.eu/contests?field_destinatari_del_bando=40) All services dedicated to incoming researchers, which may be useful for their organisation before and upon arrival, are available at the following url : https://www.uninsubria.eu/international-relations/servicesfacilities. In particular, the section "FORMALITIES' explains the formalities that should be followed to come here as a foreign researcher. Accomodation opportunities are fully explained, together with applications procedures distinguished by category, health-relatedinformation and facilities available as employees or collaborators, and library services. All services dedicated to our researchers are explained on the webpage: https://www.uninsubria.eu/research/workuninsubria 2. Since the last academic year, the course of Italian for foreign students has been extended to all PhD students and fellow researchers. A permanent warning on the website reminds everyone of this opportunity. Since 2020 an Incoming form has been sent to new researchers to collect their needs and requests, including their interest for the course of Italian. This would facilitate the promotion of this activity https://www.uninsubria.eu/sites/sten/files/Ricerca/Incoming_Form.docx 3. No foreign researchers attended the Italian course during a.y. 2019-20, even if it was organized online in response to the pandemic. For this reason for the a.y. 2020-21 a written comunication was sent to all foreign researchers.

Proposed ACTIONS

Action 6

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Formalization Action: Definition of a CHART of SERVICES related to RESEARCHERS' MOBILITY (OUTGOING) and CAREER DEVELOPMENT and – if necessary- drafting of possible integrations (see also Action 7 Communication Plan) of "CAREER PATH" measures addressed to all our researchers (Italian and English) with particular regard to the following aspects: training; IPR; social security and supplementary pension right; career advice and placement; international mobility and staff exchanges; support for research funds scouting and planning; OTM-R information related to selection calls process, principles of Charter & Code and our Code of Ethics	(+/-) 26. Funding and salaries (+/-) 29. Value of mobility (+/-) 30. Access to career advice	Q1-Q5	R.U. HR Service; other involved units: Research Office, International Relations Office, Placement Office	1. Definition of information, tool and services in Q1-2 period; 2. Periodic editing of a newsletter (monthly) on main research and mobility programs and academic promotion

Current Status	Remarks
EXTENDED	1. A complete chart of services for Career Development has not yet been identified, as the priority was given to making information about welcome and onboarding measures available. This information is already available at: - training, IPR support for research funds scouting and planning: https://www.uninsubria.eu/research/workuninsubria - international mobility and staff exchanges: https://www.uninsubria.eu/international-relations/exchange-programs - OTM-R information related to the selection procedure process and working conditions: https://www.uninsubria.eu/research/era-researchers-recruitment - principles of Charter & Code and our Code of Ethics : https://www.uninsubria.eu/research/workuninsubria/ethics-and-research 2. Regarding outgoing mobility, the periodic Research Newsletter sent via e-mail to all researchers informs them about main funding oppourtunities, also connected to long term mobility (no. 23 in 2020, approximately 1 every one/two weeks). Furthermore, with the new tool Research Professional [https://www.researchprofessional.com/0/rr/home], which is accessible to all researchers, a wider and more specific scouting opportunity is directly available. NEW TIMING: Q21 – Q35 3. Implementation of digital procedures for the economic progression of R1 and R2 personnel. The University intends to digitize the application collection procedure for the economic progression of R1 and R2, in order to facilitate the compilation of the applications and reduce the margin of error. The intention is to adopt the PICA platform, in order to provide for the step-by-step insertion of the requested information

Proposed ACTIONS

Action 7

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Communication Action: PLAN to increase the EFFECTIVENESS AND VISIBILITY of permanent and future initiatives and services for POTENTIAL, NEW and SENIOR RESEARCHERS: *internal guidelines to maximize impact on diffusion of our recruitment calls on web sites as Euraxess; *English translation of calls also for R3/R4, regulations and web pages related to research (main fields and experts); *implementation of a web page dedicated to researchers' recruitment according to OTM-R initiatives/new policy and promotion of the principles of C&C; *planning and implementation of e-tools (online kit or tutoring, dedicated webpage, newsletter) related to information and services foreseen in Actions 4, 5, 6	(+/-) 5. Contractual and legal obligations (+/-) 13. Recruitment (Code) (+/-) 23. Research environment (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	Q5-Q8	R.U. Communication Service; other involved units: Research Office, HR Service, Training and Research Area	1. Definition of the communication plan related to "Onboarding", "Welcome" and "Career Path" measures (by the end of Q5); 2. Updating of web-information on research fields, projects, researchers' recruitment , C&C (by the end of Q6); 3. English translations (by the end of Q7); 4.Internal guidelines to maximize impact on diffusion of our recruitment calls (by the end of Q8)

Current Status	Remarks
EXTENDED	1. A communication plan related to "Onboarding", "Welcome" and "Career Path" measures will be defined by the Communication Service after having analyzed the way the information, tools and services are presented on the website or on other means of communication, by taking into account the communication goals and target users. 2. In order to bring forward the main results of the previous completed actions and make them visible in English, useful information for potential foreign new researchers (researchers' recruitment), C&C and ethics principles, our research fields (even if at a general level), and projects, is already available at https://www.uninsubria.eu/research/departments-and-research-centres-scientific-production-and-funded-projects https://www.uninsubria.eu/research/uninsubria-research-partner-host-institution https://www.uninsubria.eu/research/era researchers-recruitment https://www.uninsubria.eu/research/workuninsubria ; https://www.uninsubria.eu/research/services-and-support/workuninsubria/ethics-and-research On this basis a revision of the contents will be carried out in the next two years, according to the revision process of the website that will be carried out for technical reasons. 3. Calls for R3/R4 have also been translated into English. (i.e. https://www.uninsubria.eu/work-and-study-us/full-professor-sc-12e2-ssd-ius02-bp294) 4. Practical internal guidelines aiming at maximizing the impact and dissemination of our recruitment calls was given to all involved recruitment units, even if some technical issues have not been solved yet. [see doc. 7.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/7.1_Linee_guida%20_euraxess_bandicineca.xlsx] NEW TIMING: Q9-20 NEW INDICATORS/TARGETS: 1. Definition of the communication plan related to "Onboarding", "Welcome" and "Career Path" measures (by the end of Q5) (Q9-11) 2. Appointment of a specific working group in charge of revising the Italian and English website following and supporting HRS4R project principles (Q11) 3. Launch of the new English/Italian web site (Q11-19) and use of other means of communication as planned in the Communication Plan 1. On 11.1.2023, the communication plan was prepared [See attachment 01_ComunicationPlan2023_HRS4R] 2. On 1.6.21 the working group appointed to revise the English website was established [See attachment 02_Working_Group] 3. The new Italian website was launched on 4.7.23, the new English website on 29.2.2024.[See attachment 03_Website] TIMING: Q21-Q35 NEW INDICATORS/TARGET: 1. Implementation of the Communication Plan, specifically focused to attract foreign researchers.

Proposed ACTIONS

Action 8

Communication Action: Coordination of COLLECTION of PUBLIC ENGAGEMENT INITIATIVES to be archived at central level and improvement of their VISIBILITY: *creation of a centralised archive of PE initiatives including collaboration with the territory and schools (starting point also for national survey on "Terza missione/Third mission" carried out by ANVUR Italian Agency for the Evaluation of the Quality of Research) with diffusion of formats and guidelines; *use of e-tools and social media to promote the initiatives and use of an "event technology platform" to register and monitor participation; *sharing of procedures with researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 9. Public engagement	Q1-Q6	R.U. Quality Assurance Support Office; other involved units: , AiQua-R (Departmental Committees for the Quality of Research), Communication Service, Press Office, Orientation Office	1. by the end of Quarter 2: centralized archive of events with main information (years 2015-2017) and complete information (about budget and impact) required for national data collection carried out by ANVUR (SUA-RD Third Mission) regarding 3 initiatives per Department and 3 at a central level (per year) 2. by the end of Quarter 6: adoption of a tool to collect PE initiatives wih detailed information (since 2018) 3. by the end of Quarter 6: use of an event technology platform for event management and diffusion of a procedure to promote the collection of PE initiatives

Current Status	Remarks
COMPLETED	1. In Spring 2019 the University of Insubria established a Public Engagement Committee composed of one or two representatives per Department, administrative staff from the Communication Service, IT Service, and Quality Assurance Office, with the coordination of the Rector's Delgate for Communication, University Counselling and Fundraising. The main function of this Committee is to coordinate this kind of non-profit educational, cultural and social development activities dedicated to a non-specialized public and to help individual researchers and Departments in focusing on the impact of the initiatives carried out with the involvement of society and on the final goal to improve the public understanding of science and the expression of its needs and priorities. The first action was to create a centralized archive by collecting the variety of activities organized within the University. Starting from the first collection promoted by the Quality Assurance Unit using a Microsoft form, a more structured archive, which was developed within the Institution, has been implemented to collect information regarding at least 3 of such activities per Department from 2015 to 2019, according to the national data collection procedure that should have taken place in 2019.[see doc. no. 8.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/PE_Events_2015-19.xlsx] 2.The lack of data requests from the Ministery of University and research gave us more time to think about an even more complete database. A specific tool, called Resource Management Module was acquired last year within the Institutional repository of the University Research (Irinsubria). This new tool, used since 2020, allows a full recording of the data, which may be comparedwith those from other universities, and is based on an information flow, starting from the data entered by the individual researchers who are responsible for the activity to their approval by the Internal Quality Assurance for Research and Third Mission Committee (AIQUAR). The PE Committee issued the PE Monitoring Guidelines, with the sharing of a common glossary and the definition of impact indicators. Specific guidelines for the use of the e-tool Irinsubria Resource Management Module (for the recording of every activity regarding researchers' CVs, PE initiatives, life-long learning courses, resources like research groups, laboratories and scientific equipment and incoming mobility) were shared with all researchers through the Departmental Committees (AIQUAR).[see doc. 8.2 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/8.2_PE_Committee_PE_monitoring_guidelines.pdf] 3.The last part of the action, consisting in the use of an event technology platform for the management of events and the diffusion of a procedure for proper communication and suitable services tailored to every kind of event is still on-going. The Communication Service, with the collaboration of the ICT Service, will re-organize the whole process with a platform to manage events in steps, from design to implementation, involving all the units that offer related services. The diffusion of instructions to all researchers will foster the correct use of the platform with an expected growth in efficiency. NEW TIMING: Q9-20 NEW RESPONSIBLE UNIT: Communication Service NEW INVOLVED UNITS: ICT Service, AiQua-R (Departmental Committees for the Quality of Research) NEW INDICATORS/TARGETS: 3. Use of an event technology platform for event management and dissemination of a procedure to promote PE initiatives 3. On 24.07.23 the UNI-FIND portal was launched, providing a comprehensive overview of research areas, scientific results, public engagement activities, and the expertise of researchers at the University of Insubria. https://uninsubria.unifind.cineca.it/

Proposed ACTIONS

Action 9

Development Action: Definition of a POLICY ON OPEN TRANSPARENT AND MERIT-BASED RECRUITMENT for the 3 main phases (Advertising and application; Selection and evaluation and Appointment). Policy will be formalized and disseminated in order to set out clear existing procedures and practices and- if necessary- improved with specific measures. Policy will state the importance of: *collecting and disseminating all existing regulations, procedures, good practices and templates in a new dedicated webpage; *translating all relevant information, regulations and selection call; *mentioning the C&C principles in all information material, contracts and recruitment administrative acts; *filling up the gaps as focused and explained in the OTM-R check list

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment (+/-) 13. Recruitment (Code)	Q1-Q8	R.U. HR Service; other involved units: Departments, Research and Internationalisation Service, Communication Service	1. OTM-R Policy definition; 2. on line Publication of OTM-R Policy; 3. Updating and extension of the webpage https://www.uninsubria.eu/useful-resources/era-researchers-recruitment focusing on OTM-R policy; 3. New templates for recruitment calls both in Italian and English taking into account the C&C and ethical principles and OTM-R checklist requirements

Current Status	Remarks
COMPLETED	1.As a main result of this action, the University of Insubria Policy on Open, Transparent and Merit-based Recruitment (OTM-R Policy) https://www.uninsubria.eu/sites/sten/files/2023-12/OTM-R_Policy_Insubria_2021_EN.pdf was just approved by the Academic Senate (May, 19) . Starting from the gaps revealed by editing the OTM-R check-list and taking inspiration from the European document "Report of the Working group of the Steering group of Human Resources management under the European research area on OTM Recruitment (July 2015)" the University of Insubria has been improving its procedures and practices, now summarized in the OTM-R policy. Good pratices in recruitment were extended from an administrative process to another (i.e. the use of a Selection Committee kit previously provided only for R3-R4 recruitment has now been extended to R1-R2 recruitment). 2. The OTM-R Policy is published on the webpage dedicated to ERA recruitment, https://www.uninsubria.eu/research/era-researchers-recruitment. 3. Templates for recruitment calls both in Italian and English (R1/R2/R3/R4) mention the C&C,meeting OTM-R checklist requirements in accordance with the new Code of Ethics and Code of Conduct. [doc. 9.1: call R1 https://www.uninsubria.eu/sites/sten/files/Didattica/PostL/PhD/bando%20inglese.pdf, doc 9.2 call R2 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/9.2_R2_call.pdf doc 9.3 call R3 - RTDA https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/doc_9.3_R3_RUTDA_CALL_facsimile.pdf doc 9.4 Call R3 – RTD https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/doc_9.4_R3_RUTDB_CALL_facsimile.pdf doc 9.5 call R4 – PA https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/doc_9.5_R4_PA_call_facsimile.pdf]

Proposed ACTIONS

Action 10

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development Action: Definition of a PERSONAL CAREER DEVELOPMENT PLAN PCDP aimed at identifying short- and long-term professional goals and activities as well as additional skills, knowledge and experiences that can help in the current and future positions. PhD students and their supervisors will adopt and jointly draw, as good practice already experienced in MSCA-ITN actions, a PCDP to be regularly revised and discussed at the end of each year (i.e. participation to local and international research groups or courses; submission of abstract, invitations, inclusion in organizing committee of scientific events, description of the research budget for 2nd and 3rd year)	(+/-) 28. Career development (+/-) 30. Access to career advice (+/-) 36. Relation with supervisors (+/-) 38. Continuing Professional Development	Q1-Q4	Doctoral School	1. Number of PCDPs; 2. one PhD course: as this action strongly impacts on doctoral culture, it will be introduced through a pilot phase that will involve 1 PhD course to be chosen on voluntary-basis; it will be evaluated and eventually extended

Current Status	Remarks
COMPLETED	1. A Personal Career Development Plan (PCDP) was tested for the Doctoral Program in Chemical and Environmental Sciences on all enrolled PhD students, during the academic year 2019/20 (no. 9). Template: https://www.uninsubria.eu/sites/sten/files/2024-01/career_development_plan%20%281%29.pdf 2.After testing the adoption of the Personal Career Development Plan (PCDP) for the Doctoral Program in Chemical and Environmental Sciences, the Coordinator reported to the Doctoral School during the meeting of 17 Decemberconsidering this new pratice as very useful for PhD students and the development of their skills in accordance with their supervisor. [see doc n. 10.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/10.1_Doctoral_School_Minutes_abstract.pdf] After a brief discussion, the Doctoral School decided on the extention of the implementation of the PCDP for each Doctoral Program, starting from the PhD students enrolled in the current academic year. The format adopted (on the basis of the one used for MSCA-ITN actions) and the procedure to follow (responsibility/time) was established and disseminated by the Doctoral School to the Coordinators of each Doctoral Program. In particular, the plan contains activities and experiences provided for and timings for their implementation. The progress of the personal plan will be monitored at the end of each year in two steps: first between the student and the Coordinator, and then shared with the Supervisor, in order to let students express their impressions freely. This procedure helps preventing conflicts between students and supervisors by solving potential problems in advance.

Proposed ACTIONS

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Communication Action: PROMOTION of institutional figures, confidential and informal assistance, services and procedures dealing with COMPLAINTS/APPEALS for work-related conflicts, disputes, grievances with particular reference to possible frictions between First stage researchers and supervisors: i. a single web page that collects all information; ii. University Guarantee Committee CUG and Confidential Counsellor initiatives; iii. Reference to complaints assistance in all Onboarding /Welcome /Recruitment tools	(+/-) 34. Complains/ appeals	Q1-Q5	R.U. Communication Service; other involved units: Guarantee committee CUG, Research Office, HR Service, Training & Research Area	1. Definition of a Communication Plan (by the end of Q4); 2. Dedicated web page in Italian and English (by the end of Q5)

Current Status	Remarks
COMPLETED	1.The Communication Service analyzed all the information about complaints and appeals on the Italian website and set up a communication plan to reach the external and interna public in the best way, with particular attention to first stage and recognized researchers. [see doc 11.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/11.1_Communication_Plan_complaints.pdf] 2.As a result of this communication plan, the development of a new a single page addressed to the external and internal public was set up on the Italian website, with links to other web pages distinguished by user's category (including R1 and R2), some of them on the intranet section (https://www.uninsubria.it/servizi/segnalazioni-e-reclami) Based on this information, the new webpage on reports and complaints available or the English website collects all the information about the procedures and referees that different types of members of the university community can contact for reports, complaints o appeals depending on their category. All researchers' categories could possibly run into different problems. On the webpage they can find useful suggestions: a constructive discussion with their superior, contact with the referee of their selection procedure, the way to report cases of exposure to particular dangers for health or safety, or unlawful conducts (whistleblowing). The whole academic community can refer to the Confidential Counsellor (in Italian Consigliere di Fiducia) or to the University Guarantee Committee - CUG (in Italian Comitato Unico di Garanzia) for episodes of discrimination, sexual and moral harassment or bullying. https://www.uninsubria.eu/services/reports-and-complaints With particular reference to first stage researchers, PhD students can find the name and contact details of the Coordinator of their course of study on the webpage of their Doctora Program (i.e.: https://www.uninsubria.eu/post_lauream/course/chemical-and-environmental-sciences-2020-2021) which should be referred to in order to solve possible conflicts with their supervisor or other researchers. In addition, starting from the academic year 2019-20 all students can refer to a departmental figure called "students' reports manager". A dedicated e-mail address, accessible only by the Head of the Department or his/her delegate is provided for this kind of communication, which could be quite thorny. PhD Students can find information on the webpage. The survey promoted by the University Quality Committee (in Italian Presidio della Qualità di Ateneo - PQA) after one year from the implementation revealed that no PhD students contacted the students' reports manager, while other students did. This could mean that possible conflicts between first stage researchers and supervisors or other researchers are solved internally with informal contacts or in case of need by referring to the Doctoral Program Coordinator. https://www.uninsubria.eu/services/reports-and-complaints-phd-students In the future, the use of the PCDP for each PhD student (see action n. 10) will help offering possibilities fo further discussion in the planning and monitoring phases on the student's' carreer paths and their activities and relations with others.

Proposed ACTIONS

Action 12

Development Action:	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Organization of the research and SCIENTIFIC FACILITIES: mapping of the current scientific facilities throughout the Institution; feasibility study of functional reorganisation of scientific facilities based on the analysis of the mapping study; promotion of guidelines for the access and use of common research facilities and equipment. Funding measures to support researchers and improve their scientific environment: fund raising for particular equipment will be promoted and a pilot internal competitive call open to all R3/R4 researchers will be launched to co-finance new big scientific infrastructures (> € 50.000 value).	(+/-) 23. Research environment	Q1-Q5	R.U. Research and Internationalization Service; other involved units: Departments	1. N° of dissemination meetings throughout the institution on fund raising opportunities for new scientific facilities 2. N° of dissemination meetings throughout the institution on "Access and Use of Scientific facilities and equipment Regulation" 3. Publication of internal call for co-funding of new research instrumentation

Current Status	Remarks
COMPLETED	1. Instead of organizing periodic meetings inside the institution concerning funding opportunities for new scientific facilities, the decision to acquire Research Professional www.researchprofessional.com allowed all researchers to take direct advantage of this new tool, which is always accessible and constantly updated. Three end user training courses were held at the end of 2020 (9-11-12/11/2020) with a focus also on funding opportunities. Institutional meetings were also held between the Rector's delegate for research / Rector's delegate for Technological Transfer and local funders. 2. Information about Access and Use of Scientific facilities are available on the Italian website (i.e. https://www.uninsubria.it/node/7988). Thanks to the recent acquirement of the IRIS-RM, an electronic tool for Resources Management, a list of scientific facilities is now available and published on the English website. https://www.uninsubria.eu/research/departments-and-research-centres-scientific-production-and-funded-projects Technical staff responsible for the management of scientific equipment is initially trained by a coordinator/supervisor and researchers/students who access the laboratories are properly informed about the rules to follow. Training is considered too specific to require the organization of dissemination meetings. 3. An Internal call to co-fundnew research equipment was launched on 12/06/2019 https://www.uninsubria.it/la-ricerca/finanziamenti-dateneo [for translations see doc 12.1-2-3 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/12.1_Cofunding_Call_Varese.pdf https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/12.2_Cofunding_Call_Como.pdf https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/12.3_Cofunding_Call_new_deadline.pdf]

Proposed ACTIONS

Action 13

Development Action: Definition of a POLICY on VALORISATION of the EFFORT of RESEARCHERS involved in externally funded projects, in terms of FINANCIAL BENEFIT or ADDITIONAL FUNDING for research

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 26. Funding and salaries	Q1-Q5	R.U. Research Office; other involved units: HR Service, Departments	1. Policy definition 2. Policy publication in intranet platform and/or institutional web site 3. Communication on policy publication via email to all involved researchers (aproxim. n. 400 R2-R3-R4) and involved administrative staff

Current Status	Remarks
EXTENDED	1. On 19/11/2019 the Research Committee appointed a Commission for the revision of the "University Research Fund Regulations" to include incentives for researchers. After several online consultations, the Commission concluded tje drafting of the new Regulations. As required by HRS4R the main innovative aspects are: - starting grant for young researchers - funding for projects submitted by young researchers. A policy of valorisation of the additional effort of researchers involved in externally funded projects is presently undergoing a feasibility study in terms of Italian legislation and internal regulation new timing Q9-Q20. On 28.04.2021 the new Regulation for University Research Funding was published, which includes innovative initiatives such as: - Starting grant for young researchers - Funding for projects submitted by young researchers. On 5.10.22, the Regulation for the management of the University funds for merit was published, which governs the incentives for researchers. 2. The regulations are published on the website https://www.uninsubria.it/sites/default/files/2023-09/Reg_finanziamento_ricerca_modifiche_2023.pdf https://www.uninsubria.it/sites/default/files/Statuto_e_regolamenti/regolamenti_personale/regolamenti_personale_docente_e_ricercatore/Reg_fondo_ateneo_premialit%C3%A0.pdf 3. On 10.21.2022, the notification of the publication of the Regulations was sent by e-mail NEW TIMING: Q21-Q35 4. A revision of the "Regulation of the Management of Contracts Agreements, and Services on Behalf of Third Parties " is currently under review with the final aim to increase funding for incentives, and thereby make the policies issued in 2019 and 2021 more effective.

Proposed ACTIONS

Action 14

Development Action: Definition of a TRAINING PLAN FOR RESEARCHERS and feasibility study on appropriate methodology (on line, webinar, labs, workshops, courses); it will include the following topics (and others will be identified after an online survey directed to all researchers): *English course to promote international collaboration; *tutorial on supervision, teaching and dissemination designed by senior supervisors to ensure clear and transparent supervision arrangements for doctoral students; *teaching skills: public speaking, specific learning disorders etc.; *workshops on Integrity/Ethics for researchers (general topic as plagiarism and specific ones as biobanks); *new editions of training courses already implemented see gap analysis principle n.38

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 33. Teaching (+/-) 39. Access to research training and continuous development	Q2-Q8	R.U. Research Office; other involved units: HR Service, Doctoral School, Quality Assurance Support Office, ICT Service	1. Online survey to all career level researchers on their training needs; 2. Approval of Researchers' Training Plan 3. N. of courses/training opportunities planned per year

Current Status	Remarks
COMPLETED	1. A survey addressed to all reserchers was set up and sent via e-mail to 683 researchers (n. 240 R1, n.60 R2 and n. 383 R3-4) between January and April 2020 wih an answer rate of 26,35%, quite good for the Covid-19 period. The questionnaire first investigated researchers' satisfaction with the training courses already provided in the different areas (medium judgement: 3.15 out of 4) and asked for suggestions (strenghts and weakeness) for improvement. Then, interest for specific topics in the following 3 training frameworks, was investigated: • Knowledge, technical and intellectual abilities to do research • Standards, requirements and professionalism to do research • Knowledge and skills to work with others and ensure a wider impact on research The results of this analisys are available at https://www.uninsubria.eu/sites/sten/files/Ricerca/Results_survey_Training_Plan_0.pdf 2 As a result of this analysis, a training plan was defined and after a consultation phase with a Focus Group of Researchers and other involved units (Doctoral School, Ethics Research Center) a first training plan was approved by the Research Committee [see doc. 14.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/14.1_Research_Committee_Meeting.pdf - 14.2 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/14.2_focus_group_mail.pdf] with the support of the Teaching Committee and the Academic Senate (24.02.2021). The training plan is published on the English and Italian website. https://www.uninsubria.eu/research/workuninsubria/training-researchers https://www.uninsubria.it/ricerca/ricerca-insubria/supporto-ai-ricercatori A customer satisfaction survey will be addressed to all participants in the courses with the final aim to monitor the effectiveness of learning outcomes. 3. At least 1 course per year in each framework, to be chosen between basic and advanced courses Details available here https://www.uninsubria.eu/research/services and-support/training-researchers

Proposed ACTIONS

Action 15

Development Action: IMPLEMENTATION OF PARTICIPATION OF R2 (assegnisti di Ricerca) on the consultation body AIQUA-R Departmental Committee for the Quality of Research in order to develop their involvement in departmental management, dissemination and documentation of research funds. Appointments will be expressed and approved by each Department Board.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 35. Participation in decision-making bodies	Q1-Q2	R.U. Quality Assurance Support Office; other involved units: Departments	1. Percentage of Departmental Committees for the Quality of Reaserch integrated with the appointment of R2 (at least 70% by the end of Quarter 1) 2. Percentage of Departmental Committees for the Quality of Research integrated with the appointment of R2 (100% by the end of Quarter 2)

Current Status	Remarks
COMPLETED	1-2-3. The Internal Committee for the Quality of Research (in Italian Commissione AIQUAR) is a consultation body in charge of promoting the quality of research and "third mission" activities (Public engagement, Technological Transfer and other activities involving society) in every Department. This Committee monitors and self-evaluates the results of the Department. It assists the Director of the Department in defining policies and strategies in the field of research and third mission and in proposing actions aimed at their improvement. If required, it carries out monitoring activities of the Department's strategic objectives and prepares reports on the Department's organization and activity for internal and external surveys, to be approved by the Department's Board. It is appointed by the Department's Board, and is coordinated by the Director of the Department, or his/her delegate, at least other 3 researchers and professors representing the different fields of research, 1 research fellow and 1 administrative referee. The partecipation of a research fellow, on the one hand, favors all activities as they receive the point of view of this young category and, on the other, allows young researchers to acquire knowledge on planning and monitoring procedures and processes from the beginning of their carreer. Percentage of Departmental Committees for the Quality of Research integrated with the appointmen of R2: 100% (see webpage https://www.uninsubria.eu/research/our-research/departments-and-research-centres).

Proposed ACTIONS

Action 16

Formalization Action: Formalization of the opportunity to ACCESS TO RESIDENTIALITY FACILITIES for First Stage Researchers (R1 or PhD students) and Recognised researchers (R2 or Italian "assegnisti di ricerca") and promotion for all researchers. Specific agreements with local organisation will be settled in order to increase access to university residential opportunities.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code) (+/-) 23. Research environment	Q1-Q4	Training & Research Area	1. Approval of procedures; 2. Definition of templates to apply for residential facilities addressed to R1 and R2 3. N° of R1 and R2 ir University Colleges

Current Status	Remarks
COMPLETED	1. The internal procedure regarding access to residential facilities for visiting professors and other international guests (like research fellows or foreign researchers/professors) has been approved by the Rector and made known to all units involved (Departments, Doctorate School) on 19/06/2019 [see doc 16.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/16.1_University_guests_accommodation_procedure.pdf and 16.2 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/16.2_Department_accommodation_request_facsimile.pdf] The regulations concerning the university residences of the University of Insubria describe the rules and conditions of use of the 3 Univesity residences ("Collegio Pomini" located in Catellanza; "Collegio La Presentazione" located in Como; "Collegio C. Cattaneo" located in Varese). https://www.uninsubria.eu/sites/sten/files/Concorsi_opportunita/Per_studente/Residence%20regulations.pdf The Italian website specifies that the University has stipulated agreements with external organizations in order to facilitate contacts betweens organizations/private owners and students. Useful information is provided on the University website. Students will have to apply directly with these external suppliers. The Accomodation Service guardantees support in case of need. https://www.uninsubria.it/servizi/alloggi-e-residenze-universitarie A permanent announcement on the webpage addressed to potential private/public organizations who are interested in making other specific residentiality agreements aims to increase access to residential opportunities for students and other visitors. 2. On the English webpage https://www.uninsubria.eu/international-relations/servicesfacilities international students or other guests (foreign PhD students seeking to be enrolled at the University of Insubria o research fellows, researchers/professors hired at the University of Insubria, visiting professors/researchers) can find information about the application procedure to access the University residences, assignment criteria and fees. Information about this opportunity is also provided in the annual PhD call. The annual call arranged by the Accomodation Service available on the website usually during the summer identifies all the rules and criteria to access residential facilities like the Unversity residences. For PhD students (R1) section 1.3 of the call specifies the number of accomodations reserved for newly enrolled students. [https://www.uninsubria.eu/opportunity/call-phd-methods-and-models-economic decisions-xxxvii see doc 16.3 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/16.3_%20University_Residences_Call_facsimile.pdf] With particular regard to R1 and R2: • PhD students (R1) apply to a specific call to express their interest in accessing residential facilities (at the enrollment phase). The assignment is decided by each Doctoral Program Committee on the basis of equity criteria established by the Doctoral School. [see doc 16.4 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/doc.16.4_DSC_accommodations.pdf] • Research fellows (R2) may contact the Administrative Offices of their Department (see section 2 – last paragraph - of the annual call) to submit a request. Assignment depends on availability and will follow the chronological order. A "welcome form" has been produced to investigate the needs of incoming researchers. Accommodation requests have been included to help the Accomodation Service support the guests. https://www.uninsubria.eu/sites/sten/files/Ricerca/Incoming_Form.docx 3. N° of R1 and R2 in the University residences are available here (doc 16.5): https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/DOC_16.5_TABLE_R1-R2_Accomodation.xlsx

Proposed ACTIONS

Action 17

Development Action: GENDER BALANCE MEASURES will be extended or ex-novo applied in order to guarantee full coverage of the principle. Full gender balance will be reached in Selection and Evaluation Committees for researchers' recruitment thanks to the extension of the presence of at least 1/3 of women in Committees for R1 recruitment processes (currently often reached but not mandatory). Moreover, in order to concretely impact on researchers' professional life, the institutional "Positive Action Plan" promoted by Uninsubria Guarantee Committee will be extended, not only to technical and administrative staff also to all researchers, where necessary and applicable.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 14. Selection (Code) (+/-) 27. Gender balance	Q1-Q8	R.U. General Affairs Office; Other involved units: HR Service; Ethical Commission; Guarantee Committee CUG	1. Revision of institutional regulations related to R1 and R2 recruitment, with regard to the full application of gender balance in selection committees 2. Number of women in selection commitees 3. Updated version of the annual "Positive Action Plan" extended to researchers

Current Status	Remarks
COMPLETED	1. With the approval of the revised Regulations for R1 and R2 recruitment by the Academic Senate on 21.04.2021 a full coverage of the principle for Selection Committees is now guaranteed. See articles 4.4 and 5.4 https://www.uninsubria.eu/sites/sten/files/Ricerca/Doctoral_programs_regulations%20-extract.pdf and articles 12.1 and 21.1 https://www.uninsubria.eu/sites/sten/files/Ricerca/Research%20grants%20regulations%20-%20extract.pdf 2. However, even for R1 and R2 recruitment procedures, as shown in the table, the percentage of women in Selection Committes has always been at least 33% in the last 3 years. [see doc n. 17.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/17.1_SELECTION_COMMITTEES_R1_R2.xlsx] 3. The preliminary analysis for the extension of the "Positive Actio Plan" will be used for the new Gender Equality Plan action). More actions will be defined in the future to accomplish a proper Gender Equality Plan (with resources, training activities etc.) (see new action n. 22).

Proposed ACTIONS

Action 18

Development Action: OTM-R TRAINING for SELECTION COMMITEES' MEMBERS. In parallel with the publication of a proper OTM-R policy, a related on line course/webinar/remote tutorial targeted to Selection Committees' members will be implemented in the intranet/e-learning section, focusing on OTM-R tool kit and stressing their formal adherence to Uninsubria's Code of Conduct/Code of Ethics and to the Code of Conduct for the Recruitmnent of Researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment (+/-) 14. Selection (Code)	Q5-Q8	R.U. HR Service; other involved units: ICT Service, Departments, Doctoral School	online publication/tutorial on recruitment principles for members of selection committees

Current Status	Remarks
COMPLETED	1.A tool kit for all Selection Committees (from R1 to R4 recruitment), updated following the OTM-R Policy, is available on the Italian and English websites for each single procedure A specific webpage dedicated to training for Selection Committees is also available on the English website to provide Committee members with all practical and legislative information they need (tool kit). https://www.uninsubria.eu/research/era-researchers-recruitment/information-selection-committees-members

Proposed ACTIONS

Action 19

OTM-R ad hoc action: Use of WEB-BASED TOOLS for RECRUITMENT PROCEDURES of all researchers'categories with the aim to facilitate applications by all potential candidates located all over the world. New adoption or IT tools'improvement will allow to submit online applications, offer remote interviews, assess formal requirements and qualifications, register selection committee's minute, publish all results and feedback . The impact of all ad hoc actions identified to fill in gaps regarding OTM-R principles will be maximized through the implementation of action n. 7 (Communication plan) with an expected growth in attractiveness: specific focus within Action n. 7 will regard the diffusion of our recruitment calls in English on Euraxess.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	Q1-Q8	R.U. ICT Service; other involved units: HR Service, Departments, Doctoral School	- Number of recruitment procedures managed with a web-based tool

Current Status	Remarks
COMPLETED	During the last six years a documents dematerialization process has been taking place in order to simplify all application procedures. In 2016 two different online tools started to be used in order to give R1 and R2 applicants the possibility of submitting their application to recruitment calls online with self-declarations and attaching signed documents (submission phase). For R1 the tool used is "Esse3", the same as for all degree applications. For R2 a new tool for empolyees recruitment procedures, called "PICA", was first tested and then acquired. In 2019 the use of PICA was gradually extended to all researchers' recrutiment procedures, as shown in the table. Now every single recruitment procedure is managed with web-based tools .[see doc n. 19.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/19.1_concorsi_pica.xlsx] The adoption of these tools is certanily linked to the increased number of applicants, especially foreign ones [see doc n. 19.2 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/19.2_N.APPLICANTS.xlsx This contributed to the ambitious goal of increasing the University's attractiveness. The Covid-19 Pandemic encouraged our University to accelerate the implementation of the other phases of the recruitment process, including selection. Remote interviews (even publi discussions for the recruitment of R4 positions) were organised for all procedures and this practice will never be replaced. Communications to applicants are provided only through the website. With the dissemination of the guidelines for the publication of recruitment announcements on Euraxess (see extended action n. 7) the calls' visibility is expected to increase with a positive impact on the number of applications.

Proposed ACTIONS

Action 20

OTM-R ad hoc action: Implementation of a proper OTM-R QUALITY SISTEM focused on actions identified to fill the gaps underlined in OTM-R check-list (actions integrated with other foreseen actions or other ad hoc actions). In order to optimize and enhance its effectiveness, Transparency and Anti-corruption Plan will be integrated with a chapter dedicated to researchers' recruitment with specific goals and its results on OTM-R relevant aspects. Meanwhile, some actions related to OTM-R aspects as all the other actions identified for the HRS4R implementation process will be included in the annual performance plan of the administrative staff, which identifies for each specific goal, the administrative units responsible and other units involved in the action, indicators and targets.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 13. Recruitment (Code)	Q1-Q8	R.U. Informatic and Documental System Office; other involved units: HR Service, Departments, Doctoral School	1. By the end of Q2: Definition of Indicators for OTM-R Quality control system to be included in the institutional Indicators Dashboard, their integration with the Transparency and Anti-corruption Plan approved by the Board of Directors (chapter dedicated to researchers' recruitment) and inclusion of specific annual objectives in the Performance Plan (2019-21) for the administrative staff 2. By the end of Q3: updating of the indicators data for OTM-R to be included in the Transparency and Anti-corruption Plan (containing previous year's results) and progress monitoring of 2019 Performance Plan results and possible revision of objectives/targets 3. By the end of Q4: assessment of objectives 2019 and definition of new objectives for the Performance Plan 2020-22. 4. By the end of Q5: final Report regarding objectives 2019 and their effective results 5. By the end of Q8: standardization of the process previously identified, supervision of the whole recruitment process

Current Status	Remarks
EXTENDED	1 – 2. During the implementation phase a first analysis was carried out to identify proper indicators for an OTM-R Quality System, together with the definition of our OTM-R Policy and the implementation of actions linked to OTM Recruitment.A set of indicators regarding the different phases of the recruitment process have therefore been calculated, by takin into consideration the recruitment strategies set out in the Strategic Plan An institutional Dashboard on the basis of these strategies and objectives is now underway, as our first Strategic Plan (dated June 2019) was set up with a bottom-up approach and the monitoring system first focused on the departments' objectives and actions. [See doc 20.1 https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/20.1_University_Strategic_Plan_2019-2024.pdf] The updated indicators are available here (doc 20.2): https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/20.2_QUALITY_SYSTEM_HRS4R_INDICATORS.xlsx 3-4. Regarding the HRS4R implementation process as a whole, as a partial result of this action, the integration of HRS4R actions in the Performance Plan for administrative staff was set out in 2019 in order to guarantee the achievment of all the objectives identified in the Action Plan. This integrated process has been standardized following the annual plan-report [see doc 20.3: https://www.uninsubria.it/sites/default/files/HRS4R_doc_interni/DDG_2020_512_OBIETTIVI_PTA_2020_ALLEGATO_DEF.xlsx] 5. For the complete achievement of the objectives the following have been identified as final actions NEW RESPONSIBLE UNIT: Planning and Control Service NEW INVOLVED UNITS: HR Service, Departments, Doctoral School NEW TIMING: Q9 – Q20 NEW INDICATORS/TARGETS: 1. Definition of a check-list for RPA 2. Description of the Quality System (roles and responsiblities, procedures, indicators 1. A check list for RPA was defined. 2. The Description of the Quality System has not been prepared yet NEW TIMING: Q21 – Q35 1. Updated description of the Quality System (roles and responsibilities, procedures, indicators) 2. The operational plan of HRS4R actions will be implemented related to the informatic system used at the University for the management and follow up of the strategic plan. This will make monitoring of the actions easier and more immediately visible

Proposed ACTIONS

Action 21

Development Action: Implementation of a TRAINING PLAN FOR RESEARCHERS. The training plan is structured in 3 frameworks: 1) knowledge, technical and intellectual abilities to do research; 2) standards, requirements and professionalism to do research 3) knowledge and skills to work with others and ensure the wider impact on research and several topics. We propose to activate at least 1 course per area per year, to be chosen between a basic and an advanced level.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 33. Teaching (+/-) 39. Access to research training and continuous development	Q9-Q20	R.U. Research Office; other involved units: HR Service, Doctoral School, Quality Assurance Support Office, ICT Service	1. N. of courses/training opportunities attended 2. N. of partecipants

Current Status	Remarks
EXTENDED	1. N. of courses/training opportunities attendent:49 2. N. of Participant: 1149 The 2021–2023 Training Plan for Researchers has been completed. The list of courses, seminars, and workshops organized by the University is available on the webpage https://www.uninsubria.eu/research/services-and-support/training-researchers The plan includes informational initiatives on the support provided to researchers by the University (TT@uninsubria), as suggested in the Interim Assessment report. To expand the training offer, in addition to the courses provided directly by the University, researchers were informed each week via the Research Newsletter about important training initiatives organized by other institutions. Training plan has been updated for the period 2024-2027 NEW TIMING: Q21 – Q35 NEW INDICATORS/TARGETS: 1. Number of courses/training opportunities 2. Number of Participants

Proposed ACTIONS

Action 22

Development Action: GENERAL EQUALITY	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development Action: GENDER EQUALITY PLAN will be adopted in order to guarantee full coverage of the principle, in line with Horizon Europe Framework's instructions. The adoption of the plan will allow researchers to participate in the Horizon Europe Framework, thus increasing research freedom	(++) 1. Research freedom (+/-) 14. Selection (Code) (+/-) 27. Gender balance	Q9-Q20	Research Office; Other involved units: R.U. General Affairs Office HR Service; Guarantee Committee CUG; Communication Service	1. Appointment of a specific committee in charge of implementing the Gender Equality Plan (Q9-Q10) 2. Definition of a Gender Equality Plan in line with Horizon Europe framework's instructions (Q10 – Q18) 3 Approval of the Plan by the Academic Senate (Q19-20)

Current Status	Remarks
EXTENDED	1. On 26.01.2022, the Committee for drafting the Gender Balance report, the Positive Action Plan, and the Gender Equality Plan was appointed. [see attachment 04_GEP_Working_Group] 2-3. On 5.12.2022 The Gender Equality Plan 2021-22 was approved by the Academic Senate On. 18.02.2025 The Gender Equality Plan 2023-24 was approved by the Academic Senate https://www.uninsubria.it/ateneo/ci-presentiamo/valori/bilancio-di-generef NEW TIMING: Q21 – Q35 1. Annual evaluation of the effects on the researchers based on the updated Gender Balance, Positive Action Plan and Gender Equality Plan

Proposed ACTIONS

Action 23

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development Action: "University Crowdfunding Platform" A crowdfunding platform allows for the independent collection of funds, ensuring greater autonomy of young researchers both economically and scientifically. It enables the financing of innovative, interdisciplinary projects or those focused on topics not prioritized by traditional funding programs. Moreover, this tool would require researchers to be more transparent about their objectives, making the involvement of stakeholders and the general public essential.	(++) 1. Research freedom (++) 3. Professional responsibility (++) 8. Dissemination, exploitation of results (+/-) 9. Public engagement	Q21-Q35	Research Office	1. Feasibility Analysis 2. Creation of the platform

Current Status	Remarks
NEW	

Action 24

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development Action "Analysis of Funds Allocation Criteria Among Departments" An analysis has been launched to identify and share criteria for allocating research funds among departments, ensuring they are clear, objective, transparent, and based on merit. This can help creating a fairer and more stimulating environment, providing adequate resources and opportunities, and allowing for a review of current evaluation systems	(++) 10. Non discrimination (++) 11. Evaluation/ appraisal systems (+/-) 23. Research environment (+/-) 26. Funding and salaries	Q21-Q35	Research Office	1. Definition of new criteria 2. Communication to Researchers

Current Status	Remarks
NEW	

Proposed ACTIONS

Action 25

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development Action "Revision of the procedures for recruiting tenured professors in the roles of the RTT" Law 79/2022 established the new category of Fixed-Term Researcher (RTT) with a six-year contract. An RTT who has obtained the national academic qualification may access the role of Associate Professor starting from the end of the third year. Pursuant to Ministerial Decree No. 1658/2024, universities are required to adopt Evaluation Criteria for the assignment procedure of these positions, making it necessary to revise Article 16 of the Regulation for the recruitment of Tenure Track Fixed-Term Researchers (RTT) pursuant to Article 24 of Law No. 240/2010. This revision could make the procedure more transparent and merit-based, in line with OTM-R policies.	(++) 10. Non discrimination (++) 11. Evaluation/ appraisal systems (++) 15. Transparency (Code) (++) 16. Judging merit (Code) (++) 22. Recognition of the profession (+/-) 28. Career development	Q21-Q35	HR Service	1. Definition of new criteria 2. Communication to Researchers 3. Update of the templates and procedures produced in the actions n. 6-9-20

Current Status	Remarks
NEW	

Proposed ACTIONS

Action 26

Development Action "Creation of the recruitment procedure and career management of research contracts." Law 79/22 introduced the research contract as the main contractual form to be used for the recruitment of Recognized Researchers (R2). It is therefore necessary to create recruitment and career procedures that conform the OTM-R policies already adopted	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 5. Contractual and legal obligations (+/-) 13. Recruitment (Code) (++) 15. Transparency (Code) (++) 16. Judging merit (Code) (++) 18. Recognition of mobility experience (Code) (++) 24. Working conditions	Q21-Q35	HR Service	1. Definition of new regulations for the recruitment and employment of "contrattista di ricerca" 2. Implementation of application and selection procedures 3. Draft of the employment contract 4. Communication to Researchers

Current Status	Remarks
NEW	

Action 27

Development Action "Participation to the COARA network". CoARA (Coalition for Advancing Research Assessment) is a network committed to reforming the methods and processes by which research, researchers and research organisations are assessed, promoting non-purely bibliometric methodologies. This approach is in line with the principles of the Charter	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(++) 11. Evaluation/ appraisal systems (++) 16. Judging merit (Code)	Q21-Q35	HRS4R Implementation Committee - Other involved unit: Plannng, Organizational Development and Quality Service	1. Preparation of a dedicated Action Plan

Current Status	Remarks
NEW	

Proposed ACTIONS

Action 28

Development Action "Increasing the attractiveness of international researchers" The action aims to improve what has already been started with actions 4 and 5, pursuing the following objectives: - clearer access methods/procedures - help in welcoming and in academic inclusion - provide for the payment of health insurance coverage for foreign researchers. - review the regulation relating to the recruitment of R1 and R2 to guarantee health and insurance coverage with funds

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 11. Evaluation/ appraisal systems (++) 16. Judging merit (Code)	Q21-Q35	International Relations Office	1. Review of reception procedures 2. Review of the regulation regarding the recruitment of R1 and R2 to guarantee health and insurance coverage with funds

Current Status	Remarks
NEW	

Action 29

Development Action "Work in a smart environment" - The action aims to the development of more hospitable/smart working environments, consistent with the principles of sharing required to efficiently develop the spirit of collaboration between researchers and other academic figures (students, technical-administrative staff, etc.).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination (+/-) 23. Research environment (++) 24. Working conditions (+/-) 27. Gender balance	Q21-Q35	University delegate for constructions- Other unit involved: Facilities Management Area	- Feasibility Analysis - Creation of the novel, shared, and smart working places

Current Status	Remarks
NEW	

Unselected principles:

(++)6. Accountability   (++)7. Good practice in research   (++)17. Variations in the chronological order of CVs (Code)   (++)19. Recognition of qualifications (Code)   (++)20. Seniority (Code)

(++)21. Postdoctoral appointments (Code)   (++)25. Stability and permanence of employment   (++)31. Intellectual Property Rights   (++)32. Co-authorship   (++)37. Supervision and managerial duties   (++)40. Supervision

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.
Please provide the link to the dedicated webpage(s) on your organisation's web site, multiple links must be comma separated *:

URL *:

https://www.uninsubria.eu/research/hr-excellence-research-uninsubria (https://www.uninsubria.eu/research/hr-excellence-research-uninsubria)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress.

Comments on the implementation of the OTM-R principles (Initial Phase)

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

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

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

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

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

The impact of all ad hoc actions identified to fill in gaps regarding OTM-R principles will be maximized through the implementation of action n. 7 (Communication plan) with an expected growth in attractiveness: specific focus within Action n. 7 will regard the diffusion of our recruitment calls in English on Euraxess through the provision of written instructions to improve visibility of job opportunities.

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

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

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

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

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The completion of a considerable part of our planned actions allowed us to achieve some important goals particularly regarding OTM Recruitment. However, some are still on-going.

Firstly, the OTM-R Policy was defined by the Implementation Committee and approved by the Academic Senate on 19.05.2021

[action 9 - completed]. An integration of every recruitment call and contract with a formal commitment of adeherence to the C&C and to OTM-R principles and Policy was established since the beginning of 2021 and tool kits for the members of the Selection Committees have been consistently updated.

Starting from an English website mainly dedicated to international students, new webpages have been set with a focus on researchers. The ERA webpage https://www.uninsubria.eu/research/era-researchers-recruitment (https://www.uninsubria.eu/research/era-researchers-recruitment) provides main information about researchers' profile, from R1 to R4, and a link to open positions allows interested subjects to easily reach useful information. A range of services and facilieties available for incoming researchers before and upon arrival are published on the related webpage https://www.uninsubria.eu/international-relations/servicesfacilities (https://www.uninsubria.eu/international-relations/servicesfacilities) . The translation of integral documents is still on going as it takes time and resources to be fully completed.

Another new webpage ("Apply with us" https://www.uninsubria.eu/research/uninsubria-research-partner-host-institution (https://www.uninsubria.eu/research/uninsubria-research-partner-host-institution)) aims to attract the interest from potential ERC/MSCA participants and international institutions/companies for collaboration.

[action 4,5 and 6 completed].

All the information already available in English will be checked with regard to the information on the Italian website/intranet section and further developed with the collaboration of all the offices which are responsible for each service (especially for action 6 "career path"). A proper communication plan will be set up by the Communication Service to enhance the University's visibility [action 7 – extended], in line with the revision process of the entire University portal.

More specific actions in connection with the 3 main recruitment phases have been completed:

1. 1. 1. 1. ADVERTISING AND APPLICATION PHASE: a specific activity within Action n. 7 for the diffusion of our recruitment calls in English on Euraxess through the provision of instructions to improve the visibility of job opportunities; other onboarding measures contributed to enhancing the attractiveness of recuitment positions towards foreign applicants [actions n. 12 – scientific facilities optimization – and 16 – facilitated access to accommodations for R1 and R2 – completed]; with the ad hoc OTM-R action n. 19 all recruitment procedures (from R1 to R4) are now managed through the online platform PICA for the application phase.
   2. SELECTION AND EVALUATION PHASE: Training for the members of the Selection Committees is guaranteed by the provision of a tool kit for every Committee and a webpage stressing the importance of adherence to the internal Code of Ethics and European C&C principles [action n. 18 – completed]; Gender balance is now mandatory for all Selection Committees, with the approval of the revised Regulations for R1 and R2 (at least 1/3 women). Instead of the extension to researchers of the "Positive Action Plan" designed by the internal Guarantee Committee CUG, a new goal will be achieved with the implementation of a complete Gender Equality Plan [action n. 17 – completed; new action n. 22].
   3. APPOINTMENT PHASE: With the reorganization of all information about institutional figures and services dealing with general work-related conflicts, disputes, grievances on dedicated webpages, researchers are now informed of all channels and possibilities to submit requests, complaints and appeals [action n. 11 – completed].

The action regarding the OTM-R Quality System is still open: a monitoring process will be defined, though a check-list for RPA.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The implementation of the OTM-R (Open, Transparent, and Merit-based Recruitment) principles is ensured by all the actions already undertaken, whose results have been integrated into operational procedures. In this regard, the adoption of the RPA checklist (Action 20) is of main relevance. However, the ad hoc quality system for the OTM-R system is still under definition

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation process

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

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

-The HRS4R accreditation process is clearly assumed and moved into the research chapter of the new governance program;

-The new governance program includes the identification of two Vice Rectors, one for the strategic plan and one for Communication and fund raising: they both will be in charge of actions, which have a decisive impact on the implementation of the HRS4R action plan.

-The establishment of the new governance is the best possible opportunity to strongly enhance the implementation process: the experience consolidated while working about the gap analysis and the action plan will be considered in order to, if needed, rationalize and better structure the process, in order to make it even more concrete and effective.

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

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

-The governing bodies, in charge of the approval of the action plan and the assignation of priorities and budgets to the structures;

-The HRS4R Implementation Committee (meaning together the Steering group and Working group) will act in continuity with what already implemented by the Steering Committee and working group: their main task will be either the supervision and monitoring of the activities of each responsible unit and the proposal of corrective actions to the governing bodies, if needed;

-The Quality Assurance Committee in charge of supporting, in terms of quality assurance, the responsible units while keeping track and record the actions;

-The responsible units for the actions are identified in the organizational units of the university administration in order to guarantee a strong and coordinated action in accordance with the performance plan of the university. In our organization, also thanks to its small size and its consolidated organizational structure, the organizational units interface directly and easily with the governing bodies (academic senate, board of directors, PQA, Vice Rectors): this guarantees that the units operate in line with the strategic directions and with the involvement of the entire academic community. To address issues and actions of particular importance, such as the revision of the code of ethics, limited and mixed committees (technicians, students and researchers) may be established: alternately, the reference bodies will be directly the Academic Senate and the Administration Board. The roles and competences of the governing bodies are clearly identified in the Statute of the University.

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

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

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

The implementation process for the 2021–2023 period was carried out in a manner similar to the previous three-year term. For the 2024–2027 period, a new Implementation Committee and a new HR Award Administrator have been appointed following the governance change. This new Committee will evaluate the results achieved so far, monitor ongoing activities, and assess whether improvements should be introduced

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?* ⌄

Detailed description and duly justification (max. 500 words)

Due to changes in the composition of the Rector's delegate system and rotation of administrative staff, the Implementation Committee composition was updated in May 2021, while still maintaining the roles identified by the Academic Senate in the initial phase.

A restricted operating group composed of three members of the Implementation Committee followed the final implementation phase, by contacting all Responsible Units and arranging a proposal for the section of the Internal Review regarding the actions' status and description.

In particular, evidence of target achievement for the indicators identified for each completed action was produced and possible new timelines/indicators and targets, responsible and involved units were identified for the extended actions.

Once these sections were completed, the Strenghts and Weaknesses section was drafted, in collaboration with the HRS4R Coordinator and the Teaching and Research Area Manager.

With regard to the initial OTM-R check-list and the actions related to it, a framework of the updated compliance to OTM-R principles is given in the dedicated section.

When completed, the document was finally revised by the restricted working group with an eye to the template used by the individual assessment, in order to make sure that each specific requirement had been considered.

The newly and recently nominated Implementation Committee decided to analyze the present situation focusing on its relationship with what reported in the new Strategic Plan of the University (in 2025). For 2026, the Committe aims to perform a new survey in 2026 and to further update the overall initiatives later.

How have you involved the research community, your main stakeholders, in the implementation process?*   ⌄

Detailed description and duly justification (max. 500 words)

A specific and extended communication plan was adopted in order to guarantee that, not only the entire community – internal and external- could be aware of the commitment of the University to the implementation of a strategy for the valorization of its researchers, but also that all intermediate initiatives could be openly recorded and monitored:

- Communication about HRS4R to the Academic Senate on 18 March2019 presented together with the approval of the Implementation Committee

-E-mail of the Rector on 19 April 2019 to the entire academic community (PhD students, post-docs, researchers, Staff) about HRS4R certification (what it is and why we chose to join the HRS4R community) with the slogan: "HR Excellence in Research Award - we got it! 479 organizations in Europe, 12 universities in Italy and among them Insubria, awarded by the European Commission for the alignment of policies and practices to the principles of the European Charter & Code for Researchers. Insubria is the right place to work at!"

- Creation and publication of a banner with quick and easy access to HRS4R from the footer of the home page

- Presentation of HRS4R in the framework of a periodical meeting of all AIQUA-R members on 16 December,2019 (Departmental Committees for the Quality of Research)

- National Donations Campaign (5permille), May 2019: Unisubria decided to devote all donations received within "5permille Campaign" to young researchers (assegnisti – post doc research fellows); the related communication of the Rector, as well as the videos realized with this end, stressed the participation in the achieved program and gave instructions to all Staff and Researchers to update the signature of institutional e-mails with the HR logo / button (with embedded link to the website) https://www.uninsubria.it/chi-siamo/sostieni-uninsubria/le-storie-dei-nostri-ricercatori (https://www.uninsubria.it/chi-siamo/sostieni-uninsubria/le-storie-dei-nostri-ricercatori)

-Ad hoc communication to all our researchers interested in submitting research projects to external funding agencies: HRS4R can facilitate the evaluation of the University in funding requests especially at the European level (as it demonstrates a commitment to good working conditions and career development for researchers): the Research Office drafted a profile description of the Institution, focused also on HRS4R and its compliance with Art 32 Grant Agreement for H2020 projects. The profile is available on the intranet platform and was presented during a training course held by NCP APRE on 11 November, 2019.

-Brochures of the Charter and Code are usually distributed to all new researchers together with their contracts

- A home produced video on HRS4R https://youtu.be/SECj8DWUlg4 is also available at https://www.uninsubria.eu/research/hr-excellence-research-uninsubria (https://www.uninsubria.eu/research/hr-excellence-research-uninsubria)

-In 2023, a dedicated communication plan was developed to disseminate the results of the actions

-New websites in both Italian and English were launched in 2023 and 2024, featuring a prominent link on the homepage to the section dedicated to the HRS4R project.

The main academic bodies (Academic Senate, Research Committee, Teaching Committee, Doctoral School, Quality Assurance Support) were constantly updated on the progress of the actions and in some cases consulted.

To maintain a high level of researcher engagement, communication Action 7 has been extended

Do you have an implementation committee and/or steering group regularly overseeing progress?* ⌄

Detailed description and duly justification (max. 500 words)

After the specific deliberation of the Academic Senate, a new Commitee has been appointed with rectoral decree in March 2019 (revised in June 2020 and then in May 2021 and December 2023) and called "Implementation Committee", assuming that:

• the previous Steering Committee and Working Group had successfully concluded their work related to the initial phase of accreditation

• it was appropriate to follow up the implementation phase from the very beginning of the 2-year Action Plan (to be concluded within February 25, 2021) setting all supervision and coordination measures

• a strategic approach suggests to embed crucial institutional roles in the Implementation Committee and assure a large representation in terms of researchers profiles, affiliation to different Departments and balance between administrative and academic roles

Roles of members (for full composition with name, position and management line see https://www.uninsubria.eu/sites/sten/files/2023-12/HRS4R_implementation_committee_dec_23.pdf (https://www.uninsubria.eu/sites/sten/files/Ricerca/HRS4R_implementation_committee_may_2021.pdf))

-HRS4R Implementation Committee's Coordinator

- Vice Rector for the University Strategic Plan

- Vice Rector for Communication, Orientation and Fund Raising

- Member of the University Quality Committee

-Head of Institutional and Cultural Communication and Promotion Service

-Administrator staff of Institutional and Cultural Communication and Promotion Service

-Manager of the Teaching and Research Area

-Manager of the Research and Innovation Office

- Manager of the Professors/Researchers Recruitment and Career Office

-Manager of the International Relations Office

-Manager of the Planning and Control Service

For the 2024-2027 period, following the instalment of the new governance, a new Implementation Committee has been appointed (https://www.uninsubria.eu/sites/sten/files/2025-06/HRS4R_implementation_committee_june_25.pdf), made by:

- HRS4R Implementation Committee's Coordinator

- Vice-Rector for the Strategic Plan

- Vice-Rector for Gender Equality and Equal Opportunities

- Representative of the Heads of Department

- Manager of Teaching, Research and Technology Transfer Area

- Manager of the of Institutional and Cultural Communication and Promotion Service

- Manager of the Planning, Organizational Development and Quality Service

- Manager of the International Relations Service

- Manager of the Professors/Researchers Career Office

- Manager of the Budgeting and Management Control Office

- Administrator Officer of the Research Service

Later on, even the Steering Committe composition will be also reorganized

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy* ⌄

Detailed description and duly justification (max. 500 words)

HRS4R is included in the 2019-24 Strategic Plan, as a significant part of the HR and institutional Research strategy characterised by a strong international approach.

Being aware that the greatest attractiveness for researchers coming from abroad may be represented by the research context and the quality of life at the University and in its sorroundings (not surely by the salaries), several objectives aiming at improving these aspects have been planned (i.e. in the field of communication, quality of services, innovative teaching, recruitment system, bonuses).

A specific policy for the recruitment of talents (with a focus on international young researchers) was set, in line with the HRS4R objectives and specific actions:

- focusing on reward recruitments (direct calls for equivalent positions abroad or for high-level international professors);

- getting in touch with Italian excellent researchers abroad who are willing to come back to Italy to identify opportunities of common interest;

- opening international calls in specific areas or adopting the "Expression of interest" method;

- through the website, promoting the participation of researchers, both internal and external, in international calls with our University as host institutions.

The entire recruriment policy is aimed at satisfying the needs of strengthening existing Human resources by combining the attraction of talents through competitive and, if possible, low-cost programs, with the carreer expectations of the teaching staff in possession of the National Scientific Qualification to access higher positions.

The HRS4R, with its practical actions to achieve, is aligned with other strategic goals for core and supporting activities, identified in the Strategic Plan with reference to the following 5 "strategic priorities":

1. Quality, in all areas of activity

2. Internationalization

3. Innovation and interdisciplinarity

4. Strong local rooting

5. Distinctive identity

For example, new accomodation solutions for students and incoming researchers have been seeked outside of the University residences and have been partially already identified, through agreements with local authorities and private owners.

The Strategic Plan and the Three-Year Plan will soon be approved, in line with the HRS4R view.

How has your organisation ensured that the proposed actions would be also implemented?* ⌄

Detailed description and duly justification (max. 500 words)

The commitment of the Governing bodies and the Research Committee in implementing the Human Resources Strategy for Researchers spurred all involved administrative units to act in order to achieve the objectives. Thanks to the involvement of other University Committees (like the Teaching Committee, Research Committee, The Ethics Committee and the Quality Committee - PQA) for the implementation of the entire process and their consultations on specific topics (i.e. the Training Plan for Researchers or the Monitoring Plan) a high awareness and endorsement of the HRS4R are now consolidated at the political level.

The inclusion of HRS4R actions in the annual Performance process also helped, as part of the variable salary of the administrative staff is based on the achievement of the targets.

Hrs4r actions have inspired some specific actions in the new University strategic plan and the completion of hrs4r actions represent a specific KPI in the new University Strategic plan.

How are you monitoring progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

The monitoring system (https://www.uninsubria.eu/sites/sten/files/Ricerca/HRS4R_monitoring%20plan.pdf (https://www.uninsubria.eu/sites/sten/files/Ricerca/HRS4R_monitoring%20plan.pdf)) was defined and approved during the second meeting of the Implementation Committee (20.05.2019)

In particular, the monitoring system includes:

-Methodology: remote/face to face / online (due to the Covid-19 emergency, remote monitoring and online meeting prevailed in 2020)

- Actors: Implementation Committee, managers of actions, Focus Group, Governance

-Timeline: twice a year IC meeting and managers of actions + open consultation with Focus Group + annual report to the Governance

- Templates: excel file to monitor implementation (percentage of implementation every Quarter + brief text on criticism and initiatives carried out - biannual) + questionnaire on state of the art in September 2020

Calendar of past monitoring events with topics: see full version here https://www.uninsubria.eu/sites/sten/files/Ricerca/HRS4R_calendar.pdf (https://www.uninsubria.eu/sites/sten/files/Ricerca/HRS4R_calendar.pdf)

Ø 13.05.2021 VI Implementation Committee online meeting (OTMR Policy approval, Internal review approval)

Ø 14.12.2020 V Implementation Committee online meeting (monitoring actions for Internal review and new action proposals)

Ø September 2020: questionnaire via email to all managers of HRS4R actions

Ø 25.06.2020 IV Implementation Committee online meeting and Meeting with managers of individual actions

Ø Webinar University College Cork on HRS4R and implementation and renewal phases

Ø 26.11.2019 III Implementation Committee meeting + managers of individual actions

Ø 25.06.2019 Meeting with managers of individual actions

Ø 20.05.2019 – II Implementation Committee meeting

Ø 08.04.2019 I Implementation Committee meeting

This system allowed to identify possible implementation obstacles, such as the awareness of a significant lack of resources deputed to critical Units for the implementation of HRS4R, like the Communication Service.

The inclusion of HRS4R actions in the performance plan for adminstrative staff helps following the actions timeline year by year.

In 2025, the Implementation Committee has been renewed (see above). This Committee is assessing the effectiveness of the system and adopt any necessary improvement measures and initiatives

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

Detailed description and duly justification (max. 500 words)

As described before, the monitoring process was set to keep under control the achievement status of all planned actions. With the support of the Excel file, a percentage of target achievement is defined every quarter (three-month period) by the responsible unit, in collaboration with the other involved units.
In view of the next assessment, we intend to apply the same monitoring system, which will remain in place until Action 20 is completed. This action will enable the transition to a new monitoring approach based on the Sprint software, replacing the current Excel-based system

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

Detailed description and duly justification (max. 500 words)

The University of Insubria has joined the "Italian Community of Practice for the HR Excellence in Research Award (CoARA)" which provides a space for collaboration and exchange among Italian universities that have already received the Award from the European Commission, and is also open to all universities wishing to embark on this path.

The initiative has three main objectives: share the commitment to activities aimed at maintaining the Award; exchange best practices to improve the attractiveness of our research environments; stimulate dialogue with the Ministry of University and Research and the European Commission to promote measures in support of research careers, in line with the principles of the new European Charter.

Joining such an initiative is a useful tool for preparing for the external review

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

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

COMMUNICATION: internal/external communication to promote current practices; translation of Italian documents into English, in order to maximize international attractiveness and access

FORMALIZATION: formalization of existing practices that have not yet been formally transcribed and implemented

DEVELOPMENT: development (or introduction if required) of new internal rules, services, practices, procedures

Timeline has been expressed in quarters.

A **Gantt Chart** on HRS4R action implementation is available on public webpage https://www.uninsubria.eu/research/hr-excellence-research-uninsubria. (http://www.uninsubria.eu/research/hr-excellence-research-uninsubria) It reports on action timeline and related responsible units in charge of the implementation.

As first initiative, the new Implementation Committee assessed the timing for developing the activities starting from 2025.

6 actions have been extended to allow the conclusion of the planned activities (n. 6 "Definition of a CHART of SERVICES related to RESEARCHERS' MOBILITY (OUTGOING) and CAREER DEVELOPMENT", n. 7 "Plan to increase the effectiveness and visibility of initiatives and services for researchers", n. 13 "Development Action: Definition of a POLICY on VALORISATION of the EFFORT of RESEARCHERS involved in externally funded projects, in terms of FINANCIAL BENEFIT or ADDITIONAL FUNDING for research", n. 20 "OTM-R ad hoc action: Implementation of a proper OTM-R QUALITY SYSTEM focused on actions identified to fill the gaps underlined in OTM-R check-list", n. 21 "Training Plan for Researcher, n. 22 "Development Action: GENDER EQUALITY PLAN will be adopted in order to guarantee full coverage of the principle, in line with Horizon Europe Framework's instructions"). Based on the results of the analysis, new actions may be undertaken. Additional actions, aimed to focus on selected issues, have been introduced (actions 23-29, see above).