



Università
Ca' Foscari
Venezia

**The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers
"A Human Resources Strategy for Researchers incorporating the Charter and Code"**

GAP ANALYSIS

1. INTRODUCTION

1.1. Presentation of Ca' Foscari University of Venice

Ca' Foscari University of Venice was set up as the Royal School of Commerce of Venice in 1868. It was the first Business School in Italy, the second one in Europe to Antwerp, on which it was modelled (a complementary combination of theoretical and practical training) and was made up of a commercial section to train young people for the mercantile profession and for creating future teachers of Economics, a master's Section to teach not only the main European languages but also Oriental ones, and lastly a consular studies section to prepare young people for diplomatic service.

The Royal Decree of 28 November 1935 upgraded the School's status to State University. Venice's institute was then divided into the Faculty of Economics and Commercial Sciences, and the *Magisterium* of Languages, which in 1954 became the Languages Faculty. In 1968 the University of Venice was founded and in 1969 two new faculties were set up, of the Arts and of Industrial Chemistry. The seventies, eighties and nineties were the next expansion phase for the University, both on the main island of Venice, and the mainland, with the setting up of a number of undergraduate and doctoral degree courses which have recently been replaced by the new three-year degree courses and masters of Arts and Sciences as provided for by the recent university reform. Ca' Foscari currently teaches more than thirty languages, along with advanced research projects and innovative curricula to ensure education excellence which, with the model of the Interdepartmental Colleges, makes Ca' Foscari a transverse university that integrates several disciplines.

In 2016 Ca' Foscari was ranked among the top 200 universities in the world by the *QS World University Rankings by subject* for the disciplines of *Economics and Econometrics* and *Modern Languages*, and in the top seven universities in Italy. Ca' Foscari is also fifth in Italy for *Accounting and Finance*, *Environmental Sciences* and *Development Studies*, and seventh for *History*.

The studies offered by Ca' Foscari for the 2015-2016 academic year:

- 16 First-Level degree courses
- 30 Second-level degree courses
- 25 I-Level Masters
- 9 II-Level Masters
- 16 Doctorate Research courses

The type of organization and the organs assigned to work the University are established by the University's statute, which provides for:

Government bodies involved in the orientation tasks

- Academic Senate
- Board of Directors
- Chancellor

Control bodies

- Evaluation Team (for scientific, teaching and administrative tasks)
- Board of Auditors (for finance, accounts and assets management)

Advisory and Guarantee Bodies

- Student Representatives Committee
- Doctoral Students Council
- Student Advocate
- Single committee to guarantee equal opportunities, enhancement of the welfare of those who work and against discrimination.

Management body

The Head of Administration is the body responsible, on the basis of the guidelines given by the Board of Directors, for the overall management and organization of the services, of the material resources, and of the University's technical and administrative staff.

Also the university's facilities are established by its Statute, which makes the following breakdown:

- Administration;
- Departments;
- Interdepartmental colleges;
- Interdepartmental research centres;
- Service provision centres;
- University Colleges;
- Specialization Colleges.
- Ca' Foscari International College;
- Interuniversity Research centres

The University also relies on the **Ca' Foscari Foundation** for works that are instrumental to supporting its research and teaching work, with particular reference to initiatives that have an interdisciplinary and/or international approach.

In 2011 the University also established a **Graduate School** to coordinate the work of the doctorate courses. It aims to boost higher education ensuring the quality of the Doctorates and aiming at attaining internationally-high teaching standards. The doctoral courses range from the humanities, languages, economics and management, to the sciences.

The Departments

The University relies on the Departments as fundamental structures to carry out its tasks in teaching and research.

The Departments promote, coordinate and organize the research works of the members and the educational tasks, while respecting the freedom of individual teachers and their right to access direct funding. All professors and researchers refer to the Departments. Also referring to the Departments are the scholarship students and holders of teaching contracts as per Art. 23 of Law 240/2010, as well as the subject experts and visiting professors and scholars appointed directly by the Departments. The Departments are also assigned with the technical and administrative staff necessary for their operation.

The Departments have financial and administrative autonomy and operation and, in order to implement their research and training programmes, they receive funds allocated by the University's Executive Board, and other sources of income they can acquire according to the regulations and current laws.

Ca' Foscari has eight departments:

- Department of Economics
- Department of Philosophy and Cultural Heritage
- Department of Management
- Department of Environmental Sciences, Informatics and Statistics
- Department of Molecular Sciences and Nanosystems
- Department of Linguistics and Comparative Cultural Studies
- Department of Asian and North African Studies
- Department of Humanities

Research at Ca' Foscari (figures for the year 2015)

Ca' Foscari research is funded with internal as well as international, European and national resources. Since 2007, it has been awarded with more than 100 grants in the frame of individual and collaborative European and International projects, more than 60 of which have been funded in the frame of the 7FP and Horizon 2020. Ca Foscari has been acting as coordinator for 9 of these projects.

Since 2001 Ca' Foscari has gained nearly 90 financed research projects under PRIN (Research Projects of National Interest), several projects promoted by FIRB (Italian Research Excellence Programme for Young Researcher) and other national opportunities launched by Italian Ministries.

Regarding **Fellowships and Post-Doc Programmes for Young Researchers**: in the frame of the 2014 and 2015 Call, Ca' Foscari is the 1st University in Italy for Marie Curie – Individual Fellowships awarded. As far as the MSCA Programme is concerned, the host institution holds 28 projects: 4 “Researchers’ Night” projects, 4 “IRSES” projects, 1 ITN and 19 Individual Fellowships (1 IIF, 3 IOF, 2 IEF incoming, 3 GF, 10 EF)

Since 1999 the University has allocated more than 1000 fellowships co-financed by MIUR (Ministry of Education and Research). Since 2009 it has obtained more than 150 research fellowships financed by ESF Programme (European Social Fund). Each of the PhD courses underwent evaluation and accreditation by National Agency both in the quality of its activities and of the Scientific Board).

Brain gain programme:

As a leading research university, Ca' Foscari strives to shape a world-class scientific profile, leveraging the best skills in the fields of our tradition to explore new, cutting-edge research directions at the frontiers of disciplines. In the last few years Ca' Foscari has set out a new research agenda designed around a selection of well-defined topics of global scope and impact with the aim to attract the best talents worldwide through a strong international process of recruitment.

The international recruiting is aimed to enhance our research output and international standing, to promote the collaborative action among groups and individuals within our faculty and to increase our access to competitive research funding.

To enhance international recruitment Ca' Foscari fosters **5 actions**:

1. **Open Call 2016**: Within the framework of the university-wide initiative Research for Global Challenges, Ca' Foscari University of Venice seeks applications to fill permanent, full-time positions in various fields.
2. **Natta Chairs / Cattedre Natta for associate and full professors**. The goal is the recruitment of **Italian and foreign scholars** of high and recognized scientific merit and international standing.
3. **ERC Grantees Recruitment**. Ca' Foscari hosts 4 European Research Council grants (philosophy, literature, sociology, environmental sciences) and is constantly hiring **ERC awardees as associate and full professors**.
4. **Tenure-Track Position for Marie Skłodowska-Curie Global Fellowships**: Ca' Foscari offers to the awarded researchers a **tenure-track position**.
5. **Young Talents Program / Programma per giovani ricercatori Rita Levi Montalcini**: Law 962/2015, the Italian Government funds tenur track positions for Italian researchers abroad seeking for a tenure track position in Italy.

Career +:

Careers +is Ca' Foscari's strategy aiming at enhancing the quality of research, attracting new talents and consolidating scientific excellence in our University. Here is a list of our main actions:

Top host institution in Italy for Marie Curie Fellowships

In 2015 and 2016 Ca' Foscari University has improved and confirmed its performance as top **Italian Host Institution for granted Marie Curie Fellowships**. We actively support researchers in making their profiles more competitive at a European and international level. We particularly encourage the participation in individual calls and provide assistance step by step, thus proving to be the host institution which can make the difference.

Marie Curie +1

This programme, specifically designed by our institution, provides funding and contract for one extra research year to those Marie Curie fellows, granted within our University, who commit themselves to submit an ERC proposal with Ca' Foscari as host institution. Through Marie Curie +1, Ca' Foscari firmly intends to foster excellence and talented researchers, after having attracted and trained them, thus advancing its research environment and making it even more attractive.

International Research Environment

Ca' Foscari stands for its participation in competitive calls and networks funded by Programmes for research, cooperation, environmental protection and development of sustainable technologies to be launched on the market.

Over the last few years, our University has been hosting 200 research fellows per year, from 40 countries.

Inter-sectoral mobility

Ca' Foscari supports the career of young researchers who implement initiatives as patents and spin-offs and who are involved in the research management of projects funded by EU, International or National bodies. Early-Stage and Experienced researchers are also invited to conferences, seminars and lectureships with the aim to strengthen their international networks and communications skills: Ca' Foscari itself organises more than 800 research events every year. Therefore, many of these researchers have found jobs as scientific consultants thank to the University relations with the non-academic sector, and with a wide range of partnerships to transfer knowledge and research products.

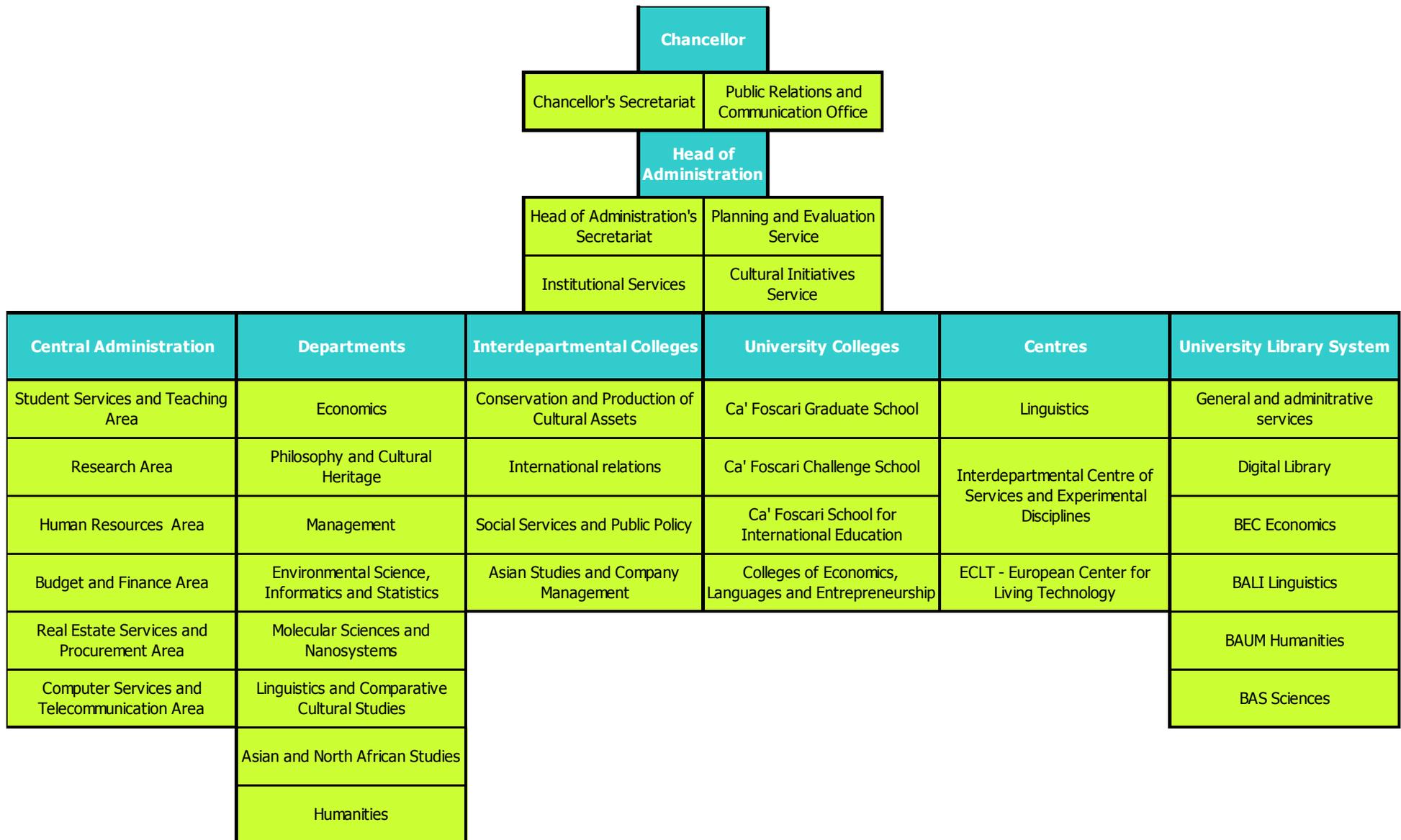


Fig. 1 Organization and the University Central Administration.

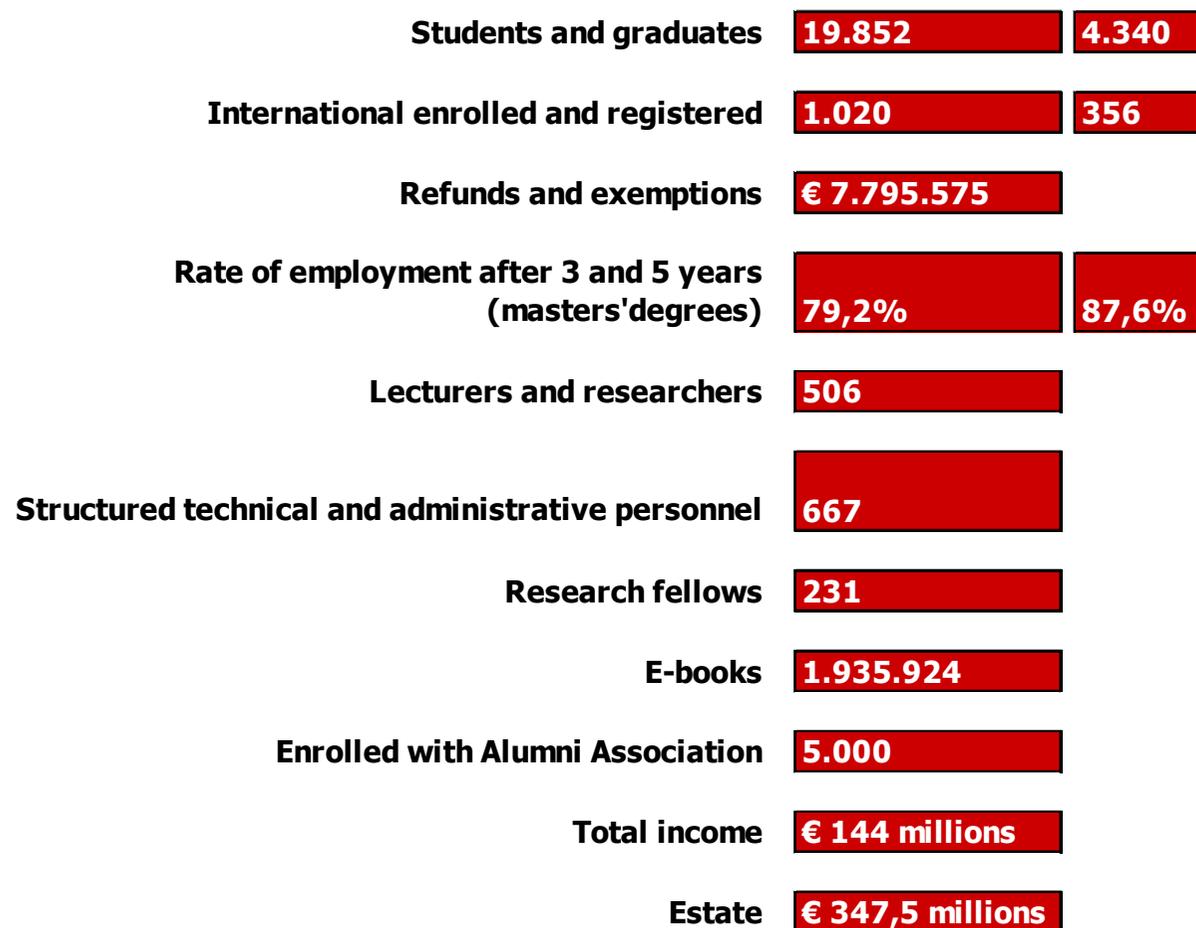


Fig. 2 Ca' Foscari in figures (ac. yr. 2014-15)

1.2. Mission

Ca' Foscari University promotes, ensures and coordinates free research of teachers, providing the necessary tools and activating the appropriate incentives. Through the publication of scientific results and the free exchange of ideas, it contributes to the civil, cultural and scientific development of the local, national and international communities. It fosters technological progress and the transfer of knowledge by helping to design and build the scientific and professional skills relevant to the needs of the development of society (Statute, Art. 2).

As part of these fundamental principles, in July 2015, Ca' Foscari launched the University's Strategic Plan through a creation and sharing process that involved - at various levels - the Vice-Provosts, Heads of Department, management staff and the technical-administrative staff. The Strategic Plan, which is still undergoing development, identifies five strategic objectives for the period 2016-2020:

1. **Research:** To promote research into global impact by providing policies aimed at improving the attraction and promotion of talents, enhancing the visibility of the University's research work, and the promotion of quality research;
2. **Teaching:** To provide an experience of transformative learning, ensuring modern and quality oriented training based on academic excellence and innovative content;
3. **Internationalization:** To develop strategic international partnerships and facilitate international recruitment, promoting a diverse society and a multicultural community, and implementing organizational measures that support these goals;
4. **Territory:** To act as a catalyst for local innovation by responding to global challenges, creating an innovative local ecosystem to attract international interest, promoting applied research and technology transfer;
5. **Sustainability:** To ensure a sustainable academic future, promoting integrated social and sustainability policies to ensure administrative and financial efficiency.

2. THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R) AT CA' FOSCARI

2.1 Background

On 7 July 2008, during a conference sponsored by the University of Camerino and the Conference of Italian University Chancellors (CRUI) entitled *The European Researchers Charter: a tool and a challenge for the creation of the European Research Area*, Ca' Foscari University signed (along with other 76 Italian Universities) a formal "Declaration of Commitment" to acknowledge and implement the principles contained in the *European Researchers' Charter* and the *Code of conduct for their recruitment*, provided by the EC Recommendation 2005/251. The *Charter* specifically defines the roles and responsibilities of researchers and their employers or funding organizations. Its objective is to ensure that the interaction between these parties leads to the development, transfer and sharing of knowledge and to the development of professional careers. The *Code of Conduct for the Recruitment of Researchers* is a set of framework principles and requirements that should be applied when recruiting researchers. These principles should ensure observance of values such as transparency of the recruitment process and equal treatment of candidates, especially in view of the creation of an attractive European labour market which is open and sustainable for researchers, and which are complementary to the principles and requirements of the Charter.

To ensure that the principles contained in the Charter and Code are effectively applied, the European Commission introduced the *Human Resources Strategy for researchers incorporating the Charter and Code*, a tool that supports research institutions and funders in this process. The definition of a Human Resources Strategy for Researchers indeed constitutes, for the European Commission, the best way to ensure that the best talent, both European and non, are attracted to research, and to promote awareness among the public and in politics of the importance of researchers in the social, cultural and economic development of Europe.

2.2. Certification process

In 2015 Ca' Foscari again engaged with the European Commission to concretely start the process of the Human Resources Strategy for Researchers¹.

The main objectives of this undertaking are:

- to improve the working conditions for researchers, with a focus on young researchers;
- to increase the capacity to attract young foreign researchers;
- to increase international visibility;
- to become part of a European network of accredited institutions.

The certification process consists of five steps:

Step 1 - internal analysis: the Institution analyses its own situation in terms of national and local rules in relation to the principles expressed in the Charter and Code.

The principles are divided into four areas: professional and ethical aspects; recruitment procedures; working conditions and social security; training.

Step 2 - action plan: based on what has emerged from the internal analysis, the institution defines its Human Resources Strategy indicating the concrete and detailed actions to conform to the principles of the Charter and Code. The action plan is published on the website.

Step 3 - acknowledgment: after having received and assessed the proposed Action Plan, the European Commission issues the Institution with the Acknowledgement, which will allow it use the logo "HR Excellence in Research".

Step 4 - self-assessment: after two years, the Institution must make a self-assessment to check the action plan's implementation status.

Step 5 - external evaluation: every four years, the European Commission will carry out an assessment of the progress made towards achieving the targets set in the Action Plan.

2.3. Researchers Panel and Working Group

For the development and management of the project, a Researchers Panel (RP) and a working group (WG) have been set up who have worked both separately and in joint sessions.

The Researchers Panel consisting people belonging to the different categories of staff involved in research work²:

¹The letter of commitment was signed and sent to the European Commission on 15 November 2015.

²In Italy, there are two bands for tenured professors: **Associate Professor**, which is the first level (R3/R4), and **Full** (or Ordinary) **Professor** which is the higher level (R4).

As for the role of **Permanent University Researcher** (R3), this was established with Presidential Decree 382/1980; Law no. 240/2010 then placed this type into a phasing out stage and established the new role of **Fixed-Term Researcher** (R2).

Fixed-term researchers are recruited after passing an open competition with work contracts to carry out research, teaching, supplementary teaching and student service.

There are two types of research contract:

Type A: three-yearly, renewable only for two years and only once.

Type B: three-yearly, non-renewable, reserved for those who have already benefited from a Type-A contract, or, in some cases, research grants and post-doctoral fellowships or similar contracts, grants or scholarships in foreign universities.

- *Prof. Achille Giacometti*, Associate Professor (R4) and Vice-Provost for Research, Panel Coordinator
- *Dott.ssa Romana Frattini*, Permanent University Researcher (R3) and Delegate for Personnel Enhancement and Code of Ethics Implementation
- *Dott. Marco Tolotti*, Permanent University Researcher (R3)
- *Dott.ssa Paola Corò*, Temporary University Researcher under Law 240/10 (R2)
- *Dott.ssa Arianna Traviglia*, Marie Curie Research Fellow (R2)
- *Dott.ssa Alice Callegaro*, PhD student (R1)

The Researchers Panel's goal is to bring the vision of the different categories of researchers into the internal analysis phase and thus to direct, validate and share that analysis in its development, and to participate in the next draft of the Action Plan and to raise awareness and promote the Human Resources Strategy among all the represented categories.

The **Working Group**, set up in April 2015, aims to establish a structured plan to implement the Human Resources Strategy for Researchers; in particular, the Group's job is to analyse the strategies and policies of the Research Institution regarding the human resources involved in research work, verify their consistency with the principles of the Charter and the Code, and to propose an action plan if any issues emerge.

The members of the group, identified according to organizational roles and skills, are:

- *Dott.ssa Monica Gussoni*, Human Resources Manager, Coordinator
- *Dott. Dario Pellizzon*, Research Area Head
- *Dott. Patrik Sambo*, Head of Teaching Staff and Language Assistants Office
- *Dott.ssa Lucia Righi*, Reference Contact for the Appointments Sector - Teaching Staff and Language Assistants Office
- *Dott.ssa Fiorella Giacometti*, Reference Contact for the Sector of Individuals' Funding of the Research Area
- *Dott.ssa Michela Oliva*, Director of the National Research Office
- *Dott. Marco Porzionato*, Head of the Planning and Evaluation Service

Given the complexity and many implications of the Group's goal, during works, the Group has received "on call" the contribution of others who are experts within the administration.

The WG has therefore made an initial phase of study and analysis of the previous experiences at national and European level and, beginning in October 2015, it was joined by the Researchers Panel.

2.4 Method

Researchers who benefit from type-B contracts and who have obtained the national scientific qualification, will be evaluated by the university in the third year of their contract, and, if they pass it, will be classified Associate Professor.

In line with the recommendations of the European Commission, the Working Group has decided to use the method applied by other Italian universities that have already received the "HR Excellence in Research" Award. The analytical work has thus been based on the results of a survey that directly involved professors, researchers, fellows, doctoral students and technical personnel undertaking activities to support research and, in parallel, and on checking the legislation and internal practices and the related national legislation.

With the questionnaire, the format of which is similar to the one already used by other Italian universities, we wanted to directly assess the level of internal stakeholder sharing with each of the statements contained in the questions aimed at identifying the strengths and weaknesses of the University's policies with respect to the principles enshrined in the Charter and Code. The Survey indeed has the advantage easy addressing the target of the large population involved, who can anonymously and quickly express their opinions on the items surveyed.

To carry out the Survey, the working group used the *LimeSurvey* platform, which is an open-source tool for running online surveys. This application allows one to identify a group of target subjects who, after being sent a personalized link by the system, are invited to log in and complete the questionnaire. The platform guarantees anonymity and retains, for each recipient, only the information related to filling in the form once completed.

Before the survey an awareness-and-information raising campaign was conducted in line with the recommendations of the European Commission, which suggest to base the internal analysis on a significant sample of responses. The survey was aimed at the entire academic community both through the traditional institutional communication tools (notices from the Chancellor to the Academic Senate and the Board of Directors ³, preparation of the University's website of a page dedicated to HRS4R constantly updated with project progress status and e-mails aimed at all researchers), and through direct presentation of the HRS4R and the questionnaire by the Vice-Provost for Research and the Chancellor's Delegate for Personnel Enhancement (assisted by members of the WG), to all departments during the sessions of the respective Councils in the presence of all researchers as stated below:

| Presentation to the Department of HRS4R and relative Survey | |
|--|------------|
| Department of Management | 14/10/2015 |
| Department of Environmental Sciences, Informatics and Statistics | 15/10/2015 |
| Department of Economics | 22/10/2015 |
| Department of Philosophy and Cultural Heritage | 28/10/2015 |
| Department of Asian and North African Studies | 28/10/2015 |
| Department of Molecular Sciences and Nanosystems | 29/10/2015 |
| Department of Humanities | 2/11/2015 |
| Department of Linguistics and Comparative Cultural Studies | 11/11/2015 |

³The communication was made at meetings on 18.09.2015 and 10.09.2015 respectively.

For young researchers (PhD candidates and postdocs) a specific event was organized to illustrate the HRS4R (http://www.unive.it/pag/fileadmin/user_upload/scuole/graduate/documenti/2015-16/corsi_seminari/HRS4R.pdf). On that occasion Prof. Anna Maria Eleuteri of the University of Camerino was sent as Chancellor's Delegate for Teaching and Research Staff Enhancement and for the European Charter for Researchers, who recounted the positive experience of a university which was among the first in Italy and Europe to be certified by the European Commission and to implement the Human Resources Strategy for Researchers⁴.

The questionnaire, which was made available in Italian and English, consists of 29 items divided into four areas:

1. Access to opportunities for recruitment and portability of grants
2. Social security issues and supplementary pensions for researchers with contribution periods at one or more foreign states
3. Attractive employment and working conditions
4. Enhance training, skills and experience of European researchers

The 29 items of the questionnaire are based - among all the 40 articles of the European Charter and Code of Conduct - to those that most closely affect issues of particular importance and urgency for Italian researchers ; reference articles for the questionnaire were those present in the General Principles and Requirements applicable to employers and funders (Articles 13 to 31) and in the General Principles and the Code of Conduct requirements (Articles 32 to40)

Every researcher had the opportunity to score the level of agreement using the following scale:

1. disagree;
2. moderately disagree;
3. moderately agree;
4. fully agree

The option "don't know" was also included to investigate also the level of knowledge of the charter and codes' principles. For each of the four issues under investigation, the researchers were then asked to indicate the three most important statements considered (**priority**) among those referred to in the relevant section.

The invitation to complete the questionnaire was sent by email to a total of 1,213 subjects divided into the following categories: full professors (130); associate professors (226); temporary researchers (41); permanent researchers (104); research fellows (259); research grant holders (20); scientific technical staff (33); visiting researchers (26); PhD candidates (366); visiting professors (8). The questionnaire was available from 02/11/2015 to 11/30/2015 and, to facilitate its completion, two reminders were sent on 16 and 26 November.

The overall response rate, calculated on the basis of fully completed questionnaires, was 31.08%.

⁴The Seminar was organized by the Human Resources Area on 23 November 2015 at the Auditorium of the Science Campus in Mestre (mainland Venice).

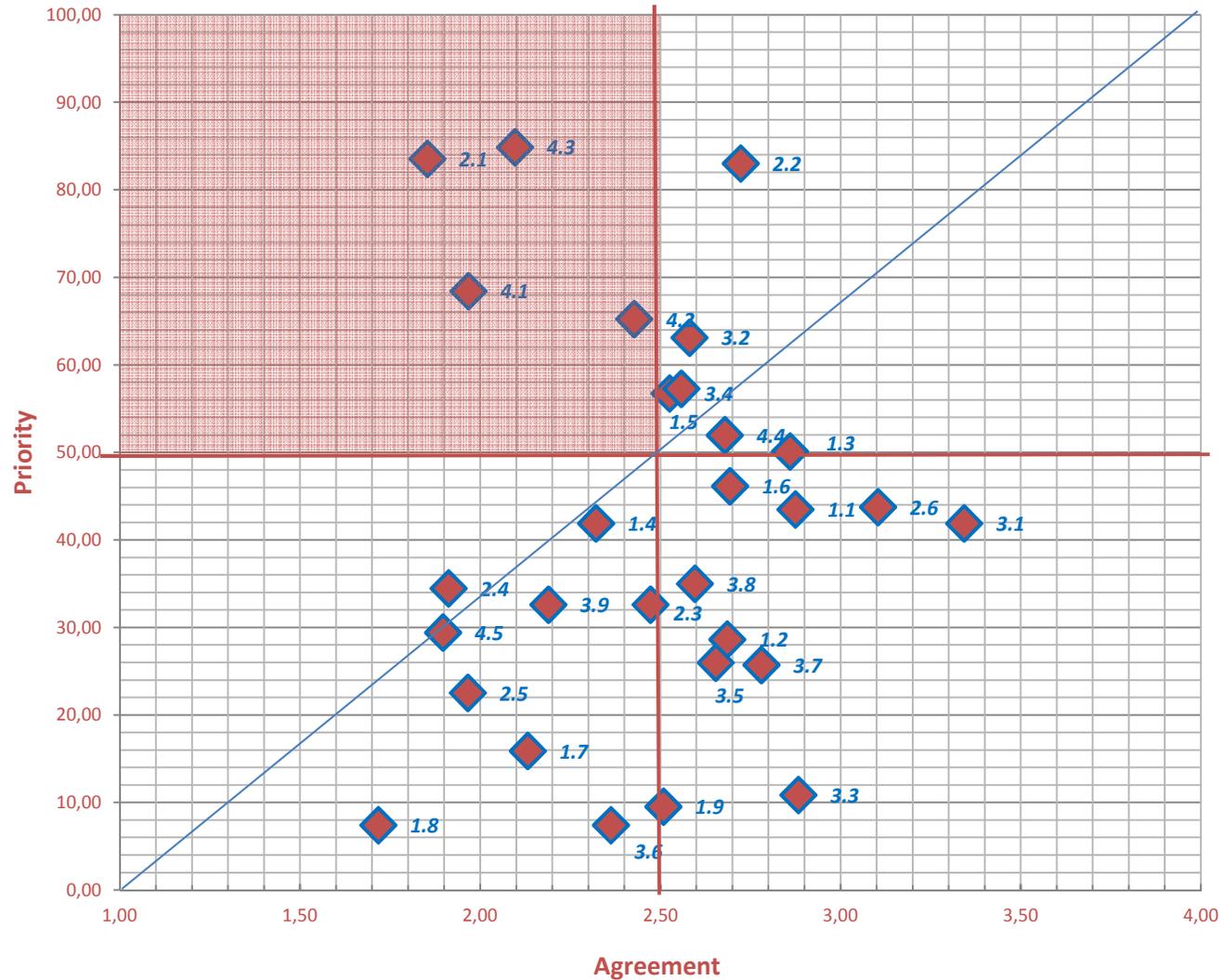
The whole statistical analysis of the questionnaire is annexed to this document (Annex No. 1).

The results have also been highlighted in five graphs (one for each thematic area plus an overall one which includes all four areas) in which the degree of agreement and that of priority is recorded for each item. The y-axis shows the average level of priority registered by each item (scale 0-100) while the x-axis shows the average level of agreement (scale 1-4). The graph is divided into four quadrants, highlighted by drawing a vertical line in correspondence with the average value (2.50) of the x-axis (agreement) and a horizontal line at the mean value (50.00) of the y-axis (priority). The chart is also divided by a diagonal, which allows to identify the area of **improvement**.

The most significant quadrant for the analysis and evaluation of the results is that in the top left, where the items are found which have reported a high score of priority and a low score of agreement. On the latter primary focus was given to the analysis of the group that also identified the need to further consider also areas which did not show high levels of criticality with respect to the what was perceived by the researchers but which nevertheless came within the area for improvement. These issues are identified in the overall chart below and are those related to items that are found in the upper-right quadrant, above the diagonal.

Relationship AGREEMENT/PRIORITY: dispersion in all topics

(indicators have numbers of items of the questionnaire)



In the light of the analysis, it emerges that the researchers indicate some fundamental issues, which can be summarized by the following keywords:

1. Recruitment

2. Transparency
3. Salary and Welfare
4. Working environment
5. Training

2.5 Analysis of the results of the Survey

The role

The increased response rate was obtained from the temporary researchers (R2) (75.61%), followed by permanent researchers (R3) (48.08%), the full professors (R4) (43.85%) and associate professors (R3/R4) (42.04). The lowest response rate was among the doctoral students (R1): 16.12%, which was, however, the most numerous category in absolute terms. The response rate of doctoral students is in line with that found by other universities that ran the same questionnaire. Also the low response rate from the scientific and technical personnel is not particularly significant, given the high numbers of that category.

| Category | Population | Respondents | Respondents out of Population |
|--------------------------------|-------------|-------------|-------------------------------|
| Temporary Researchers (R2) | 41 | 31 | 75.61% |
| Permanent Researchers (R3) | 104 | 50 | 48.08% |
| Full Professors (R4) | 130 | 57 | 43.85% |
| Associate Professors (R3/R4) | 226 | 95 | 42.04% |
| Research fellow (R2) | 279 | 79 | 28.32% |
| Technical-scientific personnel | 33 | 6 | 18.18% |
| PhD students (R1) | 366 | 59 | 16.12% |
| Visiting Professors (R3/R4) | 8 | 0 | 0.00% |
| Visiting Researchers (R3/R4) | 26 | 0 | 0.00% |
| TOTAL | 1213 | 377 | 31.08% |

Table No. 1. Response percentages to the questionnaire in the various categories.

Gender

The gender composition of the 1,213 subjects sees 639 males (52.68%) and 574 females (47.32%); 31,61% of males replied to the questionnaire and 30.49% females. The gender distribution in the population and the respondents are shown in the following table:

| DESCRIPTION | M | F | TOTAL |
|--|--------|--------|-------|
| Population | 639 | 574 | 1,213 |
| % M and F of the Population | 52.68% | 47.32% | 100% |
| Respondents | 202 | 175 | 377 |
| % M and F respondents of relative population | 31.61% | 30.49% | |
| % M and F Respondents of total respondents | 46.42% | 53.58% | 100% |

Table No. 2. Answers to the questionnaire by gender.

Finding the gaps, and intervention proposals

The tables below summarize the proposals of the WG and the RP that will be addressed in detail in the following section.

The first table shows the critical areas requiring priority action by the University and the areas on which it must continue to invest to increase the positive perception of the researchers.

| Items that identify critical areas arising from the analysis of the questionnaire | Items that indicate areas for improvement arising from the analysis of the questionnaire |
|---|--|
| 2.1 (art. 18 Funding and salaries) 4.1 (art. 22 Access to research training and continuous development) 4.2 (art. 21 Value of mobility) 4.3 (art. 20 Career development) | 1.5 (art. 16 Judging merit) 2.2 (art. 18 Funding and salaries) 3.2 (art. 16 Judging merit) 3.4 (art. 15 Research environment) |

Table No. 3 - Indication of the items of critical areas and areas for improvement that emerged from the questionnaire (in brackets the article reference European Charter is indicated)

In the following table, the results of the survey have been completed with the analysis on the legislation, and from discussions with the representative panel. The first column shows the high-priority questions on which low or medium-low agreement was found⁵ while the subsequent columns give the different areas to address in five possible areas of intervention. In particular, for each question (in the identified reference area) one of the following indications is given:

- **C:** it is considered necessary to work on Information/Communication
- **R:** it is proposed to change the internal rules
- **S:** a development action is proposed

| Question | | Recruitment | Transparency | Salaries and Welfare | Working environment | Training |
|----------|--|-------------|--------------|----------------------|---------------------|----------|
| 1.5 | The Research Institution makes sure that the overall potential of candidates as researchers, in particular their creativity and their degree of independence, is properly considered by the selection committees | R | | | | |
| 2.1 | Appropriate and attractive conditions and incentives, in terms of salary, are guaranteed to researchers at all stages of their career and regardless of the type of contract (permanent or temporary) | | | R | | |
| 2.2 | Researchers benefit from adequate social security, which includes illness, parental leave and pension rights under the national legislation in force | | | S/C | | |
| 3.2 | The autonomy and creativity of all researchers, including those at an early stage of his career, are actively promoted | | | | S/C | |
| 3.4 | The departments provide a stimulating, pleasant to work-in environment, supporting research activities | | | | S | |
| 4.1 | Measures and internal regulations are drawn by which the University guarantees researchers adequate training for teaching activities | | | | | S |
| 4.2 | The possibilities for researchers to experience geographical, inter- and trans-disciplinary and cross-sector (public-private) mobility are guaranteed and actively promoted. | | | | S | |
| 4.3 | The Research Institution regularly designs plans for | | | | | S |

⁵With reference to the results of the questionnaire, "agreement" is taken as the average level of agreement for the application at the University of the item which is the subject of the European Charter; "priority" is taken to mean the average level of importance assigned to the item (see above, section 2.4 Method, p. 11)

| Question | | Recruitment | Transparency | Salaries and Welfare | Working environment | Training |
|----------|---|-------------|--------------|----------------------|---------------------|----------|
| | increasing researchers' skills and competence, which are necessary for their career progression | | | | | |

Table 4. Summary table gap and possible interventions.

AREA 1. Open Recruitment and Portability of Grants

National legislation (which allows or prevents the implementation of the C&C principles) and institutional regulations and/or procedures.

In Italy, the recruitment of the University's teaching staff is regulated by Art. 33 of the Constitution and by Law no. 240/2010. That Law sets out the procedures and requirements for the allocation of positions, temporary and permanent: Associate and Full Professors (Art. 18), research fellows (Article 22) and temporary researchers (Art. 24). The same Law has established that no more permanent contracts will be awarded to university researchers.

National legislation is transposed by the following internal regulations of the University:

1. Enabling research grants - Issued with D.R. 300/2014 of 04/14/2014
2. PhD - Issued with D.R. no. 590 of 25.07.2013 and amended by D.R. no. 338 of 28.04.2014 and by D.R. 639 of 24.07.2015
3. Research grants (of 5/2015) - Issued with D.R. 122 of 28/12/1998 and subsequent amendments
4. Rules for the regulation of public selections for hiring temporary research pursuant to art. 24 of Law 240/10 - Issued with D.R. no. 439 of 10.06.2011 and amended by D.R. no. 187 of 17/04/2012, D.R. no. 27 of 17/01/2013, D.R. no. 13 of 07.01.2014 and D.R. no. 136 of 13.02.2015;
5. Regulations regarding the appointment of Associate and Full Professors (of 7/2015) - implemented with D.R. no. 344 of 26/06/2012 and modified with D.R. no. 26 of 17/01/2013, D.R. no. 9 of 01.07.2014, D.R. no. 568 of 07/30/2014, D.R. no. 135 of 13.02.2015 and D.R. 551 of 02.07.2015
6. Circular protocol no. 21878 of 2013 "Winners of ERC starting/consolidator grant - direct call appointment" (subject to the provisions of the recent Ministerial Decree no. 963 of 28 December 2015 which identifies the high-level research programs, financed by the EU or the Ministry of Education, whose winners can be appointed directly to cover places of Associate and Full Professors, and Temporary Researchers. Under this decree, only the winners of ERC Advanced Grants can be taken on as tenured Associate or Full Professors; winners of ERC *Consolidator Grants* may instead be taken on as Associate Professors or as Temporary Researchers; for all other projects envisaged by this decree, the winners can only be taken on as temporary researchers).

As to the composition of the selection committees, the Charter states: "The selection committees should include members with different powers and experience, reflect an appropriate gender equality and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with the necessary experience to assess candidates. Wherever possible, use should be made of different selection procedures such as external expert assessment and face-to-face interviews. The selection committee members should be suitably trained."

The University Regulations on the Discipline of appointing Associate and Full Professors specify that in the selection committees of Full Professors as per Art. 18 c. 1 of Law 240/2010, at least one member must be drawn [...] from among the high scientific profile scholars serving at universities or research centres of a foreign country member of the OECD. Two thirds (2/3) of the committee members must be external to the University.

The Rules on public selections for hiring temporary researchers pursuant to Art. 24 of Law 240/10 provides that "The Committee shall consist of three members, chosen from among Full University Professors, of whom at least two are external to the university, including foreign universities. The members must have carried out uninterrupted research of international significance in the previous five years".

The Research Institution's rules, regarding the Research Doctorate as per Art.11 c. 1, provides that: "Each committee be made up of at least three members, and in any case an odd number, including the chair, who will be chosen from tenured professors and university researchers. The Committee may bring in up to two experts

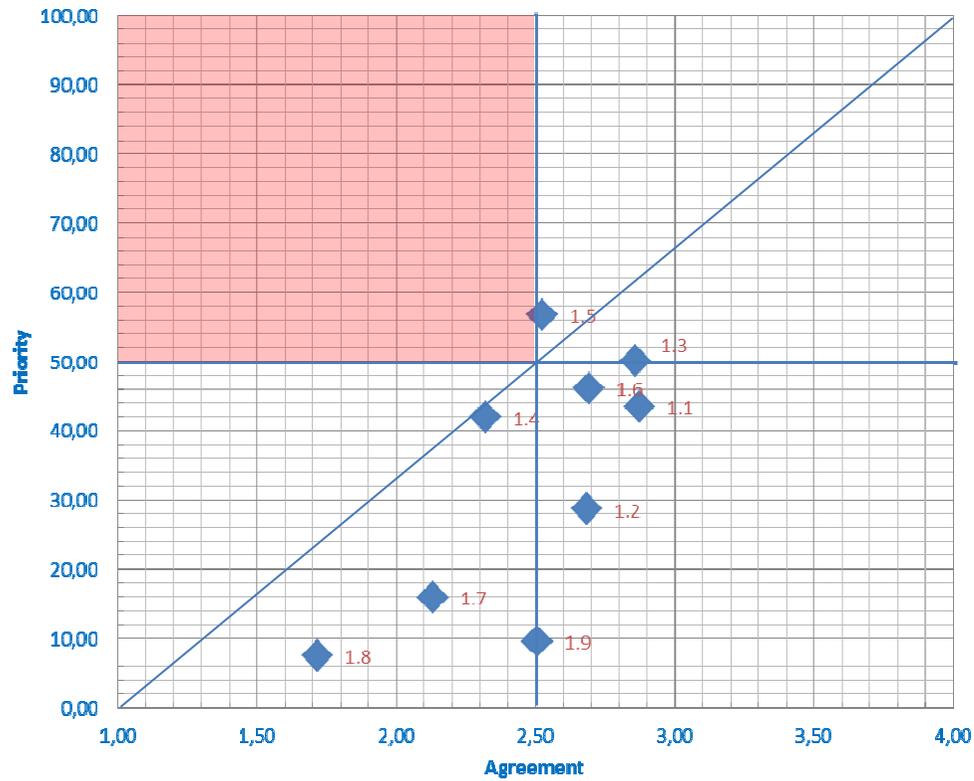
chosen from public and private research institutions and in the case of externally-funded grants. Provision may also be made for advisers having the sole task of supporting the Committee for its evaluation of specific disciplines ".

With reference to the **public notices**, the C&C states that "The announcements should give a broad description of the skills required and should not require skills so specialized as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career prospects". In the rules for recruiting temporary researchers, regarding the content of the notices, the following specifications are required:

- the academic recruitment field;
- the academic discipline;
- the specific tasks of research, teaching, additional teaching and service to students required;
- the type of contract and the operating mode (full-time or defined, where compatible with the type of contract);
- salary and welfare arrangements;
- participation requirements;
- any foreign language for which oral evidence is required as per Art. 24 paragraph 2, letter c) of Law 240/2010;
- the language used for the of the qualifications and publications;
- the maximum number, not less than twelve, of the publications that each candidate may submit, in addition to the doctoral thesis which will nevertheless be evaluated;
- the evaluation criteria of the titles and publications, with reference to Ministerial Decree no. 243 of 25 May 2011, and in keeping with any recommendations expressed by the Board of Directors at the time of places allocation, after hearing the Academic Senate, with respect to the objectives set by the strategic plan of the Research Institution;
- the selection criteria of the winning candidate, if the opinions of the committees define situations of a tie, in keeping with the Department's needs (three-year plan of development and/or research programme and/or educational needs).

In the following graph, none of the questionnaire's questions is in the critical quadrant; question 1.5 (The Research Institution ensures the overall potential of the candidates and, in particular, of their creativity and independence) is nevertheless considered important by the WG and Panel and indeed it is positioned close to the limit in the improvement area. It is underlined that this aspect is very important, although the competition procedures rarely allow it to be considered. A possible solution could be to include in the competition notices/announcements certain criteria that bring out this so that also the "future potential" of the researcher may emerge.

ACTION 1 - Agreement e priority Topic 1



| Questionnaire item | Critical issues emerging from the Survey | Comparison with internal rules and practices | Type of action: C/R/S | Action proposal |
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| <p>1.1 The places available at all career levels (notices which may specify the number of available positions and which remain open for a reasonable period) are properly advertised nationally</p> | <p>None</p> | <p>The rules on appointing Associate and Full Professors, on recruiting temporary researchers and on research grants, require that notices be posted on the university's website and on those of Ministry of Education and the Union European. Notice is given of the publication in the Official Gazette. The notices are also expressed in English. The Regulations for the research grants require they be published on the website of the department and the university; According to the Research Institution's Regulations on research doctorates "the notice is expressed in Italian and English and published in the Institution's website and the Official Gazette, and advertised also in the European website "Euraxess", that of the Ministry of Education, and other suitable sites, to give maximum airspace to possible applicants". The single annual notice (published in late March) specifies, for each doctoral course, the number of places available (with and without grant) and remains open on average for a month and a half.</p> | <p>N.A.R.</p> | |
| <p>1.2 The places available at any career level (notices which specify the number of available positions and which remain open for a reasonable period of time) are suitably publicized internationally (e.g. through the Euraxess portal)</p> | <p>None</p> | | <p>N.A.R.</p> | |
| <p>1.3 The skills required are clearly indicated to facilitate the widest possible participation of potentially suitable candidates.</p> | <p>None</p> | <p>In the notices for professors and researchers, the participation requirements are indicated along with any additional skills required. The same applies to the notices for research grants and fellowships. The competition for admission to Doctoral studies indicates the requirements, qualifications that are compulsory (<i>curriculum vitae, PhD research</i></p> | <p>N.A.R.</p> | |

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| | | <i>proposal, abstract</i> of the title thesis that allows access to the Doctorate) and optional (reference letters etc.). | | |
| 1.4 At the end of the selection procedures, Candidates are always informed appropriately by the selection committees as to the weaknesses and strengths of their candidacy | None | <p>Candidates can check their evaluations by reading the minutes of the evaluation committee.</p> <p><i>The Regulations for the Discipline of the procedures of appointing Associate and Full Professors</i> provides that "Art. 6: The results of the comparative evaluation ... shall be made public ... Art. 7: The Committee's documents consist of the minutes of its meetings, with annexed individual and collective opinions ... The documents of the procedure are published on the website of the university."</p> <p>In the competitions for researchers, the Article on ascertaining that the records are correct states that the minutes be made public on the website of the University and that the publication be announced by a notice published in the Official Gazette.</p> <p><i>The Regulations regarding the provision of research grants</i> states "Art. 10 The selection operations are given in an ad hoc report ... Art. 11 The disclosure of the results of every selection phase will be ensured by the notice boards on the premises ... and published in the web pages of the University and in other relevant sites indicated in the notice. Access to the selection proceedings is nevertheless granted as per Law no. 241 of 7 August 1990"</p> <p>As to the research Doctorate, for the candidate, the selection ("takes place through the evaluation of academic titles and written tests, including internationally recognized tests and/or oral tests also using IT systems") represents a moment of verification and comparison with the Committee. In the notice, provision is also made that "To award</p> | N.A.R. | |

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| | | <p>Doctorate Courses, preference is given only to the rankings posted on the website of the University's Graduate School. This publication is considered as fulfilling the publication of the official documents. The successful candidates will not receive personal communications."</p> <p><i>The Regulation to start research grants</i> establishes, in Art. 6, that the notices and the official documents regarding the selection will be published in the relevant web pages of the Department, and the University's "Work with us" section</p> | | |
| <p>1.5 The Research Institution makes sure that the overall potential of candidates as researchers and, in particular, their creativity and their level of independence, is properly considered by the selection committees</p> | <p>High-priority and medium-high agreement</p> | <p><i>The Regulations on the Discipline for appointing Associate and Full Professors</i> provides that "Art. 6: The Committee will make ... a comparative evaluation based on the candidates' scientific publications, CVs and teaching works. ... At the oral test, ... evaluation is based on criteria established by the Committee in accordance with the internationally recognized quality standards indicated by the selection notice. "</p> <p><i>The Regulations for recruiting researchers</i> established by Art. 7 that "the Committee shall preliminarily assess candidates with a reasoned analytical appraisal of their academic titles, CVs and publications according to criteria and parameters ...; admits the candidates who are comparatively better (max 6) to discuss their qualifications and publications; discusses with the candidates their qualifications and publications, and tests their language if required; formulates an overall appraisal and places the candidates in order of merit. "</p> <p><i>The Regulations for assigning Research grants</i></p> | R | <p>In the application, due importance should be assigned to transverse skills that attest, for example, to the ability to manage complex projects, public engagement etc.</p> <p>Evaluate the inclusion among the documents required by the various notices especially for young researchers, of a letter of motivation, or include in the application the indication of having also non-academic skills. The committee must develop evaluation criteria that take account of these aspects, where permitted by the rules.</p> |

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| | | <p>provides, in Art. 7, that "To make its appraisal, the Committee has 100 points: 60 points to evaluate academic qualifications..., 40 points for the interview. In assessing the qualifications ..., the Commission must follow the format in Annex B (from 0 to max 60, of which a maximum of 20 for these titles: Marie Skłodowska Curie / ERC / FIRB / SIR or similar funded projects evaluation ... (max 10 points): 0 points for those who have not submitted a proposal or who received a negative appraisal ...; max 10 for those who have received a positive evaluation or who have already concluded a Marie Skłodowska Curie / ERC / FIRB / SIR or similar funded project.</p> <p>Research Doctorate (min. 2, max 10 points). "</p> <p>For Doctorates, the academic titles (mandatory and optional), and generally all of the selection as detailed in the annual competition notice for every course, aims at evaluating the full potential of each candidate.</p> <p><i>The Regulations for giving research grants</i> provide, in Art. 7, that "The evaluation Committee establishes ... the criteria and assessment procedures of the qualifications; ... the criteria and procedures for carrying out the interviews (if required by the competition notice). "</p> <p>Constraint in the national legislation, which lays down the selection criteria</p> | | |
| 1.6 The selection criteria, working conditions and rights - including career prospects - the skills and abilities required of candidates, are suitably described in the notices | None | See previous item | N.A.R. | |
| 1.7 The selection committees normally include members from | None | See in foreword | N.A.R. | |

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| other countries | | | | |
| 1.8 The selection committees usually include members from outside the university system (e.g. private companies, public research institutions) | None | See in foreword Provision is already made in the research-grant regulations to call experts into the committee who do not belong to the university system. | N.A.R. | |
| 1.9 In the selection committees, male and female representation are always balanced | None | In the Statute and Code of Ethics, gender equality and non-discrimination are given as fundamental principles. The Regulations for appointing Associate and Full Professors and for selecting temporary Researchers refer to the principles of the code of ethics. Explicit written recommendations on gender equality are given to the departments when putting forward proposals for the committee members. | N.A.R. | |

AREA 2. Social security and supplementary pensions for researchers with contribution periods at one or more foreign states

National legislation (which allows or prevents the implementation of the C&C principles) and institutional regulations and/or procedures.

The salaries of the Associate or Full Professors and permanent researchers is governed by national laws, in particular Presidential Decree no. 232/2011 "Regulations on remuneration of university professors and researchers".

Also the remuneration for types a) and b) temporary researchers shall be established at national level. For type b) researchers, the remuneration provides the opportunity for the Research Institution to raise the salary up to a maximum of 30% of the minimum sum set at national level. With a resolution from its Board of Directors, the Research Institution established that the salary, for type b) researchers can be competitive, setting the extra amount on the national salary at 20%.

As per Art. 9 of Law n. 240 of 30.12.2010 and Art. 1, paragraph 16 of Law 230/2005, the Research Institution has adopted regulations for establishing and using the University Fund as a performance reserve for professors and researchers in full-time employment. This Fund is designed to give additional remuneration to professors and full-time researchers in relation to the commitments that go beyond those required in research, teaching and management, subject to specific tasks, as well as in relation to the results achieved in teaching and research, and provided that they have not already received other benefits or sums.

Art. 6 paragraph 4 of Law 240/2010 make provision that all universities, within their budgetary constraints and on the basis of criteria and procedures laid down in their regulations, can determine the additional remuneration of researchers who, with their consent, are entrusted with curricular modules or courses.

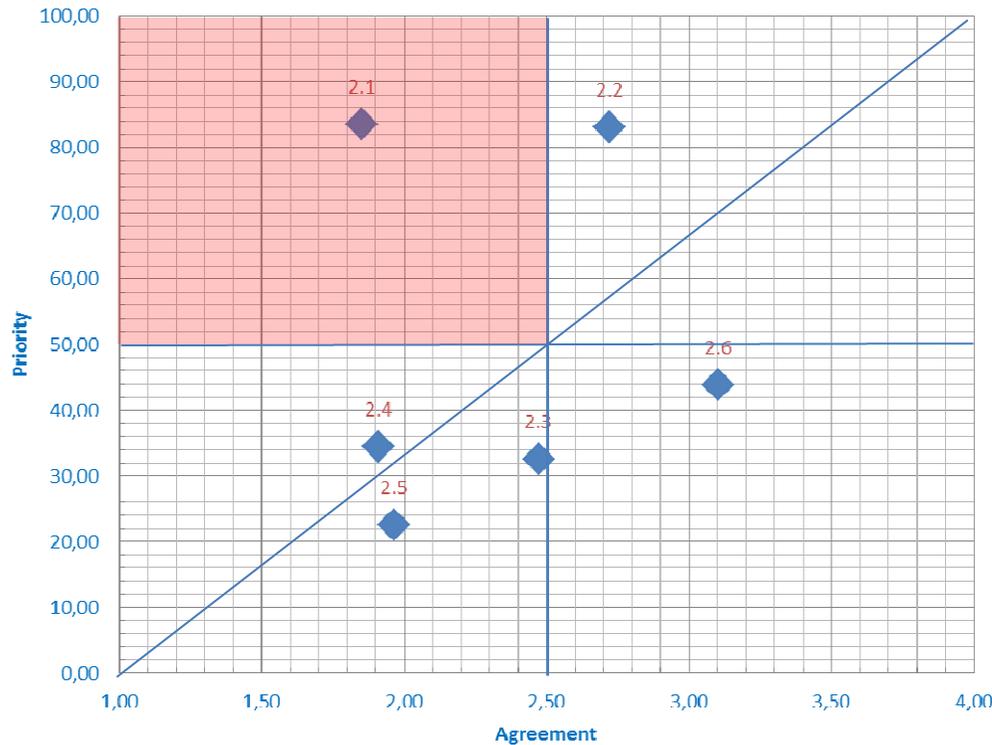
For research fellows, Law no. 240/2010 (art.22) makes provision for compliance with a minimum sum, set at national level which is not attractive for most researchers (for 2015 the gross amount was € 19,367.00 corresponding to a net payment to the research fellow of € 17,383.82 and a total cost to the Research Institution of € 23,333.36). Law no. 240/2010 also makes provision for research fellows to receive a social security (including sickness and maternity) by signing up to the "INPS Separate Management" (a pension fund financed through compulsory social security contributions of insured workers to ensure social protection to categories of workers who would otherwise be excluded); also doctoral students with scholarships are enrolled into INPS Separate Management.

Under current legislation the amount of the scholarship, paid in monthly instalments, is Euro 13,638.47 per annum, gross of social security charges paid by the fellowship holder. The fellowship is exempt from the local tax payment on income and personal income tax (PIT). The scholarship lasts one year and is renewed for the full duration of the course provided that the student has completed the work planned for the previous year as checked upon by the Teaching Committee. The amount of the fellowship is increased to the maximum of 50% for no longer than 18 months if the student is authorized by the Teaching Committee to carry out research abroad. Starting from the second year, all students - with or without a grant - are assigned a budget for research work in Italy and abroad for no less than 10% of their grants.

For research grants, the Research Institution's Regulations under Art. 4 provide that the amount reached on an annual basis may not be higher than the statutory minimum for research grants.

As with the previous topic, the Survey results are highlighted in the following graph. Item 2.1, regarding remuneration, is found in the critical area with a low agreement and a high priority; also item 2.2, which addresses the areas of improvement and social security (illness, parental leave and pension rights), is considered by the WG and Panel for the purpose of strengthening.

ACTION 2 - Agreement and priority Topic 2



| Questionnaire items | Critical issues emerging from the Survey | Comparison with internal rules and practices | Type of action: C/R/S | Action proposal |
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| 2.1 Appropriate and attractive conditions and incentives, in terms | High priority and low | See Foreword (domestic constraint). The University already has an incentive system of | R | The possibility should be introduced to |

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| of salary, are guaranteed to researchers at all stages of their career and regardless of the type of contract (permanent or temporary) | agreement | remuneration of its teaching and research staff, within the constraints of national legislation and available budget. | | assign a <i>Top Up</i> to researchers who receive grants financed by Community funds that exceed the amount provided for under national legislation. |
| 2.2 Researchers benefit from suitable social security, which includes illness, parental leave and pension rights under the national legislation in force | High priority and medium-high agreement | See Foreword | C/S | Check the possibility for the University to take out a health insurance policy on competitive terms for all researchers |
| 2.3 The Research Institution facilitates access to existing information on the rights of social security for researchers | None | | | N.A.R. |
| 2.4 The Research Institution encourages its member State to adopt pan-EU pension schemes addressed to researchers | None | | | N.A.R. |
| 2.5 The Research Institution makes efforts for the provision of practical information specifically addressing researchers on the issue of supplementary pension rights | None | | | N.A.R. |
| 2.6 Compliance with national or sectional regulations on health and safety is ensured | None | The Research Institution's policy on health and safety at work is described in its basic principles and political action strategies respectively in the University's Statute (Article | S | N.A.R. |

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| | | <p>3 paragraph 4) and Strategic Plan.</p> <p>Operational tools used to enact the policy for safety and health at work is put in place are the Three-Year Plan of Public Works as per Legislative Decree no. 63/2006, the Performance Plan as per Leg. Decree. no. 150/2009, and the Charter of Sustainability Commitments, institutionalized by Article 53 of the University Statute.</p> <p>The Charter of Commitments to Sustainability and the Risk Assessment Document or "DVR" (<i>Documento di Valutazione dei Rischi</i>), or its extracts are the main means of information used to inform the personnel and all stakeholders of the policy and safety goals.</p> <p>On behalf of the grant holders, the University provides for insurance coverage for accidents and third party liability in research work.</p> <p>All researchers, including doctoral candidates, are required (as per Min. Decree 363/1998, Legs. Decree 81/2008 as amended, and the State-Regions Agreement of 21/12/2011) to attend by e-learning, the course on "General training of workers in the area of safety and health at work", lasting 4 hours.</p> | | |
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AREA 3. Attractive employment and working conditions

National legislation (which allows or prevents the implementation of the C&C principles) and institutional regulations and/or procedures.

The freedom of research is stated in Article 33 of the Constitution and Art. 1 of Law no. 240/2010; Art. 7 of Legislative Decree no. 165/2001 stated gender equality to access and treatment at work, and the freedom of teaching and professional autonomy in carrying out teaching, scientific and research work. These principles are applied in the Statute and Code of Ethics, in the Codes on Anti mobbing and Conduct against sexual harassment. Participation in the University bodies is provided for in the Statute and Regulations of the departments; the General Regulations of the University lay down the procedures for election and appointment of the University's bodies and representations.

The researchers are evaluated according to their legal status: every three years, professors and researchers are required to submit a three-year report on all of their research, teaching and management works. An *ad hoc* regulation adopted pursuant to Art. 6 paragraph 14 of Law 240/2010, governs the evaluation of all the researchers' work for the purposes of the assigning a meritocracy of the triennial career level-changes. The University is preparing this regulation after a period of budgetary freeze implemented for five years under national legislation.

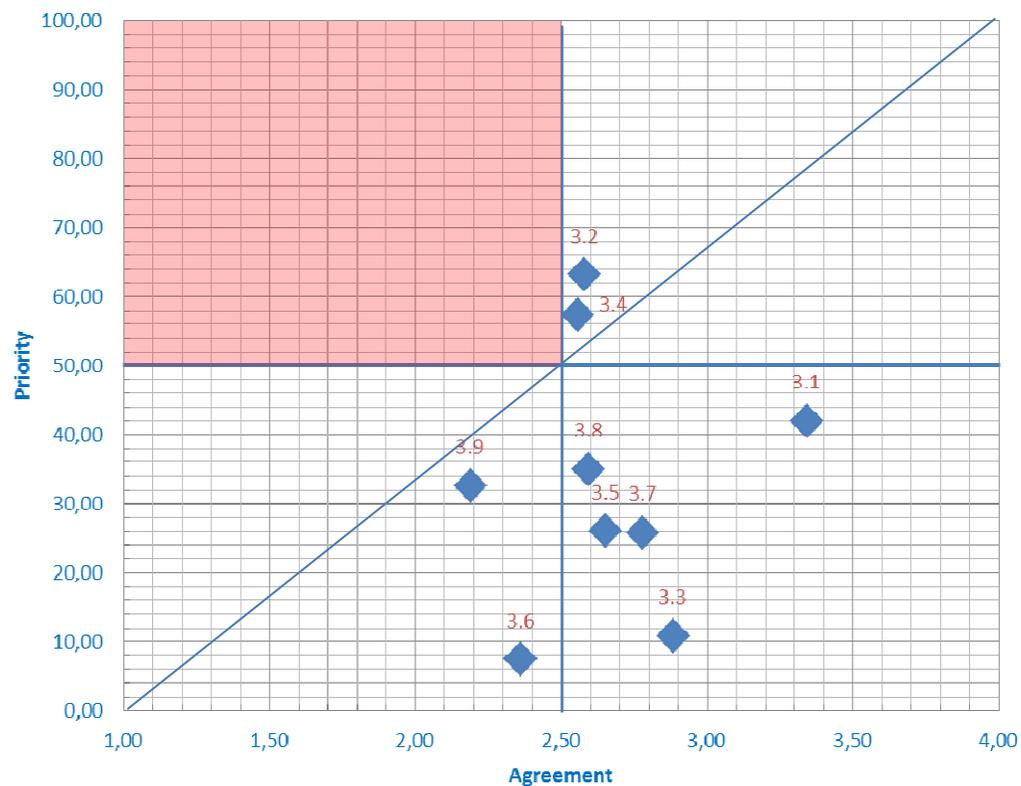
As per Art. 24 paragraph 3 letter a) and b), researchers are evaluated at the end of their three-year contracts. The letter a) researchers are evaluated by a committee external to the University for the possible extension of their contracts for two years; the letter b) researchers, who hold national scientific certification, are evaluated for the purposes of their tenure and for classification should they be positively assessed to be appointed as associate professors.

The research associates are evaluated at the end of the contract by the department.

Art.12 of the Research Institution's rules regarding Research Doctorates establishes rights and obligations of doctoral students. In particular, "admission to the Doctorate involves an exclusive, full-time commitment: Doctoral students are obliged to attend the teaching sessions provided by the doctoral courses, to carry out the research activities assigned by the Teaching Committee and to submit themselves to the planned tests. "Doctoral students can carry out research, development and training in Italy or abroad subject to prior authorization from the Teaching Committee. During this period, the doctoral students are required to liaise with their Supervisor and submit themselves for the planned tests, in a manner defined by the Teaching Committee. The work carried out outside Italy for evaluation purposes must last for at least 30 days and at most 18 months". The title of Doctor of Philosophy (Italian "Dott. Ric." or "Ph.D.") is awarded as a result of the positive evaluation of a research thesis.

The graph below does not have items in the critical quadrant however items 3.2 and 3.4 (close to the limit in the area of improvement) will be considered for the development of actions.

ACTION 3 - Agreement and priority Topic 3



| Questionnaire item | Critical issues emerging from the Survey | Comparison with internal rules or practices | Type of action: C/R/S | Action proposal |
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| 3.1 The University is sufficiently careful to avoid discrimination based on gender, age, race, - national or social - religion or belief, sexual orientation, language, disability, political | None | See Foreword | N.A.R. | |

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| persuasion, and economic and social conditions. | | | | |
| 3.2 The autonomy and creativity of all researchers, including those at an early stage of their career, are actively promoted | Medium agreement and medium-high priority | <p>Regulation on the Support Fund (as in 3.4) Area grants as per Article 22 of Law 240 (where researchers can present a project and have 5% increase in research funds to manage independently)</p> <p>For the graduate students, the increase of 50% (maximum allowed by law) of their grant for research periods abroad, the individual budget for research conducted in Italy and abroad (10% of the grant) and the operating funds of each doctoral course, are all incentives to autonomy and research creativity.</p> | C/S | Development of research work through the fund for support and for internationalization of the University, provide a means for research fellows to compete for internal research funds. Ensure that new researchers have a start-up fund from the Departments to allow research autonomy in the first year |
| 3.3 The gender equality (equal opportunity) is actively applied to all categories of staff, including those with control and management tasks | None | On analysing the gender composition of the roles at Ca' Foscari, we see that as academics progress in their careers, the percentage of female researchers decreases. There are more female than male doctoral students (202 vs 164) whereas there are more full male professors than female ones (98/32). improvement initiatives are already in place and planned (Drafting of gender summary and seminars, and MOOCs on gender equality) | | N.A.R. |
| 3.4 The departments provide a stimulating, pleasant environment, supporting research activities | Medium agreement and medium-high priority | <p>The Regulations for the Scientific Equipment Fund is designed to provide teachers and researchers the opportunity to buy scientific equipment, including specialized software closely related to research, through co-financing up to a maximum 90% of the total cost.</p> <p>The Fund for co-financing and support of research activities and internationalization of the University is used to develop the University's research works. In particular, provision is made for these lines of action:</p> | S | Preparation of a Welcome Kit for new researchers (doctoral students, post-doctoral fellows, visiting scholars etc.) which also includes an interview with the governance of the Department (head, responsible persons for research, teaching etc.); |

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| | | <p>initiatives to attract researchers and professors from Italy and abroad, and to stimulate research also for the teachers and researchers of the University, through the provision of fellowships; funding of research projects - individual or group - for the University's professors or research groups, with a percentage of the budget that can be awarded to young researchers, also involving external teachers, in which the University acts as leader or co-leader; incentives and awards for the design of and participation in competition notices.</p> <p>Spin-off and Patents Regulations promote and provide services to researchers to exploit the results of patentable research or through the creation of enterprises</p> <p>ADIR Regulations give research funds according to the annual evaluation of the scientific output of researchers and teachers</p> <p>The University makes IRIS available to manage the catalogue and storage of publications of the professors, doctoral students and PhD graduates with the possibility for open access and to increase its visibility through social sharing of the profile.</p> <p>The Graduate School conducts an annual survey of the doctoral students, asking them to assess the Structured Teaching, Teaching for research, test facilities/research group/conferences, expressing their overall satisfaction and any comments and suggestions.</p> <p>The survey is used to calculate some of the indicators in the evaluation model of doctoral courses, also used to allocate the scholarships and operating funds.</p> <p>Over the years the survey has allowed us to know whether, in the various Departments, the doctoral students find a stimulating environment conducive</p> | <p>The drafting of a checklist of facilities to make available to the new researchers and things to do, including: office, PC, pass-'badge', network account etc.</p> |
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| | | to their research. | | |
| 3.5 Researchers are guaranteed participation in the University bodies, including decision-making ones and those involved in communication | None | The University has a Vice-Provost for Communication and a Researchers Representation in the Senate and Executive Board | N.A.R. | |
| 3.6 Complaints and appeals of researchers, and conflicts between supervisors and researchers in the early stages of their career are managed efficiently and impartially | None | | N.A.R. | |
| 3.7 An effective evaluation of the professional activities (research, teaching) of all researchers is regularly performed | None | The full professors and researchers submit themselves to a three-year evaluation of their overall research, teaching and management works, on the basis of which they are attributed a career financial increase at the end of such period. VQR which evaluates the facilities and not the individuals, the triennial report and annual ADIR assessment are instead more tuned to evaluate individuals' teaching and research works. | N.A.R. | |
| 3.8 Teaching duties do not prevent researchers, especially at the beginning of their career, from performing their research work | None | Full Professors and Researchers can apply for partial exemption from teaching. (University Regulations on attribution, self-certification and verification of teaching tasks and service to students of professors and researchers as per Art. 6 c. 7 of Law 240/2010). | N.A.R. | |
| 3.9 Sufficient, specific measures are in place to encourage both women and men to combine family and work, children and career (e.g. part-time, teleworking, sabbaticals, nurseries etc.). | None | | N.A.R. | |

AREA 4. Improve training, skills and experience of the European researchers

National legislation (which allows or prevents the implementation of the C&C principles) and institutional regulations and/or procedures.

With reference to geographical and sectoral mobility, Art. 6 c. 11 of Law 240/2010 states that "full-time professors and researchers can carry out teaching and research also at another university, based on an agreement between the two universities, to pursue common goals..."; paragraph 12 states that "Part-time professors and researchers can carry out professional work and also continuous self-employment provided that such works do not cause conflict of interest with the university to which they belong. Being a temporary professor is incompatible with taking on academic positions ... with the Chancellor's permission, they can also carry out teaching and research at universities or foreign research institutions, ...".

Article 7 c.1-4 of the same Law states that "In the event of change of premises, full professors and researchers, and temporary research responsible for research projects funded by subjects other than the home University, retain ownership of the projects and related funding where scientifically possible and with the agreement of the research client."

The geographical mobility of researchers is promoted also by other regulatory instruments provided by national and internal regulations.

The University Regulations regarding leave for study and research allow structured teachers to apply for a period of paid leave of up to one year, to carry out studies and/or scientific research activities in Italy and abroad.

Art. 7 of Law 240/2010 allows the simultaneous exchange of professors and researchers between two Italian universities. Ca' Foscari has recently used this possibility, which promotes the mobility of researchers.

The Regulations on external positions of professors and researchers provide, in Art. 8, that part-time professors and researchers "can also carry teach and conduct research at foreign universities or research institutes as per Art. 6, paragraph 12 of Law no. 240/2010, in the working regime required by the foreign Institute, on permission of the Chancellor or his/her delegate, subject to the mandatory opinion of the Head of the related Department regarding the compatibility with the fulfilment of the institutional obligations and the absence of situations of conflicts of interest, even potential, to be assessed on the basis of suitable documentation presented by the applicant when applying. The part-time professors and researchers authorized to work abroad as per this paragraph must ensure as a priority that they meet their obligations to the University with reference to teaching, research and participation in the collective bodies. Scientific output deriving from their time abroad must in any case acknowledge their belonging to the University. The adherence of teachers to competitive research projects shall in any case provide for the University's participation. Finally, the provisions of the University's regulations on intellectual property apply in any case." The Regulations on recruitment of temporary research states, in Article 6, that 50% of the places of the three-year programme of the letter b) research places is intended for those who "... meet at least one of the following requisites: 1) they have been awarded the title of PhD or a research grant, or served as a researcher referred to in letter a) at another

institution with respect to the one where they gained their master's degree or equivalent, or, alternatively, have been awarded it at foreign institutions, or it is a degree shared with foreign universities; or 2) have completed at least one year (substantially ongoing, albeit distributed over several periods) of properly-documented post-doctoral work or equivalent research at foreign universities and/or research centres. "

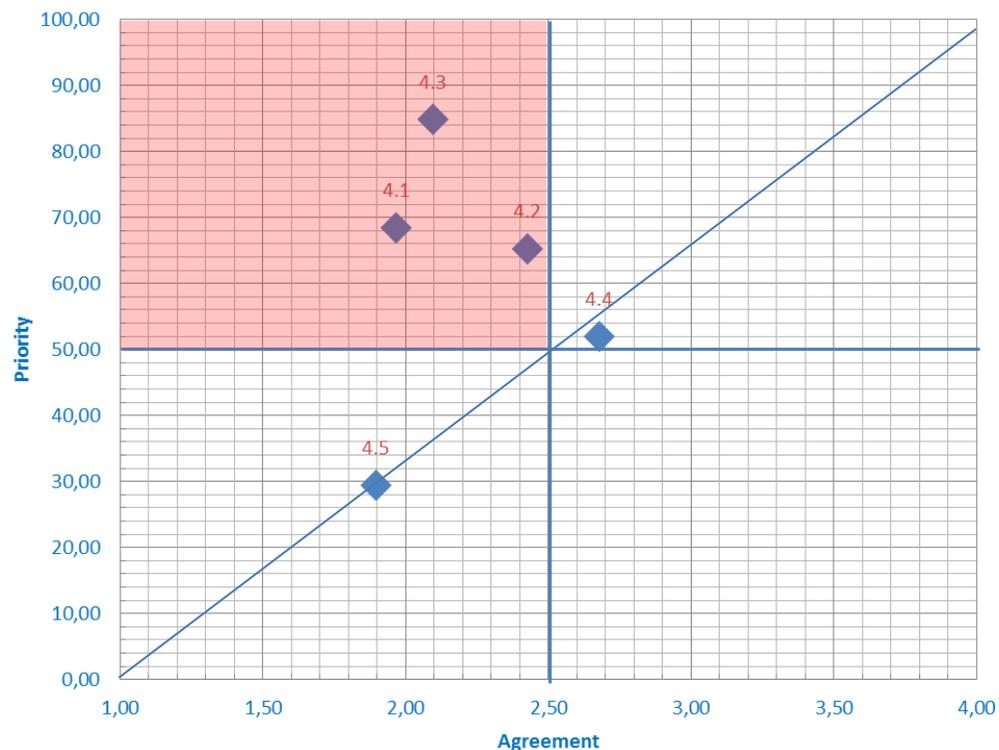
Ministerial Decree 45/2013 on accreditation of doctoral courses and locations, makes provision that among necessary required works (also shared with multiple doctorates) are the disciplinary and interdisciplinary training and language and computer training, as well as, in the field of research and knowledge of European and international research systems, the exploitation of research results and intellectual property. The University's Graduate School has thus developed an education programme for graduate students which includes training activities ranging from language courses organized with the support of the University's language centre, to courses on Euro-planning and on intellectual property, copyright and patents, as well as courses on academic and professional writing skills. The courses organized by the Graduate School are monitored by giving the participants, starting from the 2015-16 academic year, a short online questionnaire to assess its quality, the achievement of learning objectives and to collect proposals.

Law no. 35, art. 33 of 4 April 2012 on "Leave for assignment of EU or international grants and simplifications for research" provides that:

1. The staff employed as researchers of public research institutions and universities, following the assignment of EU or international grants, may conduct their research at their home institute, are placed on unpaid leave on request for the maximum period of grant duration. The research works regarding the grant and related remuneration are regulated by the body through a fixed-term work agreement. The maximum remuneration of the researchers is covered by the EU or international grant and cannot exceed the top-level fixed, which belongs to the highest band of the researcher in public research institutions.
2. To employees who are classified as researchers of public research institutions and universities who, after allocation of EU or international grants may conduct their research at national or international public or private organizations, Article 23-bis applies (as amended) of legislative decree no. 165 of 30 March 2001.

In the graph on this section, as many as 3 items are given, characterized by high priority and low agreement for training and mobility.

ACTION 4 - Agreement and priority Topic 4



| Questionnaire item | Critical issues emerging from the Survey | Comparison with internal rules and practices | Type of action: C/R/S | Action proposal |
|--|--|--|-----------------------|---|
| 4.1 Measures and internal regulations are drawn by which the University guarantees researchers adequate training for teaching activities | High priority and low agreement | Internal legislation and practice are lacking on the matter. For PhDs, among the necessary requirements, Ministerial Decree 45/2013 states (art. 4, paragraph 1, letter f) that doctoral locations and courses be accredited by: "the provision of works - which can also be shared among several doctorates - of disciplinary and interdisciplinary training, and language and computer training, management | S | Preparation of a project for training and to improve the teaching skills of researchers at all levels, also in relation to innovative |

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| | | training of research and knowledge of European and international research systems, and the exploitation of research results and intellectual property." | | delivery methods linked to the needs of international courses (English) and new technologies (e-learning). |
| 4.2 The possibilities for researchers to experience geographical, inter- and trans-disciplinary and cross-sector (public-private) mobility are guaranteed and actively promoted. | High priority and low agreement | <p>The following are already planned: Incentives to geographical mobility of teachers through Erasmus Staff and Overseas training competitions. A new line of action with the use of Erasmus + ECM Community funds with grants for stays abroad. Under the PhD regulations (art. 12 c. 2) "doctoral students can conduct research, development and training in Italy or abroad subject to prior authorization from the Teaching Committee. During this period the doctoral students are required to liaise with their Supervisors and undergo planned tests as defined by the Teaching Committee. The work done outside Italy for evaluation purposes must last for at least 30 days and at most 18 months".</p> <p>The mobility of doctoral students in recent years has been guaranteed by the University Fund for Doctorates' Internationalization ("FAID") from the operating funds of the individual doctoral courses, international mobility grants, raising by 50% of the grants for foreign research periods, and from the individual budgets for research in Italy and abroad (10% of the grant). The Graduate School manages the joint supervision agreements into, and out of, the individual Doctoral student.</p> <p>Inter-sector mobility between public and private is favoured by support to design, with local companies and through the regulation on setting up spin-offs.</p> | S | <p>Development of a line of action for researchers' geographical mobility (national and international) -Development of innovation support initiatives and technology transfer (Creation and development of the Technology Transfer Office, which will facilitate contacts between researchers and the world of business); - Development of interdisciplinary and inter-sectoral collaboration (Building Interdisciplinary Research Teams (Research for Global</p> |

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| | | ESF grant competition notice involves collaboration with local companies. Promotion of the Marie Curie competition for international and inter-sector mobility and support to researchers in submitting proposals | | Challenges) - Actions to promote the brain circulation and researchers' mobility. |
| 4.3 The Research Institution regularly designs plans for increasing researchers' skills and competence, which are necessary for their career progression | High priority and low agreement | The Research Area promotes training in the EU planning and project management, intellectual property management, and enterprise start-ups, aimed at students, doctoral students, researchers, teachers and technical-administrative staff. The Graduate School provides common courses on soft skills The Ca' Foscari Competency Centre promotes courses for self-assessment and the development of soft skills of researchers | S | Development of training initiatives for the acquisition and development of soft skills for young researchers in particular; focus on public speaking, project management, and intellectual property management. Development of researchers' expertise in the third mission |
| 4.4 Tutors and/or supervisors have been identified as persons to whom researchers, in the early stages of their careers, can refer for their professional work and for support and guidance for their cultural and professional development | None | The Regulations regarding Doctoral students as per Art.8 c. 12, provides that: "The Supervisor has the following tasks: to contribute to defining the doctoral students' training programmes and individual research they conduct; to monitor the availability of funds and facilities that are sufficient for the research project proposed to the student; to follow the entire curriculum of the students, ensure they perform the periodic tests, and provide a yearly report to the Teaching Committee on the students' | N.A.R. | |

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| | | <p>work; ... Take the role of final thesis supervisor. "</p> <p>Art. 5 of the Regulations regarding the research Grants states: "The tutor is required to coordinate the work of the researcher with that of any other participants in the research programme, also providing all the necessary information for carrying out the work over which cooperation is required."</p> | | |
| 4.5 Training programmes are developed to improve mentoring skills, informing researchers who have proven experience of this opportunity | None | <p>Marie Curie Infodays are also intended for tutors</p> <p>See Art. 8 c. 12 of Doctorate Regulations, which details the Supervisors' tasks.</p> | N.A.R. | |