

C&C Principle	Description	Actions	Responsible	Schedule time (Duration and Action beginning)	Boost/Main driving force
Recognition of the profession	All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	Promotion of initiatives to support research activities proposed and led by young researchers with special attention to innovation and excellence in research and recognition of professionals and talents: <ul style="list-style-type: none"> — Talents@UniPD-StG grants Program of project funds dedicated to Young researchers for boosting towards ERC application. The program will last one year: after a positive feedback, it will be renewed otherwise revised.	Vice Rector for Research	Duration: 2 years Starting date: January 2017	Top management
		Promotion of initiatives to support research activities proposed and led by staff researchers with special attention to innovation and excellence in research and recognition of professionals and talents: <ul style="list-style-type: none"> — Talents@UniPD-CoG Program of project funds dedicated to Young researchers for boosting towards ERC application. The program will last one year: after a positive feedback, it will be renewed otherwise revised.	Vice-Rector for Research	Duration: 2 year Starting date: January 2017	Top management
		Support of the researchers activities within the Institution and boost of the professional recognition in the frame of interdisciplinary fields: <ul style="list-style-type: none"> — FER@UniPD Future Emerging Research, new program dedicated to interdisciplinary topic. The program will last one year: after a positive feedback, it will be renewed otherwise revised.	Vice-Rector for Research	Duration: 2 year Starting date: January 2017	Top management
		Events&Dissemination Organization of events such as seminars, workshops to promote: <ul style="list-style-type: none"> — Professionals&skills: how to improve the CV; — Evaluation systems and Professionals. 	Top management	Duration: 3 years Starting date: January 2017	Stakeholders

	language, disability, political opinion, social or economic condition.	<p>any level;</p> <ul style="list-style-type: none"> — awareness on discrimination and how it can be exerted. 			
		<p>Monitoring</p> <p>Monitoring the perception of the different causes of discrimination by way of survey and questionnaires.</p>	Vice-rector for Cultural, Social and Gender Relations	Duration: 2 years Starting date: June 2017	Top Management
		<p>Resources for Research</p> <p>New system of financial resources assignment to departments to ensure that the most stimulating research or research training environment:</p> <ul style="list-style-type: none"> — Program for acquisition of new equipment and facilities (Grandi attrezzature call); — New system of budget administration based on autonomy given to each Department to administrate resources following a 3-years strategic plans including specific goals and performance indicators defined in advance (new BIRD call -Integrated Budget for Research in the Department). 	Rector/ Vice-Rector for Research	Duration: 3 years Starting date: January 2017	Top Management
		<p>Networking in Research</p> <p>Program of networks' establishment committing all the stakeholders representatives:</p> <ul style="list-style-type: none"> — regional networks to boost University&Territory collaborations; — international networks by way of (Program: "Tavolo per l'Internazionalizzazione"). 	Rector/ Vice-Rector for Research	Duration: 3 years Starting date: January 2017	NVA, Stakeholders
Working conditions	Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and	<p>Life&Work@UNIPD Program</p> <p>Revision of the regulations concerning the financial support ha UNIPD can provide to its employees to help them face personal difficulties.</p> <p>Setting up of a new system of financial support to the employees in case of personal expenses due to diseases, invalidity and generic needs related to the family:</p> <ul style="list-style-type: none"> - new indicators; - wider spectrum of Financial support; - fastening of the procedures. 	Vice rector for Work and Study Conditions Vice- rector for Cultural, Social and Gender Relations	Duration: 3 years Starting date: January 2017	Stakeholders

	<p>career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>	<p>Wellness&Work@UNIPD Program</p> <p>Program dedicated to improve employees' wellness including:</p> <ul style="list-style-type: none"> — revision of the job assignment of the employees — organizational wellness; — career development in a new merit based system. 	<p>Vice rector for Work and Study Conditions</p> <p>Vice- rector for Cultural, Social and Gender Relations</p>	<p>Duration: 3 years Starting date: January 2017</p>	<p>Stakeholders</p>
		<p>Parents&Work@UNIPD Program</p> <p>Revision of the regulations concerning the financial support ha UNIPD can provide to its employees with children. In particular the following aspect will be a priority:</p> <ul style="list-style-type: none"> - easy access to the kindergarten (financial support and activation of agreements with specialised hosting structures); - agreements&discounts with specialised structures that organize summer schools at the end of the primary and secondary school attendance. <p>Setting up of a new system of financial support to the employees in case of parents working at UNIPD:</p> <ul style="list-style-type: none"> - new indicators; - wider spectrum of Financial support; - fastening of the procedures. 	<p>Vice rector for Work and Study Conditions</p> <p>Vice- rector for Cultural, Social and Gender Relations</p>	<p>Duration: 3 years Starting date: January 2017</p>	<p>Top management, Stakeholders</p>
		<p>Work&Home@UNIPD Program</p> <p>Support of the Home-working by the implementation of new procedure towards the smart-working condition. Increase the effectiveness of the Home-workers by facilitating procedures and flexibility.</p> <p>Revision of the regulations in accordance with the law L.124 7/08/2015 "Legge Madia" and relative application.</p>	<p>Vice rector for Work and Study Conditions</p> <p>Vice- rector for Cultural, Social and Gender Relations</p>	<p>Duration: 2 years Starting date: June 2017</p>	<p>Stakeholders</p>
<p>Stability and permanence of employment</p>	<p>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing</p>	<p><u>Employment program</u></p> <p>Lunch of the program of recruitment of not-permanent researchers RTD(a) and tenure track RTD(b) to support both professional recognition and permanence of employment: 180 new positions in the period 2017-2019</p>	<p>Rector and main board</p>	<p>Duration: 3 years Starting date: January 2017</p>	<p>Top Management</p>

	and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work 10				
Funding and salaries	Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.	<u>Contract monitoring</u> – monitoring the contract conditions and salaries on which the University autonomy can be exerted and support career development and salary improvement on a merit-based system.	Vice rector for Organization and Management Processes	Duration: 3 years Starting date: January 2017	Top management
		<u>Dissemination</u> Revision of the website section dedicated to the promotion and dissemination of what needed to researchers on the questions regarding the funding and salary.	Vice rector for Organization and Management Processes	Duration: 6 months Starting date: January 2017	Top management
Gender balance	Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.	<u>Gender_Equality@UNIPD program</u> <u>Organization of events devoted to:</u> <ul style="list-style-type: none"> - Dissemination of culture of the gender equality; - Advertising of the gender equality issue: Revision of the web-pages. <u>Training courses on the Gender Equality Issue</u> <ul style="list-style-type: none"> - gender language; - gender equality implications; - gender equality issues. <u>Monitoring of the Gender Equality Issue:</u> <ul style="list-style-type: none"> - Development of a new system of indicators for monitoring the Gender Equality; - Application and feedbacks of the indicators system. <u>Boost for gender balance:</u> <ul style="list-style-type: none"> — Increase of the percentage of females to boost gender balance in the management boards and organisms (departments included); — Increase of the percentage of a more gendered balanced career development to boost gender balance at any level of recruitment. 	Vice- rector for Cultural, Social and Gender Relations Gender Observatory (for the monitoring issues)	Duration: 2.5 years Starting date: January 2017	Stakeholders and Top Management

		<p>Equal_Opportunities@UNIPD program</p> <p><u>Organization of events devoted to:</u></p> <ul style="list-style-type: none"> - Dissemination of culture of the equal opportunities; - Advertising of the equal opportunities issue: Revision of the web-pages. <p><u>Training courses on the Equal opportunities Issue</u></p> <p><u>Monitoring of the Equal opportunities Issue:</u></p> <ul style="list-style-type: none"> - Development of a new system of indicators for monitoring the Gender Equality. - Application and feedbacks of the indicators system. 	<p>Vice- rector for Cultural, Social and Gender Relations</p> <p>Gender Observatory (for the monitoring issues)</p>	<p>Duration: 2.5 years Starting date: January 2017</p>	<p>Stakeholders and Top Management</p>
Career development	<p>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>	<p>YoungResearchers@UNIPD program</p> <p>Support actions in favour of young researchers recruitment:</p> <ul style="list-style-type: none"> — Dedicated calls to finance Innovative&Excellence projects and ideas (Talents driven). <p>In case of positive feedback, the program will be renewed.</p>	<p>Vice Rector for Research</p>	<p>Duration: 1 years Starting date: January 2017</p>	<p>Top Management</p>
		<p>Talents@UNIPD program</p> <ul style="list-style-type: none"> — Brain gain program to recruit talents and excellence within each department and improve their international qualification (30 new positions in the period 2017-2019); <p>In case of positive feedback, the program will be renewed.</p>	<p>Rector</p> <p>Vice Rector for Research</p>	<p>Duration: 3 years Starting date: January 2017</p>	<p>Top Management</p>
Value of mobility	<p>Employers and/or funders must recognise the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional</p>	<p>Mobility Value</p> <p>Promotion and disseminate the value of mobility among the researchers:</p> <ul style="list-style-type: none"> - Workshops - Training courses - Seminars; - New web-pages. 	<p>Vice Rector for Internationalization</p> <p>Vice Rector for research</p>	<p>Duration: 3 years Starting date: January 2017</p>	<p>Top Management</p>

	development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	<p>Exchange@UNIPD program</p> <p>Promotion of new bilateral agreements and make specific agreements with local, regional and interregional enterprises to allow a mobility between public and private sectors.</p>	Vice Rector for Internationalization	Duration: 3 years Starting date: January 2017	Top Management
		<p>Mobility@UNIPD program</p> <p>Launch of Program dedicated to short mobility and long mobility (Incoming and Outcoming foreign countries).</p> <ul style="list-style-type: none"> - PhD-calls; - For the young researchers (PhD students), to support and valorise the period spent abroad for research (at least 6 months) , during their attending period (mobility among European State member). - post-docs calls; - staff dedicated calls. 	Vice Rector for Internationalization Vice Rector for Research Training	Duration: 3 years Starting date: January 2017	NVA, Stakeholders
Access to research training and continuous development	Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.	<p>Events&Dissemination</p> <p>Promotion and dissemination of what needed to researchers on the questions related to the career advise and job placement assistance</p>	Vice rector for Lifelong learning: school, university and work place	Duration: 2.5 years Starting date: March 2017	NVA, Stakeholders
		<p>Research Training Program</p> <p>Training courses dedicated to Young researchers and permanent staff on:</p> <ul style="list-style-type: none"> — project submission, research management, call opportunities (LabEuropa Labs; Talents Help-desk); — CV promotion&advertise. 	Vice Rector for Research and Vice rector for Research Training	Duration: 3 years Starting date: January 2017	Top Management
Access to career advice	Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation	<p>Career Advise@UNIPD</p> <p>Program to foster and advertise the activities performed by the Job-placement service:</p> <ul style="list-style-type: none"> — advertising of the service and delivered support; — boost for incrementing the numbers od stages performed in collaboration with the private sector. 	Vice Rector for the Technology Transfer	Duration: 2 years Starting date: January 2017	Stakeholders
		<p>Unismart Padova Enterprise@UNIPD</p> <p>Plan of activities to:</p> <ul style="list-style-type: none"> — settle new partnerships with companies and private sector in general; — technological engagement for job placement, innovation and progress development;; — research project to product delivery, brand design included. 	Vice Rector for the Technology	Duration: 2 years Starting date: January 2017	Top Management

		After positive feedbacks the program will be renewed.			
Intellectual Property Rights & Co-authorship	Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement. Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).	Regulation revisions and simplification Revisions of the regulations regarding spin-off and patents deposit to reduce the actual constraints within the university, provide financial support and remove those difficulties that researchers face when establishing collaborations with external commercial or industrial organisations.	Vice Rector for the Technology	Starting date January 2017 Duration: 6 months	Top management
		Advertisement of UNIPD patents patrimony Development of new tools for supporting the advertising of the UNIPD patent patrimony and relative commercialisation/exploitation by way of a new business-to-business approach (SMART-UNIPD and Unismart Padova Enterprise). After positive feedbacks the program will be renewed, otherwise a different approach will be used to boost for patent advertising.	Vice Rector for the Technology	Starting date January 2017 Duration: 1 years	Top management
Supervision	Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements	Supervisor training Program of seminars to improve the Supervisors skills in offering support and tools to the trainees with special care devoted to the EU guidelines on review procedures and feedback mechanisms.	Vice Rector for Research training	Starting date June 2017 Duration: every year	Top management, Stakeholders

	should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.				
Teaching	Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.	<u>Teaching&Quality@UNIPD</u> Program to boost for improving the quality of teaching either perceived by stakeholders and by the quality system evaluating the teaching staff: <ul style="list-style-type: none"> — New system of indicators of the teaching quality even on the budget and financial resources delivered to the department. After positive feedbacks the program will be renewed, otherwise revised.	Vice Rector for Teaching and Education	Starting date June 2017 Duration: 1 year	Top management, stakeholders
		<u>Teaching&Events</u> Organization of events (seminars, workshops, round tables) dedicated on teaching and new tools for teaching and issue related to teaching. Organisation of targeted feedbacks delivery from the stakeholders.	Vice Rector for Teaching and Education	Starting date June 2017 Duration: 1 year	Top management
		<u>Teach To Teaching@UNIPD program</u> <ul style="list-style-type: none"> — Realisation of new MOOC and blended courses on teaching dedicated to the UNIPD personnel; — Teachers-Study-Group (TGS) program to introduce new tools of teaching focused on the central role played by the students (program dedicated to the staff employed in teaching, at any level of the career). After positive feedbacks the program will be renewed, otherwise revised.	Vice Rector for Teaching and Education	Starting date June 2017 Duration: 1 year	Top management, stakeholders
Evaluation/appraisal systems	Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their	<u>Implementation of a new Evaluation system</u> The new system will be based on evaluation of the achieved results, starting from a new set of indicators to be structured depending on the Department context (mostly different between	Rector and Vice-Rectors management group	Starting date April 2017 Duration: 1 year	Top Management, NVA

	<p>professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</p>	<p>Humanities, Health and Scientific areas respectively). The department will be involved and committed to suggest new indicators to be applied in self-assessment processes as well. The new system of evaluation will be used and then tested on a year base system of self-assessment.</p> <p>After positive feedbacks the program will be renewed, otherwise revised.</p>			
		<p>Study of a new appraisal system</p> <p>Meritocratic policies to acknowledge researchers who reached excellence results in order to support: Career development; Professional recognition. These policies will be based on evaluation system of skills, competences and results achieved, as developed at the University level and at Department as well (see previous action).</p>	Rector and Vice-Rectors management group	<p>Starting date April 2018 Duration: 1 year</p>	Top Management, NVA
Complaints/appeals	<p>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>	<p>Stakeholder Feedback@UNIPD program</p> <p>Program of assessment of the level of appreciation/complain and appeals by way of targeted system of feedbacks.</p> <p>After positive feedbacks the program will be renewed, otherwise revised.</p>	Vice-Rector for Organization and Management Processes	<p>Starting date April 2018 Duration: 1 year</p>	Top Management, NVA
		<p>Early-Stage of careers</p> <p>Study of a new monitoring system to assess the level of appreciation/complain of researchers at their early stage of careers, with special care to the effectiveness of improving the overall quality of the working environment.</p> <p>After positive feedbacks the program will be renewed, otherwise revised.</p>	Vice-Rector for Research Training and Vice-rector for Research	<p>Starting date April 2018 Duration: 1 year</p>	Top Management, NVA
Participation in decision-making bodies	<p>Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed</p>	<p>Commitment@UNIPD</p> <p>Program of revision of regulations to optimise the Institution</p>	Rector and Deputy of the Rector	<p>Starting date March 2017 Duration: 2 year</p>	Top management

	desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution	organisation, simplification and stakeholders commitment: <ul style="list-style-type: none"> — Redefinition of responsibilities in administrative processes; — Granting greater autonomy to the Departments, in research and resources exploitation; — Monitoring of the Stakeholders representatives definition. 			
Recruitment	Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	OTMR Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R): <ul style="list-style-type: none"> — revision of the active regulations to support OTM-R. 	Main Board	Start: 1/2017 Duration: 6 months	Top management
		OTMR Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R): <ul style="list-style-type: none"> — training courses of the permanent staff on OTM-R culture. 	Main Board	Start: 9/2017 Duration: 1 year	Top management
		OTMR Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R): <ul style="list-style-type: none"> — organisations of public events dedicated to OTM-R; — advertising of the progress made on OTM-R implementation within UNIPD. 	Main Board	Start: 1/2017 Duration: 2 years	Top management
		OTMR Implementation of the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R): <ul style="list-style-type: none"> — systematic monitoring of the effects of the application of OTM-R principles; — surveys and feedbacks from stakeholders; — reporting and SWAT analysis of the achieved results and relative corrections to the actions plan. 	Main Board	Start: 9/2017 Duration: 1 years	Top management
Tab.1					