



UNIVERSITÀ  
DEGLI STUDI  
FIRENZE



HR EXCELLENCE IN RESEARCH

# **The Human Resources Strategy for Researchers**

## **HRS4R**

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## 1. Introduction: The HRS4R at the University of Florence

The University of Florence (UNIFI) is an important and influential centre for research and higher training in Italy, with over 1000 full and associate professors and about 2.300 researchers and PhD students<sup>1</sup>.

With 128 Degree courses (First and Second Cycle, corresponding to Bachelor's and Master's Degrees) organized in 10 Schools and with a population of about 47,000 enrolled students, UNIFI aims at guaranteeing high quality standards in its different competence areas. Attracting high-level researchers is one of its objectives, as well as ensuring high-quality standards and environment for its researchers, as recognized *inter alia* in Article 8 of the institution's Statute (2012). The University promotes relations with European and International research institutions, provides its researchers with access to finance and use of facilities, and ensures the freedom of research, basic and applied, of individuals and research teams. Researchers at UNIFI operate within 24 different departments and have at their disposal approximately 40 research structures comprising inter-departmental and inter-university centers as well as specialized research, knowledge transfer and advanced training centers.

In March 2014, UNIFI, represented by its Rector Prof. Alberto Tesi, signed the *Declaration of Commitment for the implementation of a Human resources strategy for Researchers incorporating the European charter for researchers and a code of conduct for their recruitment (C&C)*.

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) were adopted by the European Commission in March 2005 with the purpose to push for an excellent human resources management and to make research careers more attractive in order to enhance the development of a dynamic European research society and an open labour market for researchers. The set of general principles and requirements outlined in the C&C is addressed to Member States, employers, funding organizations and researchers at all career stages, covering all fields of research in the public and private sectors, irrespective of the nature of the appointment or employment, the legal status of the employer or the type of organization or establishment in which the work is carried out.

The European Charter for Researchers includes obligations for researchers, employers and funders. It aims at ensuring that the relationship between these parties contributes to successful performance in the generation, transfer and sharing of knowledge, and to the career development of researchers<sup>2</sup>. Complementary to the Charter, the Code of Conduct for the Recruitment of Researchers provides for fair working conditions to researchers, in particular by ensuring transparency and equal treatment of all applicants to the recruitment and selection process. Institutions and employers adhering to the Code of Conduct are committed to being a fair,

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<sup>1</sup> As of 31/12/2015.

<sup>2</sup> See <http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter>

responsible and respectable employer with a clear intention to contribute to the attractiveness of research careers within the ERA<sup>3</sup>.

The official endorsement of the C&C represents an excellent opportunity to consolidate UNIFI's policy of excellence in the field of research and to further improve the institution's international visibility and attractiveness. Following its commitment, UNIFI has engaged in the "Human Resources Strategy for Researchers" (HRS4R), a tool designed by the European Commission to enhance the efficiency, effectiveness and impact of the implementation of the C&C in the participating institutions<sup>4</sup>. HRS4R is a voluntary, progress-oriented and peer-learning process which entails five main steps:

1. The participating institution carries out an **internal Gap Analysis**, evaluating the level of compliance of the internal policies and practices with the principles set forth in the C&C ;
2. On the basis of the results of this analysis, the participating institution develops its own **Action Plan** to ensure and/or improve alignment with the Charter & Code principles;
3. The Analysis and Action Plan are then reviewed and acknowledged by the European Commission. The **acknowledgement** implies the right to use the 'HR Excellence in Research' logo. Acknowledged institutions can use the HR logo to promote themselves as providers of stimulating and favorable working environments;
4. The participating institution commits itself to an **Internal Self-Evaluation** after two years;
5. The participating institution commits itself to an **External Review** four years after being awarded the logo.



<sup>3</sup> See <http://ec.europa.eu/euraxess/index.cfm/rights/codeOfConduct>

<sup>4</sup> See <http://ec.europa.eu/euraxess/index.cfm/rights/strategy4Researcher>

Starting from mid- 2015, UNIFI set up an informal working group to ensure the smooth running and follow-up of its HRS4R. Members of the working group were the Vice-Rector for Research, academics and researchers together with administrative staff (Human Resources, Research).

The **Internal Gap Analysis** started end July 2015. It aimed at analyzing the current status of application of the C&C at UNIFI and at identifying strengths, weaknesses and opportunities of improvement. **A summary of the outcomes of the analysis is reported in Section 2.**

Complementing the Internal Gap Analysis, an **Online Survey** amongst all UNIFI researchers was launched to get an insight whether and to what extent the principles contained in the C&C were actually acknowledged by UNIFI's policies and practices. The questionnaire addressed all the "researchers" at UNIFI, where the term "researchers" refers to all persons professionally engaged in R&D at any career stage<sup>5</sup>. The survey was administered entirely online through the system CAWI - Computer Assisted Web Interviewing. The questionnaire was introduced by a series of general questions aimed at identifying the profile of the respondent, while remaining strictly anonymous.

The survey entailed a number of issues grouped under four main headings:

1. Recruitment;
2. Working conditions and social security;
3. Professional recognition, non-discrimination, research environment;
4. Improvement in the training, competence, professional experience of researchers.

For each question, the respondent was asked to give a review score of a minimum equivalent to 1 (strongly disagree) to a maximum of 5 (strongly agree). She/he was also invited to identify the three most important issues within each main heading and to sort them according to their perceived relevance.

The analysis of the survey's results provided important indications regarding the areas of intervention with an high potential impact for researchers. **A summary report with the outcome of the survey can be found in Section 3.**

**Section 4** combines the results of the internal Gap Analyses and the Online Survey. It contains UNIFI's **Action Plan** and the areas of intervention identified. The Action plan is the result of an involving process including the active participation of various representatives from all parts of UNIFI.

Furthermore, before the submission to the European Commission, the action plan prepared has been approved by the University Research Commission in [date] and by the University Senate.

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<sup>5</sup> According to the internationally recognised Frascati definition of research in *Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual*, OECD, 2002.

## 2. Gap Analysis

### Section 1 - Ethical and Professional Aspects

EUROPEAN CHART PRINCIPLE	STATE OF THE ART/ Relevant legislation	Existing Local Institutional rules and/or practices	IDENTIFIED Gaps
<p><b>1. Research freedom</b> Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognized ethical principles and practices. Researchers should, however, recognize the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognized ethical principles and practices, to which researchers have to adhere.</p>	<p>The Research Freedom is one of the most important principles included in the Constitution of the Italian Republic that foresees in Article 33 that <i>"art and science are free, as well as teaching them is free"</i>.</p> <p>National Legislation for Universities and Higher Education and each university, within the Italian system of public higher education institutions, is bound to respect such indications.</p> <p>In particular according to art. 7 of Legislative Decree 165/01 (Consolidated Law on Public Services) public administrations are bound to guarantee freedom of teaching and professional autonomy in teaching and research.</p>	<p>The principle of research freedom stated in the Italian Constitution is restated in the University of Florence Statute and Ethics Code. In particular the Statute art. 2 paragraph 1 states that <i>"the research activities must be performed within the University of Florence respecting research freedom and guaranteeing freedom in the choice of the research topic to be performed and in the research methodology [...]"</i></p>	<p>Though the University fully guarantees research freedom, lack of available funds to support basic and applied research can represent an external constraint in this matter.</p>
<p><b>2. Ethical principles</b> Researchers should adhere to the recognized ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or</p>	<p>According to art. 54 of Leg. Decree 165/01, each public administration has been bound to define a code of conduct for its employees.</p> <p>Such principle has been restated and further detailed in art. 2 of National Law 240/2010, that has asked to all Universities that had not already</p>	<p>The University of Florence is endowed since 2008 with a Code of Ethics, which identifies values and responsibilities for Researchers, students and administrative personnel.</p> <p>In its last reviewed version adopted in 2011 art.6 states that <i>"the members of the University of</i></p>	<p>No gap identified</p>

<p>institutional Codes of Ethics.</p>	<p>done so to adopt an ethic code for their university communities within 6 months from the entry into force of the law.</p> <p>Such Codes are intended to represent a declaration of principles and values shared by researchers, students and administrative personnel and any other personnel active within the university.</p> <p>The code is asked to identify the fundamental values of the university communities, to promote respect of individual rights as well as the acknowledgment of individual duties and responsibilities.</p>	<p><i>Florence are bound to promote freedom in research and teaching, avoiding any behavior that could in any way limit this principle".</i></p> <p>Furthermore the same Code of Ethics binds researchers to make public as far as possible their research keeping into account the principle of intellectual property rights . In the same way the members of the university are asked in art. 5 to avoid any discriminatory attitude and to always keep a behavior respectful of personal dignity.</p> <p>Furthermore a behavior code has been adopted by Italian President of the Republic on 2013 (DPR 62/2013) on good and sound behavior for employees within public administrations. Though such code is referred to a larger category than only researchers, it contains nonetheless useful general principles applicable as well to this category.</p>	
<p><b>3. Professional responsibility</b> Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person</p>	<p>Researchers should develop their research activities in respect of the Strategic Research Plans published periodically by the Italian Ministry for Education, University and Research (MIUR). The aim of these plans is to define, without undermining the principle of freedom in research, the most strategic areas of intervention according to the needs of the society.</p> <p>As per the risk of duplication and plagiarism national legislation provides a framework for preventing these kind of outcomes. In the Civil Code specific rules are in place on Authorship in the Book V , art. 2575 a 2583 and on Joint Ownership in Book III, Title V, artt. from 1100 to 1139</p> <p>Furthermore the legislative decree of 10 February 2005, n.30 contains fundamental rules on patents,</p>	<p>The Statute and Ethics Code of the University of Florence restate the principle of a responsible research and bind all researchers to a respectful behavior towards other researchers and relevant results already developed. Ethics code art. 6 states among other principles that: "<i>researchers should make their research public, always keeping in mind the intellectual property rights and always quoting the results achieved by other researchers</i>".</p> <p>The University Regulation on intellectual property rights protect the rights of the interested researchers and contain specific rules on the conditions for joint ownership. Further indication in this matter are provided under principle 31 on Intellectual Property Rights and Principle 32 on Co-authorship.</p>	<p>No gap identified</p>

<p>to whom it is delegated has the competence to carry it out.</p>	<p>the Royal Decree 21 June 1942, n. 929 on brands and Law 633/1941 on copyrights.</p>		
<p><b>4. Professional attitude</b> Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>	<p>The national Strategic Research Plans, issued by the Italian MIUR mentioned under point 3, identify the strategic goals through a multi-annual plan and the funding opportunities available for researchers at national level.</p> <p>All researchers, independently from their career stage and status, are bound to perform their activities professionally and in a responsible way.</p> <p>They are all due to submit periodic reports about the activities they are carrying out. The timing of these reports varies according to the career stage each researcher belongs to. PhD students submit yearly reports, research fellows reports every six months, teachers and permanent researchers every three years (art.6 point 14 law 240/2010)</p> <p>Besides compulsory reports each researcher always performs his/her tasks in strong connection with his/her superiors and responsible and periodically updates them on their outcomes.</p>	<p>The University of Florence makes all necessary efforts to make all info available on its web site to researchers.</p> <p>Furthermore the University is equipped with administrative permanent staff keeping researchers directly informed with dedicated newsletters on available national, European and International research opportunities.</p> <p>Researchers should always develop their research activities in a responsible way keeping into account the strategic goals fixed at national level and restated by the university Governing Bodies.</p> <p>The University internal regulation restates the obligation for research temporary staff to submit periodic detailed written reports on their research to be evaluated by their scientific supervisor.</p>	<p>No gap identified</p>

<p><b>5. Contractual and legal obligations</b>  Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.</p>	<p>When dealing with contractual and legal obligations it is necessary to make a distinction base on the researcher category considered.</p> <p>Teachers, permanent and temporary researchers are hired on the basis of a dedicated selection procedure, followed by a dedicated appointment decree. Their obligations are detailed in the dedicated national laws approved in this field. (Royal Decree 1592/1933, DPR 3/1957, DPR 382/1980, Law 230/2005, Law 240/2010).</p> <p>Fellow researchers working conditions are detailed in the hiring contract they subscribe upon appointment. General rules can be found in Law 165/01 and in Book V of the Civil Code on work relations.</p> <p>PhD students do not sign any contract considered they belong to the students category.</p>	<p>The University Statute, Regulations and any other rules governing its functioning are made public through the university web site. At the beginning of each fellowship/contract the researcher is made aware of all national and local regulations applying to its role.</p> <p>Such rules are mentioned inside the contract, where available, and appropriate indications are provided by the dedicated administrative staff.</p> <p>Research staff recruited is specifically informed on intellectual property rights and is made aware of the applicable local and national legislation in this matter. Researchers are offered dedicated training courses on authorship and intellectual property rights and can enjoy dedicated assistance by administrative staff to get acquainted with relevant regulations.</p>	<p>No gap identified</p>
<p><b>6. Accountability</b> Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorized audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and</p>	<p>The Accountability within the public administration is a binding principle of the Italian Legislation. The principles of efficiency and transparency are fixed in national legislation, in particular in Legislative Decree 15/2009 and in its most recent update with Legislative Decree 33/2013 stating the obligation for any public administration and employee to always inform its activity to these principles.</p> <p>The Decree of the Italian President of the Republic 62/2013 includes as well relevant rules for all public employees to guarantee their accountability, the prevention of any form of corruption and restates the duties of diligence, loyalty and impartiality.</p>	<p>The University of Florence Regulation on Administration, Finance and Accounting restates the national principle of an efficient and transparent public administration. In addition a dedicated web page keeps all personnel informed and updated on national regulation in this matter. The university offers training courses on accountability and public employment sound behavior that all personnel is due to attend on a periodic and compulsory basis. Moreover the administrative staff of UNIFI supports researchers in managing received research funds transparently and efficiently, according to the applicable national legislation, local regulation and to the rules of the relevant funding scheme.</p>	<p>No gap identified</p>

<p>analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>	<p>Further details are provided under principle 11 on the information and reports each university is due to submit to MIUR to justify how the public funds received have been used.</p>		
<p><b>7. Good practice in research</b>          Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>	<p>In Italy, health and safety at work are regulated by Legislative Decree 81/2008 (known as the Testo Unico Sicurezza Lavoro) recently modified by Legislative Decree 106 of 3 August 2009. This decree, which identifies in detail rights, duties and responsibilities for Researchers and administrative personnel, transposes in Italy the European Directive on the protection of safety and health of workers.</p> <p>Personal data are collected and treated abiding by the Italian Legislative Decree no. 196 of 30 June 2003 (Code of personal data protection) and subsequent amendments and integrations.</p>	<p>National principles on health and safety at work are restated by the University of Florence dedicated Regulation (Regulation on safety and health of workers, Rectoral Decree 307/7-4-2016). According to national and local regulation UNIFI is under an obligation to produce an analysis of all risks arising from any activity performed and to provide employees with all general information on the risks present in the workplace and specific information on the risks associated with performance of the tasks assigned to individuals. A dedicated medical service monitors periodically each employee subject to any specific risk identified (biological, chemical and for computer operators).</p> <p>Every employee receives periodic compulsory training on this matter and can access an e-learning platform (Moodle) including all relevant information and providing certified additional training.</p> <p>National principles on data protection and confidentiality are restated by UNIFI Regulation Code for personal data protection (Rectoral Decree n.1177 2005) and University Regulation for sensible and judicial data (Rectoral Decree n.906 2006). All UNIFI personnel is bound to respect such prescription and is kept updated about them through periodic training courses and the web site. UNIFI administrative staff support as well researchers for specific needs for example by drafting dedicated confidentiality agreements.</p>	<p>No gap identified</p>

		<p>As far as technology disasters are concerned the University of Florence is endowed with an informatics central service (SIAF) in charge of performing all necessary activities to guarantee the smooth running of the university informatics services and prevent technology disasters.</p>	
<p><b>8. Dissemination, exploitation of results</b> All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialized. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	<p>Since 2006 the Conference of Italian Rectors created an “Open Access” group to promote the activism of Italian Universities in this field and the identification of appropriate guidelines in this matter.</p> <p>In recent years, considered the series of initiatives and directives issued by the European Commission to support the dissemination of research results, the MIUR adopted in March 2013 a policy paper entitled “Horizon 2020 Italy” including relevant indications on how to decline Horizon 2020 in the Italian context, including specific indications on dissemination of research results.</p> <p>In this policy paper the MIUR has adopted the same goal identified by the Commission, i.e. making open the access to at least the 60% of the publications realized within research projects based on national public funds.</p> <p>The basic instrument to reach this goal is the portal “Research Italy”, the perfect gateway to combine all local initiatives in this field. The platform will include a national repository service and will as well provide links to the Universities local Repositories.</p>	<p>The University of Florence confirmed its strong support to the open access trend from its very statute, approved on 25th July 11, where in art.8 it is stated that:</p> <p><i>“the University of Florence promotes the principle of open access to scientific literature and the free dissemination of the university research results online and within the International research community”</i></p> <p>To attain this ambitious goal the University has adopted a dedicated policy on open access. Among the instruments created it is important to recall the Florence University Press and FLORE its institutional online repository to allow researchers to publish their research results in open access. Furthermore the University constantly promotes any other strategy or action that may be necessary to guarantee open access publication of research results (for further info please see as well: <a href="http://www.sba.unifi.it/upload/policy-oa-unifi.pdf">http://www.sba.unifi.it/upload/policy-oa-unifi.pdf</a>).</p>	<p>No gap identified</p>

<p><b>9. Public engagement</b> Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>	<p>It's a general and binding principle of the Italian legislation that any public administration has the duty of performing its tasks abiding by the principles of openness, impartiality and efficiency.</p> <p>These principles request public administration making known to the public with all possible means their activities and to promote adequate communication measures.</p> <p>The specific instruments that can be adopted are decided at local level, according to the specific needs of the administration or organization considered.</p>	<p>Research activities carried out within the University of Florence are made known to society through many different instruments. The University is endowed with a communication area whose aim is to disseminate all relevant information about the university to all interested parties. The dissemination is performed through for example the following instruments:</p> <ol style="list-style-type: none"> <li>1. Website dedicated section</li> <li>2. Periodic electronic newsletter</li> <li>3. Periodic seminars, workshops and events on research topic to be shared with citizens and non specialized public;</li> <li>4. Periodic open days aimed at promoting the interest of high school students in developing their careers in research;</li> <li>5. Participation in dissemination events such as the so called Researchers' night (funded by the European Commission)</li> <li>6. A dedicated laboratory, so called Open Lab, whose aim is to organize training and orientation events for students of any age and dissemination events to make the public in general aware of the ongoing research activities</li> </ol> <p><a href="http://www.openlab.unifi.it/mdswitch.html">http://www.openlab.unifi.it/mdswitch.html</a></p>	<p>No gap identified</p>
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<p><b>10. Non discrimination</b> Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p>The non discrimination principle is one of the most important principles included in the Constitution of the Italian Republic that foresees under art. 3 that "<i>all citizens have equal social dignity and are equal before the law, without distinction of sex, race, language, religion, political opinion, personal and social conditions</i>".</p> <p>As far as recruitment within public administration is concerned, according to art. 35 of legislative Decree 165/01 recruitment procedures in public administrations must comply with the principle of equal opportunity between workers.</p> <p>According to Law 165/01, art.57 on "equal opportunities" public administrations take any necessary measure to put into effect European Directives on equal opportunities.</p>	<p>The principle of non discrimination is restated within UNIFI Statute, art. 3 foresees that "<i>the university activities are independent from any religious, ideological, politic or economic constraint</i>". Furthermore the University ethics code art. 1 and 5 bind all personnel to adopt a behavior based on solidarity and abiding by the principle of non discrimination.</p> <p>As foreseen in Law 183/2010 art.21, the Statute art. 22 establishes a <i>Central Committee for Guaranteeing and promoting equal opportunities, workers' welfare and non-discrimination</i> (CUG), one of whose main goals is the fight against any kind of discrimination.</p> <p>The Committee functioning is aimed at the guarantee of the welfare and equal opportunities of workers, removing any possible direct or indirect discrimination based on gender, age, disability, religion, race, sexual orientation or gender identity.</p> <p>According to the University General Regulation art. 53 (Rector Decree 819/13) the Committee prepares every year by March 30th a detailed report on the status of implementation of the principal of parity, equal opportunities, workers welfare and fight against any form of discrimination, moral or psychological violence or mobbing on the workplace. The Report is addressed to the Rector and to the Governing Bodies of the University and published on the web site.</p>	<p>No gap identified</p>
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### 11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Since 2006 a dedicated National Agency has been created in this field: ANVUR, National Agency for the Evaluation of the Academic System and Research.

This Agency has been created according to Law 286/2006, art.2 with the following functions:

- to provide a continuous external evaluation of the research activities carried out by universities and by any other research center receiving public funding;
- to support, coordinate and constantly verify the functioning of the evaluation committees created within universities
- to evaluate the efficiency and efficacy of the public funding and supporting initiatives for research activities.

The Agency functioning is based on the principles of independence, impartiality, professional responsibility and openness.

On a periodic basis (usually every three years) the ANVUR, following the guidelines provided by MIUR, requests to all universities to provide relevant data to evaluate their research performance and products (VQR – Evaluation of Quality of Research). The data provided by universities are taken into account by MIUR when deciding about the distribution among universities of available funds. In fact the FFO (fund of ordinary funding) is divided into two parts: a fixed quota attributed to each university according to its dimension and needs and a variable quota (“*quota premiale*”) attributed among others, for the results

According to the University Statute, art.7, the University puts in place adequate measures to self evaluate its research activities and perform additional evaluation through its “Evaluation Board”.

The creation of this board is foreseen in the Statute art.7 that includes among its duties: the constant evaluation of research activities and of the correct and efficient use of available resources.

The Board includes: one professional expert in the field of evaluation nominated by the University Senate and By the Administration Council in the role of coordinator; three teachers (two of which not belonging to UNIFI) designed by the University Senate among experts in the evaluation of teaching, research activities and of universities public policies; three members (two of which not belonging to UNIFI) designed by the University Administration Council among experts in the evaluation of the quality of public administration, public services, public accounting and human resources management; two students.

It operates in line with the evaluation principles defined at National level.

Besides general evaluation of the University results mechanisms are as well in place for the evaluation of research activities carried out by individual researchers. As anticipated in previous principles young researchers (PhD students and fellow researchers) are committed to produce periodic reports to be evaluated by their supervisors.

No gap identified

achieved in research related activities.

Furthermore on an annual basis universities are requested to provide detailed data on research related results achieved by their departments/areas that will be later on as well included in the VQR.

It is as well to be noted that Law 240/2010 assigns as well to a dedicated "Evaluation Unit" the function of verifying, among others, the research activities carried out within Universities.

Temporary researchers are committed to produce not only periodic reports but to detail as well the activities performed in a dedicated register available within their Department for any need or any possible check by the Department Director. At the end of each year they need to produce a detailed report on research and didactic duties performed.

As per teachers, according to DPR 382/1980 art. 18 and Law 240/2010, they are asked to produce reports on the activities carried out every three years. Such Reports are to be addressed to the Department each teacher belongs to and they are to be made public. The University Senate will be able to take into account such reports when deciding which share of the available funds to attribute to each Department.

## Section 2 - Recruitment

EUROPEAN CHART PRINCIPLE	STATE OF THE ART/ Relevant legislation	Existing Institutional rules and/or practices	IDENTIFIED Gaps
<p><b>12. Recruitment</b> 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.</p>	<p>National Law 165/2001 details the general principles applicable to the recruitment of personnel within public administrations. In particular according to art. 35 recruitment within public administration is subject to dedicated open selection procedures, abiding by the principles of impartiality, openness and equal opportunities.</p> <p>Law 240/2010 details for each researcher type (PhD, fellow researcher, temporary researcher and teachers) the specific entry and admission standards, i.e. the typical duration and features of these appointments, the foreseen entry requirements, the standard remuneration, ecc.</p> <p>It is to be noted that national legislation is very attentive in guaranteeing equal opportunities within selection procedures avoiding any kind of discrimination (art. 57, Law 165/2001), though not specifically referring to disadvantaged groups.</p> <p>According to Min. Decree 963/2015, Universities are allowed as well to propose researchers to be directly appointed in a permanent position if they have already been selected within national, European or International reputable funding programs and have been recognized as outstanding and excellent researchers (such as the winners of ERC Grants). In any case it is</p>	<p>For the implementation of national Law 240/2010 and its provisions for researchers, the existing internal decrees have been updated for each researcher category:</p> <p><b>PhD Students:</b> Rectoral Decree 670/2013  <a href="http://www.unifi.it/vp-9611-d-r-670-2013-prot-n-47910-regolamento-dottorato.html">http://www.unifi.it/vp-9611-d-r-670-2013-prot-n-47910-regolamento-dottorato.html</a></p> <p><b>Research fellows:</b> Rectoral Decree 654/2015  <a href="http://www.unifi.it/upload/sub/assegn/dr_654_regolamento_2015.pdf">http://www.unifi.it/upload/sub/assegn/dr_654_regolamento_2015.pdf</a></p> <p><b>Temporary Researchers:</b> Rectoral Decree 1111/2014  <a href="http://www.unifi.it/upload/sub/normativa/dr1111_14_reg_ricercatori_l_240_2010.pdf">http://www.unifi.it/upload/sub/normativa/dr1111_14_reg_ricercatori_l_240_2010.pdf</a></p> <p><b>Ordinary and Associate Teachers:</b> Rectoral Decree 1320/2014  <a href="http://www.unifi.it/upload/sub/normativa/dr_1320_201214.pdf">http://www.unifi.it/upload/sub/normativa/dr_1320_201214.pdf</a></p> <p>Such decrees include all relevant specific indications on the hiring, functioning and applicable rules to each researcher type and are made public through the university web site.</p> <p>All advertisements of available positions are made public through all official</p>	<p>No gap identified</p>

	<p>always necessary for the researcher to have the necessary qualifications to access to the category proposed. It is the Education Minister himself who evaluates the acceptability of the university proposals.</p>	<p>channels (gazzetta ufficiale nazionale, Albo Ufficiale e sito di Ateneo, sito del Ministero dell'Istruzione, dell'Università e della Ricerca e Euraxess), they remain open for a reasonable period of time, usually 30 days and respect national prescriptions in terms of open, transparent and impartial selection procedures.</p>	
<p><b>13. Recruitment (Code)</b> Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialized as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</p>	<p>For general principles applicable to recruitment procedures please see the information included under point 12, in particular the criteria public selection procedures must respect according to National Law 165/2001.</p> <p>It is to be noted as well that Law 240/2010 details further requirements for selection procedures to guarantee their openness and impartiality:</p> <ol style="list-style-type: none"> <li>1. art. 18 , paragraph 1 states that candidates with family relations till the fourth degree with the Rector, General Director or with any member of the governing bodies or teacher of a university cannot be selected within that organization;</li> <li>2. art. 18 paragraph 4 states that at least 20% of the available resources included in the multiannual plan for human resources management are to employed for researchers external to the university performing the selection;</li> <li>3. Art. 5 paragraph 5 includes among the</li> </ol>	<p>Notice for admission at various levels of academic staff must comply with National laws in this field.</p> <p>Selection procedures always include a clear explanation of the entry requirements, procedures for participation, they remain open for a reasonable period of time and dedicated administrative staff is available to provide further support (each selection procedure has always one unit of personnel as main contact point for interested candidates).</p> <p>All selections are advertised on the university web site and on all other official channels (as indicated under point 12) to guarantee transparency of the selection and to facilitate access to the procedures of as many candidates as possible, also from foreign countries.</p> <p>All announcements always indicate the type of contract offered, the applicable legal, economic and social security provisions and, where applicable, the status of part-time or full time and the</p>	<p>It is to be noted that some advertisements are still available only in Italian and that the university web site is only partially available in English.</p>

	<p>criteria for the distribution of FFO (Fund of ordinary funding for public universities) the percentage of temporary researchers hired who have not performed their PhD or Post Doc in the same university.</p>	<p>research project or program linked to the position offered.</p>	
<p><b>14. Selection (Code)</b> Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.</p>	<p>As explained under principle 12 and 13 national Law contains general principles on the criteria to be observed when selecting new personnel within public administrations. As far as Selection committees are concerned, according to National Law 165/2001, 240/2010 and the following regulations implementing them, they should always include personnel with adequate competences to perform the requested evaluations, be gender balanced and perform their tasks impartially and in an open manner.</p> <p>Specific rules are in place for the criteria followed by the MIUR within the procedure for granting to interested candidates the national scientific qualification as associate or full professor in Italian Universities. (Such qualification is a necessary precondition to participate in any open selection to become teacher in Italy). Within this procedure a unique selection committee is created at national level for each scientific field with a 2 years validity, including 5 members appointed for the drawing among the interested teachers, one of which should belong to an organization from an OCSE country.</p>	<p>For each researcher category, the dedicated internal decree (quoted under point 12) specifies in detail, among others, the selection procedure to be observed.</p> <p>Selection committees always include at least three members having adequate competencies for the ongoing selection. In each decree a dedicated article explain in detail the composition of each selection Committee, for example for fellow researchers art. 8 of Rectoral Decree 654/2015 specifies that selection committees are nominated by the rector every two years, they include one representative of each scientific field and may include up to two representatives of external organizations.</p> <p>For permanent researchers according to art.9 of Rectoral Decree 1111/2014 Selection Committees are nominated by the Rector among teachers with adequate curricula. For each selection procedure the Committee includes at least three members, chosen among teachers and permanent researchers, including as well external members in variable number according to the selection performed. The</p>	<p>No gap identified</p>

		<p>selection Committees should always be gender balanced.</p> <p>The Selection process may vary according to the position offered, for example the selection of PhD students may foresee the evaluation of the candidate's qualifications, a written and an oral proof. Usually the selection of fellow researchers is performed on the basis of qualifications, publications and, whenever requested, on a project prepared by candidates.</p>	
<p><b>15. Transparency (Code)</b> Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</p>	<p>As anticipated in previous principles, according to National law, selection procedures are always open and transparent, in the announcements clear indications are always provided on the number of available positions, on the selection procedure and criteria.</p> <p>National legislation doesn't allow to develop career strategies for individual researchers given the binding principle of access to public workplaces, such as within public universities, only by open and competitive selection procedures. Therefore it's not possible to give indications in announcements on possible career developments.</p> <p>Nonetheless on the relevant web sites (MIUR, individual universities, ecc.) all necessary information is available to allow researchers to get acquainted on the type of contracts possible within public universities and their connection. This way they may be immediately aware of</p>	<p>As previously anticipated for each researcher category a dedicated internal decree includes all relevant rules and information on entry requirements, selection procedures and their functioning.</p> <p>Selection procedures are always open and transparent, the announcements remain available for a satisfactory period of time (usually 30 days) and are made public through all available channels.</p> <p>For each selection procedure there is always clear indication on the announcement of the administrative officer that is responsible for the procedure and for providing any necessary information or assistance.</p> <p>The outcomes of each selection are always made public on official websites. For</p>	<p>No gap identified</p>

	<p>what kind of career prospects may lead each position covered. For example temporary researchers of type B (those that in the last year of their contract have the possibility to progress to a associate teacher position if they have adequate curricula) are requested to have already covered a position of temporary researcher of type A or to have been fellow researchers for at least three years.</p>	<p>example for teachers and temporary researchers on the web site the evaluation of each candidate is made public.</p> <p>In any case , according to Law 241/90 and to the Regulation 781/02 implementing the above mentioned law, any candidate who wish further information on the evaluation received by himself or by other candidates may ask formal access to data through a specific procedure.</p>	
<p><b>16. Judging merit (Code)</b> The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</p>	<p>According to National Law 240/2010 and to Leg. Decree 165/2001, candidates are selected through an open and competitive selection procedure taking into account all relevant elements. In fact it's a usual practice to evaluate candidate's curricula and all other relevant elements on the experience acquired by candidates, also in terms of the creativity and spirit of initiative already shown by them in possible other contexts.</p> <p>Specific provisions are in place for granting the national scientific qualification, according to Min. Decree 76/2012. In this case as well selection committees take into account all skills and experiences acquired by candidates formally and informally.</p>	<p>According to UNIFI internal regulation, when performing selection procedures for teachers, it's necessary for selection committees to take into account the candidates' publications, research results, teaching and other relevant activities previously performed.</p> <p>For temporary researchers the internal decree acknowledges what has been established in Min. Decree 242 and 243/2011, foreseeing the evaluation of all relevant experiences performed by candidates.</p> <p>For fellow researchers and PhD students it's as well common practice to take into account the global profile of the candidates.</p>	<p>No gap identified</p>

<p><b>17. Variations in the chronological order of CVs (Code)</b> Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>	<p>For general principles regarding selection procedure please check what has been included under principles 12 and 13. As anticipated national law includes general prescriptions to guarantee that selection procedures are open, transparent and equitable. Furthermore it requests for candidates to be judged fairly on the basis of the overall series of their experiences and qualifications.</p>	<p>Local regulation restates national principles and guarantees a fair evaluation of candidates though there are no specific indications requesting not to judge unfairly candidates with unusual CVs or having experienced career interruptions.</p>	<p>Existing regulation doesn't include specific prescriptions on the evaluation of candidates having experienced career breaks or with unusual career paths. Nonetheless the principles included in national law requesting a fair, open and impartial selection protects such candidates from any prejudice that could arise from such circumstances. No gap has therefore been identified.</p>
<p><b>18. Recognition of mobility experience (Code)</b> Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</p>	<p>The internationalization principle is one of the main interests that has been arising within the Italian education system in the last decades. In selection procedures it has as well acquired growing importance if candidates have previously performed mobility periods, considered as an added value to their global profile of mature researchers.</p> <p>In particular for fellow researchers of type A (those recruited based on the funds provided by MIUR) one of the preconditions to allow participation in recent selection procedures has been represented by mobility, i.e. having performed at least 15 days of research abroad during their career.</p> <p>For temporary researchers National Law (Ministerial Decree 243 of 2012) foresees the</p>	<p>The University Internal Regulation reflects the National prescriptions. The University of Florence has made the internationalization as one of its main strategic axes of intervention since several years.</p> <p>Selection procedures duly take into account the added value of mobility performed abroad and the fruitful cooperation developed or to be developed with foreign entities and research centers.</p>	<p>No gap identified</p>

	<p>necessity for selection Committees to duly take into account the activities performed by the candidates both in Italy and abroad.</p> <p>As per permanent staff national scientific qualification requires appropriate experiences performed both in Italy and abroad and the cooperation with foreign and international organizations and research centers as a fundamental element in candidates curricula.</p>		
<p><b>19. Recognition of qualifications (Code)</b> Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</p>	<p>For a throughout description of National legislation applicable in this field please check the descriptions included in the previous principles, in particular from 13 to 17.</p>	<p>At local level national and international regulations and standards are fully implemented and all selection committees members have the duty to know them and implement them when performing their evaluation.</p> <p>Dedicated administrative staff is devoted to the support of these selection procedures. It is their duty to provide selection committees with all relevant information on existing legislation and to update them on any new regulation adopted.</p>	<p>No gap identified</p>

<p><b>20. Seniority (Code)</b> The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognized.</p>	<p>As explained in the previous principles, according to National legislation all announcements of available positions must contain a clear indication of the entry requirements, i.e. of the qualifications requested from candidates.</p> <p>Such qualifications are always to be defined according to the position offered needs, both in terms of formal qualification (the request for candidates to hold a degree or a Phd, ecc) and informal qualifications (having acquired experience in a certain field, having performed mobility periods, ecc).</p>	<p>At local level it's common practice for selection committees to assess candidates impartially for the whole range of knowledge acquired and experiences performed independently from the candidates circumstances.</p> <p>Furthermore, according to national prescriptions, it is forbidden to be influenced by the institution where a qualification may have been obtained, the same type of qualification has always to be attributed the same level of evaluation.</p>	<p>No gap identified</p>
<p><b>21. Postdoctoral appointments (Code)</b> Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>	<p>According to National Law 240/2010 post-doc appointments correspond in Italy to the research fellow position. Access to this position is regulated by art. 22 of the above mentioned law and further detailed in the dedicated regulation each University adopts in this matter.</p> <p>The whole duration of the grants allocated to the same person, taking into account all positions covered in whatever organization, was initially limited by the national law to 4 years and has been recently extended to 6 years. This limitation is indeed intended to underline that these kind of positions should be intended only as a transition status preparing the researcher to acquire the necessary professional skills to become mature and independent researchers.</p> <p>Furthermore the national law expressly foresees the possibility to reserve part of these positions to candidates holding a PhD.</p>	<p>As foreseen in the national law the University of Florence has adopted a dedicated internal regulation on Research fellows: Rectoral Decree 654/2015 <a href="http://www.unifi.it/upload/sub/assegni/dr_654_regolamento_2015.pdf">http://www.unifi.it/upload/sub/assegni/dr_654_regolamento_2015.pdf</a>.</p> <p>This regulation contains all relevant guidelines on post doc positions. In reference to the selection process the local regulation establishes that each selection advertisement should clearly describe the titles each candidate should hold, titles corresponding at least to a master university degree or a PhD according to the kind of position offered.</p>	<p>No gap identified</p>

### Section 3 - Working conditions and social security

EUROPEAN CHART PRINCIPLE	STATE OF THE ART/ Relevant legislation	Existing Institutional rules and/or practices	IDENTIFIED Gaps
<p><b>22. Recognition of the profession</b> All researchers engaged in a research career should be recognized 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).</p>	<p>National Law 240/2010 draws the general context for the regulation of the researchers positions at whatever level of the career.</p>	<p>As anticipated under principle 2 on ethics, according to National Law 240/2010 each university is bound to adopt a code of ethics. According to UNIFI's code, it's expected from each university member to perform his/her tasks professionally.</p> <p>Each member of the university is therefore expected to recognize all colleagues at whatever career level as professionals and to treat them accordingly.</p>	<p>No gap identified</p>
<p><b>23. Research environment</b> Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.</p>	<p>National Law guaranteeing Research Freedom to Researchers has as well among its fundamental goals to offer researchers adequate working conditions. The MIUR every year distributes funds to each University (FFO – fund for the ordinary funding) to provide each establishment with basic resources to face as well these needs.</p> <p>For detailed information on health and safety issues please check the description included under principle 7.</p>	<p>According to the funds available the University of Florence does its very best to guarantee to each researcher the appropriate equipment and facilities to perform their research.</p> <p>This goal is strongly linked to the research freedom stated at national level and within the University Statute as explained under principle 1.</p> <p>The University Central Offices and each Department plan periodically the use of their resources taking into account all relevant needs.</p> <p>For health and safety issues, whenever any research implies any sort of risk (biological, chemical, for computer operators, etc.) a dedicated risk assessment is elaborated (Documento Valutazione Rischi – DVR) to identify</p>	<p>Despite all University efforts it is to be noted that the lack of available funds strongly limits the University intervention possibilities.</p>

		<p>appropriate and necessary measures to guarantee all personnel safety. According to national rules in this matter the concerned laboratory is bound to provide its personnel with all necessary protective equipment and to take all measures identified in the DVR.</p>	
<p><b>24. Working conditions</b> Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, <i>inter alia</i>, 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>National legislation in Italy pays peculiar attention to promote adequate working conditions and, in so doing, guarantee reasonable compromises with family needs. Existing laws take into account many different possible situations.</p> <p>To start with national Law 240/2010 in art.7 provides numerous possibilities for leave for study and scientific research both nationally and internationally.</p> <p>Furthermore all researchers can profit of existing regulation on maternity (Law 151/2001), parental leaves (Law 151/2001), sickness and any serious circumstance that may make necessary any interruption of the work activity.</p>	<p>In accordance with current legislation, the University has promoted the implementation of a series of initiatives aimed at improving the quality of life of its researchers, with particular reference to gender issues and for supporting staff, whenever necessary, in balancing family and work time, including flexible work schemes (diversified and flexible hours), economic support for families, etc.</p> <p>All researchers, including the young ones in the early stages of their career, may profit of the existing national prescriptions without any prejudice to their career prospects. For example female fellow researchers, in case of pregnancy have the right to a 5 months maternity leave with full salary.</p> <p>In order to verify the satisfaction of all university personnel in combining family and work, the University of Florence has recently decided to start launching periodic dedicated online surveys. According to the surveys outcomes it will be possible to implement any necessary corrective measure.</p>	<p>No gap identified</p>

<p><b>25. Stability and permanence of employment</b> 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 and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i>.</p>	<p>National Law 240/2010 sets out the rules concerning the duration of University staff contracts for conducting research. The law provides for all temporary positions (PhD, fellow researchers and temporary researchers) the minimum and maximum possible duration.</p> <p>Given the binding principle of access to public workplaces, such as within public universities, only by open and competitive selection procedures, universities are not allowed to guarantee stability of employment.</p>	<p>For temporary positions the university applies the duration limits established at national level. Each contract always specifies its duration and in so doing guarantees to the researcher a period of stability to complete the foreseen research program.</p>	<p>National prescriptions and available funds strongly limit the number of permanent positions that may be offered.</p>
<p><b>26. Funding and salaries</b> 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.</p>	<p>Salaries and social security provisions are regulated in Italy at national level.</p> <p>For each researcher category the national law establishes the applicable salary levels. In particular for teachers and permanent researchers, the salaries are established by categories, according to the level of career attained and updated, whenever necessary.</p> <p>For fellow researchers, following the indications provided by National Law 240/10 art. 22, each year a dedicated Min. Decree establishes the minimum and maximum level of remuneration.</p> <p>For PhD students, a periodic Min. Decree establishes the applicable level of remuneration.</p> <p>As far as social security is concerned teachers and permanent researchers enjoy, according to national legislation, full social security</p>	<p>The University of Florence implements the National legislation guaranteeing to all its researchers wages and salaries in line with existing rules.</p> <p>For example for maternity leaves all researchers have the right to enjoy the national prescription of five months suspension of their working activities upon delivery. During this period of time researchers receive full salary paid partly by INPS and partly by the University.</p> <p>The University internal regulation allows as well to its researchers to interrupt their working activities, while keeping their workplace, for a period of time up to five years for documented serious circumstances (such as serious illnesses, family problems, ecc.).</p>	<p>It is without saying that the wages of researchers in Italy are still significantly lower than in most European countries. Nonetheless the University of Florence is not in a position to modify such situation.</p>

	<p>assistance (including sickness, unemployment, maternity, parental leaves, retirement and so on).</p> <p>Young researchers, namely fellow researchers and PhD students, can profit of “Gestione Separata INPS”, a form of social security coverage intended for temporary workers or workers in peculiar situations guaranteeing nonetheless the basic social security coverage, including sickness and maternity benefits.</p>		
<p><b>27. Gender balance</b> 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.</p>	<p>Non discrimination is one of the most important principles included in the Constitution of the Italian Republic that foresees in Article 3 that "<i>All citizens have equal social dignity and are equal before the law, without distinction of sex, race, language, religion, political opinion, personal and social conditions.[...]</i>"</p> <p>According to art 7 of Leg. Decree 165/01 men and women in public administration are always to be offered equal opportunities at the stage of recruitment (on this issue to be seen as well art. 35) and throughout the entire work relationship lifetime.</p> <p>According to art. 57 of Leg. Decree 165/01, as modified by Law 183/2010 art. 21, public administrations have to create internal Committees for the promotion of equal opportunities, of workers welfare and of non-discrimination. These committees should be constituted on the basis of an adequate</p>	<p>According to the University of Florence Statute art. 3 on fundamental rights, the University must perform its activities always promoting equal opportunities for men and women and fighting against any possible kind of discrimination.</p> <p>As foreseen in Law 183/2010 art.21, the Statute art. 22 establishes a <i>Central Committee for Guaranteeing and promoting equal opportunities, workers' welfare and non-discrimination (CUG)</i>.</p> <p>The Committee functioning is aimed at the guarantee of the welfare and equal opportunities of workers, removing any possible direct or indirect discrimination based on gender, age, disability, religion, race, sexual orientation or gender identity.</p> <p>According to the University General Regulation art. 53 (Rector Decree 819/13) the Committee prepares every year by March 30th a detailed report on the status of implementation of the</p>	<p>No gap identified</p>

	gender balance with propositional, consultative and monitoring tasks.	principal of parity, equal opportunities, workers welfare and fight against any form of discrimination, moral or psychological violence or mobbing on the workplace. The Report is addressed to the Rector and to the Governing Bodies of the University and published on the web site.	
<b>28. Career development</b> 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>National legislation doesn't allow to develop career strategies for individual researchers given the binding principle of access to public workplaces, such as within public universities, only by open and competitive selection procedures.</p> <p>According to art. 1 of Law 43/2005 Universities are requested to provide each year a multiyear program detailing their needs of permanent or temporary staff, including the use of staff mobility. In so doing they make public their recruitment strategy and allow researchers to get familiar with the positions that are going to be made available.</p>	<p>As anticipated, each year the University adopts a multiyear personnel recruitment plan, including the strategy of recruitment for temporary and permanent staff.</p> <p>It's expected that supervisors help young researchers to get acquainted with the possible available positions and guide them in sorting out the most suitable selections to take part into.</p> <p>Furthermore the Job Placement Office plays a fundamental role in connecting PhD students and any other interested student with the labor market. Further info in this matter is given under principle 30.</p>	No gap identified
<b>29. Value of mobility</b> Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also	<p>The value of mobility is widely recognized within the Italian public education system. Among other modifications the University reform introduced by Law 240/2010 has as well supported this dimension through different measures. Here below a few examples.</p> <p>At national level, the MIUR has introduced the possibility of mobility of permanent researchers and teachers among different Italian institutions. These exchanges should allow, without undermining the correct</p>	<p>It is one of the main strategic goals of each university to develop its own strategy to promote the value of mobility.</p> <p>One of the main instruments to attain this goal is the mobility of the staff. According to the category each Researcher belongs to, specific instruments are put in place to promote their mobility. The Erasmus program cover almost all categories allowing both teachers and PhD students to perform periods of study and research abroad in reputable European partners.</p>	No gap identified

<p>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>	<p>functioning of the interested institutions, researchers to better profit of the added value of mobility.</p> <p>The internationalization principle, as anticipated under point 18, has been one of the main interests within the Italian education system in the last decades. The Italian Agency for the Evaluation of the Quality of Research (ANVUR) uses to measure, among other indicators, the mobility of permanent staff of universities. In particular in the evaluation Process of the Quality of Research (VQR) the outgoing mobility of teachers and researchers who performed research abroad continuously for more than 3 months in the previous seven years is considered as a fundamental indicator of internationalization.</p> <p>Furthermore the level of internationalization of each university (measured for example on the basis of the mobility performed by their staff or by the number of collaborations promoted with foreign entities) is one of the criteria for the distribution by MIUR of the FFO, the fund for the ordinary funding .</p>	<p>Many possibilities are offered as well thanks to the funding provided by other European programs such the Marie Curie Actions that offer many kind of mobility opportunities for researchers at all stages of career.</p> <p>In general PhD students is the category that is probably offered the most opportunities in this field. It's in fact widely recognized that performing mobility is a key element in the training of early stage researchers, as underlined as well in the recent reorganization of PhD courses introduced by National Law 240/2010 and by the Min. Decree 45/2013 implementing the law 240. These laws have strongly promoted the creation of international PhD courses, i.e. courses based on the cooperation of different entities throughout the world, and on the exchange of PhD students among these organizations.</p> <p>In the spirit of internationalization the University of Florence has been recently promoting the development of a Multilanguage website.</p> <p>The University of Florence on an annual basis adopts an internationalization plan and support with its own funds the mobility of incoming and outgoing personnel.</p>	
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<p><b>30. Access to career advice</b> 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>	<p>Access to advice for future career choices is regulated at local level within the limits provided by the National Legislation.</p>	<p>Within the University of Florence it has been created since several years a centre called CSAVRI, whose main activity field is the technology transfer and innovation promotion and the support to the valorization of research.</p> <p>This centre is particularly specialized in promoting the relationship between the university of Florence and the region in which it is established, i.e. promoting constant relationships with society, local administrations and local enterprises to maximize the impact and the usefulness of the training and research activities performed within the University.</p> <p>In this context the centre offers as well a service of career advising, career counseling organizing career days and labs involving post graduate students and young researchers to make them aware about the opportunities and career prospects available, guiding as well them in the choice of further qualifications they may acquire within the University.</p> <p>The University offers as well a Job placement support intended to give to interested parties (usually post graduate students and young researchers) appropriate support for their career choices. The service includes:</p> <ul style="list-style-type: none"> <li>- Counseling</li> <li>- Job training</li> <li>- Relationship with the labor market</li> <li>- Development of personal enterprise and entrepreneurship</li> </ul>	<p>No gap identified</p>
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<p><b>31. Intellectual Property Rights</b> Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&amp;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.</p>	<p>In addition to what has already been described for principle 3 on “Professional Responsibility” Italian national legislation provides a framework for intellectual property rights.</p> <p>In the Civil Code specific rules are in place on Authorship in the Book V.</p> <p>Furthermore the legislative decree of 10 February 2005, n.30 contains fundamental rules on patents, the Royal Decree 21 June 1941, n. 929 on brands and Law 633/1941 on copyrights.</p> <p>On 15th December 2015 the European Parliament has as well adopted a new Regulation on the Community Trade Mark that will come to belong to national legislation to be respected in this field</p>	<p>The protection of research results foreseen by national legislation, is restated by UNIFI Regulation on outcomes of research (Rectoral Decree 595 2013).</p> <p>Each researcher by contractual obligation is bound to perform his/her research activity respecting the principles of intellectual property rights and copyright.</p> <p>Rectoral Decree 605 of 5 giugno 2013 on research and teaching activities commissioned by third parties in art. 6 deals with the Ownership of research results also in this situation of joint research.</p> <p>UNIFI is endowed with an office on intellectual property rights that was recently implemented. Actually the office is endowed with four units of personnel and besides intellectual property issues deals as well with joint labs and commercial research activities performed on behalf of a third party.</p> <p>The University of Florence organizes as well periodic training sessions for young researchers on these issues (<a href="http://www.unifi.it/vp-5971-brevettare-a-unifi.html#eventi">http://www.unifi.it/vp-5971-brevettare-a-unifi.html#eventi</a>) .</p> <p>It is to be noted that at national level there is a lack of legislation regarding the protection of unpublished works. UNIFI, in order to solve this issue, has promoted a dedicated internal repository IRIS that, among others, requests to all Phd students publication of their PhD thesis in</p>	<p>No gap identified</p>
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		<p>order to guarantee and protect their copyrights and the recognition of authorship.</p> <p>UNIFI has as well an internal editor service named FUP to allow researchers for the easy publication of their works. The FUP functioning is in line with the DOI system, thus enhancing the protection of digital works.</p>	
<p><b>32. Co-authorship</b> 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 recognized 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)</p>	<p>In addition to what has already been described for principle 3 on “Professional Responsibility” and for principle 31 on “Intellectual Property Rights” Italian national legislation provides a framework as well for Joint Ownership.</p> <p>In the Civil Code specific rules are in place on Joint Ownership in Book III, Title V, artt. from 1100 to 1139.</p>	<p>For internal regulation rules on these issues please check what has been included under principle 31. In fact UNIFI internal regulation in this domain include both rules on intellectual property rights and on co-authorship.</p> <p>In particular Rectoral Decree 593 2013 in article 7 includes specific provisions on co-authorship according to which, in case of joint inventions, both inventors rights are to be protected and respected.</p>	<p>No gap identified</p>

<p><b>33. Teaching</b> 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.</p>	<p>According to National Law 240/2010, article 6, ordinary and associate teachers and permanent researchers are bound to devote part of their working time to teaching, mentoring and giving support to students and young researchers for at least 350 hours per year (for part time teachers at least 200 hours).</p> <p>According to national law 210/1998 doctoral candidates may be involved in limited and integrative teaching activities, in order not to affect their research activities.</p> <p>No such principle applies to fellow researchers who should devote themselves entirely to their research duties.</p>	<p>The University didactic regulation include all relevant and operative rules on the organization of teaching, of degree courses, their running and the tasks to be performed.</p> <p>As per the effort researchers should devote to teaching duties, national law art.6 provisions are reflected in the local regulation.</p> <p>Rectoral Decree 1111/2014 restates the national principle for temporary researchers to perform each year at least 350 hours of mentoring, tutoring and teaching activities (at least 200 hours for part-time researchers).</p> <p>According to Rectoral Decree 670/2013, art. 17 point 4, PhD Students are allowed to perform limited teaching activities, as part of their research project. However, in order not to represent a prejudice to the smooth running of their research activities, a maximum limit of 40 hours per year of teaching activities has been established.</p>	<p>A gap has been identified in the limited training received by young researchers on how to perform teaching activities.</p>
<p><b>34. Complains/ appeals</b> 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-</p>	<p>National Law 240/2010 provides for the establishment of a University Disciplinary Committee, in accordance with the principle of peer review and debate.</p>	<p>Art. 20 of the Statute of the University of Florence establishes the creation of a Disciplinary Committee nominated by the University Senate.</p> <p>This Disciplinary Committee is in charge of the investigation stage of the University administration disciplinary procedures and it delivers binding opinions on the validity of the</p>	<p>No gap identified</p>

<p>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>disciplinary action and eventually on the penalty to be issued.</p> <p>Furthermore the University Statute establishes as well a so called “Garante dei Diritti” a citizen reputed for his/her impartiality and independence of judgment. Every member of the University may address his/her complaints to this figure. The Garante, after having verified the situation with all involved parties, provides his/her advice on the matter and suggests, whenever necessary, the activation of an official disciplinary procedure.</p>	
<p><b>35. Participation in decision-making bodies</b> Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>	<p>National law leaves to the autonomy of each University internal regulation the definition of the terms of participation of its researchers in the foreseen decision-making bodies, within the limits fixed by National Law 240/2010.</p>	<p>In accordance to national law the Statute and the General University Regulation establish the governance structure of the University and the Composition of its governing bodies.</p> <p>The structure of the University of Florence is based upon departments. It’s within such structures that researchers perform their activities.</p> <p>The Departments are ruled by a Director and by a Board including all teachers and permanent researchers of the department concerned, along with representatives of fellow researchers, PhD students (in addition to students and administrative staff).</p> <p>At the central level the Senate is the governing body that represents the community of researchers. It is composed of permanent teachers representing each scientific field of the university of Florence. These teachers are elected within each Department by all permanent</p>	<p>No gap identified</p>

		researchers and teachers (each one contributing to the nomination of the representative within the category he belongs to). Furthermore the Senate includes one representative of temporary researchers democratically elected by the members of this category and five students.	
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**Section 4 - Training**

EUROPEAN CHART PRINCIPLE	STATE OF THE ART/ Relevant legislation	Existing Institutional rules and/or practices	IDENTIFIED Gaps
<p><b>36. Relation with supervisors</b> Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	<p>In the Italian context only early stage researchers (i.e. PhD students and fellow researchers) are attributed a supervisor. It is in fact considered that the concept of having a supervisor is not adequate for more experienced researchers who have already attained professional maturity and independence in this field.</p> <p>The identification of the supervisor, the relationship between the supervisor and the researcher and all other issues that may arise on this matter is regulated locally by each university, though the principles included in the national law and previously described may be applied</p>	<p>According to the Internal Regulation on PhD Courses (Rectoral Decree 670/2013) each PhD candidate works under the supervision of an academic tutor, to whom he/she reports regularly on the progress of the research. At the end of each year the doctoral candidate is required to submit a detailed report on the activities performed. Approval of the submitted report is mandatory to proceed with the PhD course. Admission to the final PhD thesis discussion depends as well on the approval of the research activities developed during the PhD course.</p> <p>According to the Internal Regulation - Rectoral Decree 654/2015, fellow researchers develop their activities under</p>	<p>No gap identified</p>

	as well to this relationship.	<p>the supervision of a dedicated tutor. As a contractual obligation they are requested to submit reports on the activities performed every six months plus a final report on the global outcomes of the fellowship.</p> <p>Besides compulsory reports the supervisor is the main reference for each early stage researcher. Through a day to day interaction with the supervisor each researcher receives constant advice, guidance and support in the definition and development of his/her research.</p>	
<p><b>37. Supervision and managerial duties</b> Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>	<p>The duty of supervision is a reputable activity that it is normally expected permanent researchers constantly perform.</p>	<p>Senior researchers may propose themselves on a voluntary basis as supervisors or they may be identified to perform this task, usually by the board of the concerned department.</p> <p>In any case the supervisor is requested to have satisfactory specific scientific knowledge and competence to supervise a young researcher.</p> <p>Furthermore it's strongly appreciated for these mentors to have as well previous experience in the training of researchers.</p> <p>The typical tasks of the supervisors have been described under principle 36 and are further detailed under principle 40.</p>	<p>No gap identified</p>

<p><b>38. Continuing Professional Development</b> Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</p>	<p>Strengthening and updating his own skills are common practices within Universities</p>	<p>According to the stage of career considered different strategies are in place to promote life-long learning opportunities.</p> <p>It's common practice in any case for Departments to periodically organize formal occasion of training such as seminars, conferences, symposia and workshops for both upgrading and disseminating knowledge and skills.</p> <p>In recent years the University of Florence has as well promoted the creation of e-learning platforms to allow acquisition of new skills in a more interactive and efficient way.</p> <p>If for PhD students is common practice to profit of formal learning occasions such as courses, for other already skilled researchers, from fellow researchers till teachers, it's necessary to profit of more specific and personalized learning instruments.</p>	<p>No gap identified</p>
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<p><b>39. Access to research training and continuous development</b> 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>	<p>Strengthening and updating his own skills are common practices within Universities</p>	<p>As anticipated under principle 30 promoting continuous development of skills and competences in view as well to employability is one of the main tasks of CSAVRI, the university centre for the valorization of research.</p> <p>This centre among other initiatives promotes the so called “In progress entrepreneurship and work” including the career advice services previously described along with numerous initiatives to promote life-long learning through formal and informal training.</p>	<p>No gap identified</p>
<p><b>40. Supervision</b> 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 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.</p>	<p>National law 240/2010 includes, as previously explained, basic national rules in this field.</p>	<p>As explained under principle 36 in the Italian context only early stage researchers (i.e. PhD students and fellow researchers) are attributed a supervisor. Furthermore each supervisor is identified according to his/her knowledge and experience.</p> <p>Both Rectoral Decree 670/2013 for PhD Students and Rectoral Decree 654/2015 for fellow researchers provide specific guidelines on the attribution of a dedicated supervisor to each early stage researcher.</p> <p>The researcher is informed about the attributed supervisor at the very beginning of the fellowship and the supervisor represents for the whole duration of the fellowship his/her main contact point.</p>	<p>No gap identified</p>

		<p>It's important to note that in the case of Phd students each senior teacher may participate only in the governing board of one PhD school at a time at national level so that to guarantee they have enough time and attention to devote to their tasks.</p>	
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**3. Internal Survey Outcomes:** *Survey on the degree of knowledge of the C&C principles and assessing the researchers' perception of C&C principles: **analysis and results.***

The evaluation process of the degree of knowledge of the C&C principles has been carried out by distributing a questionnaire using the CAWI - Computer Assisted Web Interviewing technique to all researchers to assess their perception of the C&C principles and to identify the most important areas of intervention therefore needed.

As explained in the introduction the term "researchers" refers to all persons professionally engaged in R&D at any career stage as shown in the summary of the interviewees in the table below.

*Tab. 1 : Summary of the interviewees*

Category	Respondents	Population	Answer rate (%)
PhD students	211	900*	23,4
Research fellow (usually Post Doc)	254	800	31,7
University researcher**	234	453	51,7
Associate Professor	180	600	30,0
Full Professor	216	540	40,0
Total	1095	3293	

\*560 scholarship holder

\*\* including both permanent researchers and temporary researchers.

The questionnaire is based on a system of indicators to assess the satisfaction of researchers in four major fields:

1. Recruitment;
2. Social Security Issues and Working Conditions;
3. Recognition of the profession, non-discrimination and Research environment;
4. Enhancing Training, Skills and Experience of Researchers.

It has been tested before the official launch by a pilot group composed of representatives and experts, who expressed their opinion and proposed modifications that helped in the definition of the final contents of the survey.

The survey (**Questionnaire – Annex A**) is composed of a set of 38 statements, sub-divided into 4 groups related to the 4 above mentioned thematic fields. For each dimension the interviewees were asked to express their satisfaction toward a series of affirmative sentences through a measurement scale from 0 to 4 where 0 indicates the maximum disagreement and 4 the maximum agreement. For each dimension the interviewees were asked as well to put the proposed sentences in order of priority.

The questionnaire was filled in from August 5<sup>th</sup> to September 15<sup>th</sup> 2015.

### 3.1 Analysis of the sample of replying interviewees

In general, online surveys are much less likely to achieve response rates as high as surveys administered on paper—despite the use of various practices to lift them. The overall response rate is about 33%. Such a rate is in line with the current literature on the topic<sup>6</sup>. Efforts to improve response rate will be made for the next wave of data collection.

The data reported in table 1 suggest that the personnel at very early stage of career, i.e. PhD students, was less actively involved in the survey (23% of total population) than the post docs (32%) and the “senior researchers” (university researchers, associate and full professors). The more involved were the university researchers that represent more than 50% of the respondents.

The data reported in Tab. 2 show the category and gender distribution of the interviewees. It can be observed that the survey population is evenly distributed among the different categories.

*Tab. 2: Category and gender distribution of the respondents*

Category		Gender		Total
		Female	Male	
PhD student	Count	91	120	211
	Rate (%)	8,3%	11,0%	19,3%
Research fellow	Count	132	122	254
	Rate (%)	12,1%	11,1%	23,2%
University researcher	Count	113	103	216
	Rate (%)	10,3%	9,4%	19,7%
Associate Professor	Count	103	131	234
	Rate (%)	9,4%	12,0%	21,4%
Full Professor	Count	61	119	180
	Rate (%)	5,6%	10,9%	16,4%
<b>Total</b>	Count	500	595	1095
	Rate (%)	45,7%	54,3%	100,0%

In Tab.2 and 3 the gender distribution by the position and the age distribution by the position of the replying interviewees are respectively reported<sup>7</sup>. Except from the Professors where the female percentage presence is less than the other researchers categories, in the early stage of career a more balanced distribution can be observed although a higher weight of males is clearly evident. Among the researchers, instead, the females demonstrated a higher degree of involvement in the C&C survey. As for the gender matter, the respondents are generally male (54,3%) and the most represented position is the research fellow with 23,2%. More than 30% of the respondents are 35 years old or less and the majority (53,6%) is less than 45 years of age.

<sup>6</sup> Nulty, D. D. (2008). The adequacy of response rates to online and paper surveys: What can be done? *Assessment & Evaluation in Higher Education*, 33, 301–314. doi:10.1080/02602930701293231

<sup>7</sup> Considering the population of all the researchers, the response rates of the females are greater than those of males in all the categories.

Tab. 3: Age distribution of the respondents

Category		Age Range								Total
		Under 30	30-35	35-40	40-45	45-50	50-55	55-60	Over 60	
PhD student	Count	128	70	7	3	0	3	0	0	211
	Rate (%)	11,7%	6,4%	,6%	,3%	0,0%	,3%	0,0%	0,0%	19,3%
Post-doctoral fellow	Count	25	106	69	34	12	6	2	0	254
	Rate (%)	2,3%	9,7%	6,3%	3,1%	1,1%	,5%	,2%	0,0%	23,2%
University researcher	Count	0	7	32	72	53	27	12	13	216
	Rate (%)	0,0%	,6%	2,9%	6,6%	4,8%	2,5%	1,1%	1,2%	19,7%
Associate Professor	Count	0	0	5	27	46	67	39	50	234
	Rate (%)	0,0%	0,0%	,5%	2,5%	4,2%	6,1%	3,6%	4,6%	21,4%
Full Professor	Count	0	0	0	2	6	27	32	113	180
	Rate (%)	0,0%	0,0%	0,0%	,2%	,5%	2,5%	2,9%	10,3%	16,4%
<b>Total</b>	Count	153	183	113	138	117	130	85	176	1095
	Rate (%)	14,0%	16,7%	10,3%	12,6%	10,7%	11,9%	7,8%	16,1%	100,0%

### 3.2 Analysis of survey data

In Tab. 4a and Tab 4b the detailed answers of each question are reported indicating both the relative average value scores of each area (dimension) and the average score and the standard deviation associated to each question respectively. Tab.5 shows the distribution of answers with respect to gender, while Tab.6 considers the academic rank of the interviewees. Finally, Chart.1 presents the distribution of the score in function of the answer.

*Tab. 4a: Average value and standard deviation per questions' area*

	<b>Average value</b>	<b>Standard deviation</b>
<b>I. Recruitment</b>	2,355565	1,311
<b>II. Working conditions and safety</b>	2,436097	1,3435
<b>III. Professional recognition, non-discrimination</b>	2,698328	1,2757
<b>IV. Improvement of Researchers' training, competencies, and professional development</b>	2,152572	1,3161

Tab. 4b: Average value and standard deviation per answer

	Count	Average value	Standard deviation
<b>I. RECRUITMENT</b>			
1.1.1 Available positions at any level of career are adequately advertised [At international level]	1048	2,02	1,255
1.1.2. Available positions at any level of career are adequately advertised [At national level]	1075	2,21	1,264
1.1.3 Available positions at any level of career are adequately advertised [at local level, on the University's website)	1086	2,76	1,203
1.2 Selection procedures are simple and easy to understand for the applicant (the calls specify the selection criteria and the number of available positions, and remain open for a reasonable period of time)	1088	2,69	1,211
1.3 As for the recruitment process, the University technical and administrative staff provide adequate support	1075	2,45	1,266
1.4.1 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Mobility	1022	1,95	1,256
1.4.2 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Creativity	1042	1,94	1,343
1.4.3 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Scientific Independence	1047	2,04	1,338
1.4.4 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration Professional Experience (including knowledge transfer and public engagement activities)	1029	2,22	1,306
1.5 Eligibility criteria encourage the participation of as many applicants as possible	1085	1,81	1,223
1.6.1 Selection committees : are gender-balanced	1057	2,40	1,262
1.6.2 Selection committees: generally they include external members	1054	2,45	1,363
1.6.3 Selection committees: are qualified	1075	2,99	1,098
1.6.4 Selection committees: are adequately trained to perform assessment	1071	2,58	1,267
1.7 The selection process is transparent. In particular, information about the assessment evaluations is available for each applicant	1075	2,43	1,337
1.8 Post-doctoral fellowships enhance the career development and prospects of the recipient(both in universities and in other institutions)	999	2,71	1,257

	Count	Average value	Standard deviation
<b>II. WORKING CONDITIONS</b>			
2.1 Researchers are aware of, and enjoy, the fundamental social security rights (sick leaves, maternity/parental leaves, welfare rights and unemployment benefits), pursuant to the national legislation in force	1038	2,59	1,407
2.2 Working conditions (flexibility, workload, sabbatical leaves opportunities, etc.) are suitable for all career levels, irrespective of the type of contract	1067	2,22	1,387
2.3 The University technical and administrative staff provide support and information about the Researchers' fundamental social security rights (rights in case of sickness, insurance cover, welfare, etc.)	1045	2,29	1,295
2.4 As for the working environment, compliance with the laws and/or the national and/or local legislation concerning health and safety is guaranteed	1083	2,64	1,242
<b>III. PROFESSIONAL RECOGNITION</b>			
3.1.1 Our University is sufficiently committed to avoiding discriminations on the basis of: Gender	1076	3,07	1,137
3.1.2 Our University is sufficiently committed to avoiding discriminations on the basis of: Age	1076	2,77	1,223
3.1.3 Our University is sufficiently committed to avoiding discriminations on the basis of: racial or ethnic origin	1046	3,31	,924
3.1.4 Our University is sufficiently committed to avoiding discriminations on the basis of: religion	1048	3,44	,872
3.1.5 Our University is sufficiently committed to avoiding discriminations on the basis of: sexual orientation	1039	3,39	,883
3.1.6 Our University is sufficiently committed to avoiding discriminations on the basis of: Political opinions	1056	3,15	1,064
3.1.7 Our University is sufficiently committed to avoiding discriminations on the basis of: Socio-economic conditions	1064	3,16	1,066
3.1.8 Our University is sufficiently committed to avoiding discriminations on the basis of: Language	1050	3,07	1,061
3.1.9 Our University is sufficiently committed to avoiding discriminations on the basis of: Disability	1017	3,11	1,039
3.2 Autonomy and creativity of all Researchers, including the younger ones (PhD candidates, research fellows, or equivalent), are actively encouraged	1091	2,09	1,310
3.3 Gender balance, in terms of equal opportunities, is actively pursued for all hierarchical levels, including the ones which entail supervision and management tasks	1062	2,46	1,269
3.4 A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments	1088	1,92	1,277
3.5 Researchers' participation in decision and communication procedures of the University governing bodies (joint commissions, university course councils, department councils, academic bodies, etc.) is fostered	1057	2,06	1,344
3.6 The University Ombudsman and/or the University Guarantee Committee adequately deal with the possible Researchers' complaints concerning alleged infringements of rights and freedom as well as of activities' impartiality, transparency, and decency	872	2,24	1,140

	Count	Average value	Standard deviation
3.7 The disputes between supervisors and younger Researchers are fairly and effectively handled, taking into account the scientific and management dynamics of group work	984	2,22	1,194
3.8.1 An effective Researchers' assessment is periodically carried out in terms of teaching activities	1016	2,05	1,334
3.8.2 An effective Researchers' assessment is periodically carried out in terms of research activities	1066	2,31	1,303
3.9 The teaching workload of Researchers, particularly the ones at the beginning of their career, is compatible with the carrying out of their research activity	1000	2,25	1,293
3.10 Adequate measures are in place to allow the access to working arrangements compatible with personal, family, or career needs (for example: part-time work, leaves, etc.)	984	2,19	1,212
<b>IV. IMPROVEMENT OF RESEARCHERS' TRAINING</b>			
4.1 Adequate preparation for the performance of teaching activities is guaranteed to Researchers	1032	1,83	1,289
4.2 Temporary period of transnational/ transectorial mobility are guaranteed and actively promoted among Researchers	1037	1,84	1,234
4.3 The University clearly specifies strategies and procedures to promote Researchers' career advancement	1062	1,38	1,226
4.4 Supervisors and scientific managers are clearly identified, and provide support and assistance for cultural and professional development during the early stages of Researchers' training and career	1073	2,23	1,300
4.5 Researchers, irrespective of their career status, enjoy the opportunity to keep up to date and improve their competency and knowledge by means of training, workshops, lectures or e-learning activities, both formal and informal	1080	2,59	1,216
4.6 Researchers are clearly informed about funding opportunities (University website, targeted e-mail communication)	1080	2,28	1,273

Tab.5 : Distribution of answers with respect to gender (F/M) of respondents

	Average value (F)	Standard deviation(F)	Average value (M)	Standard deviation (M)
<b>I. RECRUITMENT</b>				
1.1.1 Available positions at any level of career are adequately advertised [At international level]	2,02	(1,26)	2,01	(1,25)
1.1.2 Available positions at any level of career are adequately advertised [At national level]	2,15	(1,26)	2,26	(1,26)
1.1.3 Available positions at any level of career are adequately advertised [at local level, on the University's website]	2,76	(1,21)	2,76	(1,20)
1.2 Selection procedures are simple and easy to understand for the applicant (the calls specify the selection criteria and the number of available positions, and remain open for a reasonable period of time	2,79	(1,11)	2,61	(1,28)
1.3 As for the recruitment process, the University technical and administrative staff provide adequate support	2,47	(1,27)	2,43	(1,27)
1.4.1 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Mobility	1,96	(1,28)	1,94	(1,23)
1.4.2 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Creativity	1,88	(1,36)	1,99	(1,32)
1.4.3 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Scientific Independence	1,97	(1,37)	2,10	(1,31)

	<i>Average value (F)</i>	<i>Standard deviation(F)</i>	<i>Average value (M)</i>	<i>Standard deviation (M)</i>
1.4.4 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration Professional Experience (including knowledge transfer and public engagement activities)	2,20	(1,34)	2,25	(1,28)
1.5 Eligibility criteria encourage the participation of as many applicants as possible	1,75	(1,24)	1,86	(1,21)
1.6.1 Selection committees : are gender-balanced	2,33	(1,35)	2,47	(1,18)
1.6.2 Selection committees: generally they include external members	2,35	(1,38)	2,55	(1,35)
1.6.3 Selection committees: are qualified	2,97	(1,12)	3,01	(1,08)
1.6.4 Selection committees: are adequately trained to perform assessment	2,56	(1,29)	2,60	(1,25)
1.7 The selection process is transparent. In particular, information about the assessment evaluations is available for each applicant	2,48	(1,32)	2,39	(1,35)
1.8 Post-doctoral fellowships enhance the career development and prospects of the recipient (both in universities and in other institutions)	2,67	(1,27)	2,74	(1,25)
<b>II. WORKING CONDITIONS</b>				
2.1 Researchers are aware of, and enjoy, the fundamental social security rights (sick leaves, maternity/parental leaves, welfare rights and unemployment benefits), pursuant to the national legislation in force	2,53	(1,44)	2,63	(1,38)
2.2 Working conditions (flexibility, workload, sabbatical leaves opportunities, etc.) are suitable for all career levels, irrespective of the type of contract	2,10	(1,39)	2,33	(1,38)

	<i>Average value (F)</i>	<i>Standard deviation(F)</i>	<i>Average value (M)</i>	<i>Standard deviation (M)</i>
2.3 The University technical and administrative staff provide support and information about the Researchers' fundamental social security rights (rights in case of sickness, insurance cover, welfare, etc.)	2,35	(1,31)	2,23	(1,28)
2.4 As for the working environment, compliance with the laws and/or the national and/or local legislation concerning health and safety is guaranteed	2,60	(1,25)	2,68	(1,24)
<b>III.PROFESSIONAL RECOGNITION</b>				
3.1.1 Our University is sufficiently committed to avoiding discriminations on the basis of: Gender	2,78	(1,26)	3,31	(,96)
3.1.2 Our University is sufficiently committed to avoiding discriminations on the basis of: Age	2,62	(1,30)	2,90	(1,14)
3.1.3 Our University is sufficiently committed to avoiding discriminations on the basis of: racial or ethnic origin	3,25	(,95)	3,35	(,90)
3.1.4 Our University is sufficiently committed to avoiding discriminations on the basis of: religion	3,40	(,88)	3,47	(,86)
3.1.5 Our University is sufficiently committed to avoiding discriminations on the basis of: sexual orientation	3,34	(,90)	3,44	(,86)
3.1.6 Our University is sufficiently committed to avoiding discriminations on the basis of: Political opinions	3,09	(1,07)	3,20	(1,06)
3.1.7 Our University is sufficiently committed to avoiding discriminations on the basis of: Socio-economic conditions	3,12	(1,06)	3,19	(1,07)
3.1.8 Our University is sufficiently committed to avoiding discriminations on the basis of: Language	3,12	(,99)	3,02	(1,11)
3.1.9 Our University is sufficiently committed to avoiding discriminations on the basis of: Disability	3,09	(1,05)	3,13	(1,03)

	<i>Average value (F)</i>	<i>Standard deviation(F)</i>	<i>Average value (M)</i>	<i>Standard deviation (M)</i>
3.2 Autonomy and creativity of all Researchers, including the younger ones (PhD candidates, research fellows, or equivalent), are actively encouraged	2,06	(1,32)	2,11	(1,30)
3.3 Gender balance, in terms of equal opportunities, is actively pursued for all hierarchical levels, including the ones which entail supervision and management tasks	2,18	(1,34)	2,70	(1,16)
3.4 A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments	1,89	(1,28)	1,95	(1,27)
3.5 Researchers' participation in decision and communication procedures of the University governing bodies (joint commissions, university course councils, department councils, academic bodies, etc.) is fostered	2,05	(1,38)	2,06	(1,31)
3.6 The University Ombudsman and/or the University Guarantee Committee adequately deal with the possible Researchers' complaints concerning alleged infringements of rights and freedom as well as of activities' impartiality, transparency, and decency	2,26	(1,17)	2,22	(1,11)
3.7 The disputes between supervisors and younger Researchers are fairly and effectively handled, taking into account the scientific and management dynamics of group work	2,19	(1,21)	2,26	(1,18)
3.8.1 An effective Researchers' assessment is periodically carried out in terms of teaching activities	2,12	(1,33)	2,00	(1,34)
3.8.2 An effective Researchers' assessment is periodically carried out in terms of research activities	2,34	(1,27)	2,28	(1,33)

	<i>Average value (F)</i>	<i>Standard deviation(F)</i>	<i>Average value (M)</i>	<i>Standard deviation (M)</i>
3.9 The teaching workload of Researchers, particularly the ones at the beginning of their career, is compatible with the carrying out of their research activity	2,13	(1,28)	2,34	(1,30)
3.10 Adequate measures are in place to allow the access to working arrangements compatible with personal, family, or career needs (for example: part-time work, leaves, etc.)	2,09	(1,28)	2,27	(1,15)
<b>IV. IMPROVEMENT OF RESEARCHERS' TRAINING</b>				
4.1 Adequate preparation for the performance of teaching activities is guaranteed to Researchers	1,79	(1,29)	1,87	(1,28)
4.2 Temporary period of transnational/ transectorial mobility are guaranteed and actively promoted among Researchers	1,76	(1,26)	1,90	(1,21)
4.3 The University clearly specifies strategies and procedures to promote Researchers' career advancement	1,38	(1,24)	1,38	(1,21)
4.4 Supervisors and scientific managers are clearly identified, and provide support and assistance for cultural and professional development during the early stages of Researchers' training and career	2,18	(1,33)	2,28	(1,28)
4.5 Researchers, irrespective of their career status, enjoy the opportunity to keep up to date and improve their competency and knowledge by means of training, workshops, lectures or e-learning activities, both formal and informal	2,50	(1,26)	2,66	(1,17)
4.6 Researchers are clearly informed about funding opportunities (University website, targeted e-mail communication)	2,22	(1,29)	2,33	(1,26)

Tab.6: Distribution of answers with respect to the academic rank of the respondents

	Academic rank											
	PhD student		Post-doctoral fellow		University researcher		Associate Professor		Full Professor		Total	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
<b>I. RECRUITMENT</b>												
1.1.1 Available positions at any level of career are adequately advertised [At international level]	1,97	(1,18)	2,01	(1,26)	2,02	(1,28)	1,97	(1,26)	2,12	(1,31)	<b>2,02</b>	(1,25)
1.1.2 Available positions at any level of career are adequately advertised [At national level]	1,94	(1,16)	1,90	(1,19)	2,19	(1,33)	2,37	(1,28)	2,75	(1,16)	<b>2,21</b>	(1,26)
1.1.3 Available positions at any level of career are adequately advertised [at local level, on the University's website]	2,42	(1,21)	2,39	(1,20)	2,78	(1,20)	2,97	(1,12)	3,36	(,99)	<b>2,76</b>	(1,20)
1.2 Selection procedures are simple and easy to understand for the applicant (the calls specify the selection criteria and the number of available positions, and remain open for a reasonable period of time)	2,61	(1,16)	2,70	(1,19)	2,62	(1,31)	2,65	(1,22)	2,93	(1,15)	<b>2,69</b>	(1,21)
1.3 As for the recruitment process, the University technical and administrative staff provide adequate support	2,30	(1,24)	2,25	(1,34)	2,58	(1,22)	2,38	(1,27)	2,84	(1,14)	<b>2,45</b>	(1,27)
1.4.1 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Mobility	2,12	(1,21)	2,07	(1,25)	1,79	(1,31)	1,78	(1,31)	2,02	(1,16)	<b>1,95</b>	(1,26)
1.4.2 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Creativity	2,13	(1,28)	1,92	(1,31)	1,67	(1,41)	1,69	(1,31)	2,39	(1,27)	<b>1,94</b>	(1,34)

	Academic rank											
	PhD student		Post-doctoral fellow		University researcher		Associate Professor		Full Professor		Total	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
1.4.3 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration: Scientific Independence	2,13	(1,23)	2,07	(1,30)	1,76	(1,45)	1,80	(1,31)	2,53	(1,26)	<b>2,04</b>	(1,34)
1.4.4 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration Professional Experience (including knowledge transfer and public engagement activities)	2,34	(1,23)	2,35	(1,28)	1,91	(1,41)	2,00	(1,29)	2,57	(1,19)	<b>2,22</b>	(1,31)
1.5 Eligibility criteria encourage the participation of as many applicants as possible	1,91	(1,18)	1,60	(1,12)	1,59	(1,25)	1,84	(1,24)	2,20	(1,23)	<b>1,81</b>	(1,22)
1.6.1 Selection committees : are gender-balanced	2,57	(1,18)	2,44	(1,23)	2,27	(1,31)	2,10	(1,29)	2,72	(1,20)	<b>2,40</b>	(1,26)
1.6.2 Selection committees: generally they include external members	1,86	(1,29)	1,87	(1,28)	2,88	(1,24)	2,67	(1,34)	3,09	(1,17)	<b>2,45</b>	(1,36)
1.6.3 Selection committees: are qualified	3,11	(1,06)	3,01	(1,07)	2,79	(1,20)	2,85	(1,12)	3,25	(,96)	<b>2,99</b>	(1,10)
1.6.4 Selection committees: are adequately trained to perform assessment	2,78	(1,18)	2,77	(1,19)	2,33	(1,38)	2,29	(1,34)	2,76	(1,12)	<b>2,58</b>	(1,27)
1.7 The selection process is transparent. In particular, information about the assessment evaluations is available for each applicant	1,96	(1,31)	2,18	(1,23)	2,54	(1,39)	2,57	(1,30)	2,99	(1,24)	<b>2,43</b>	(1,34)
1.8 Post-doctoral fellowships enhance the career development and prospects of the recipient(both in universities and in other institutions)	2,30	(1,25)	2,46	(1,32)	2,80	(1,19)	2,87	(1,22)	3,07	(1,15)	<b>2,71</b>	(1,26)

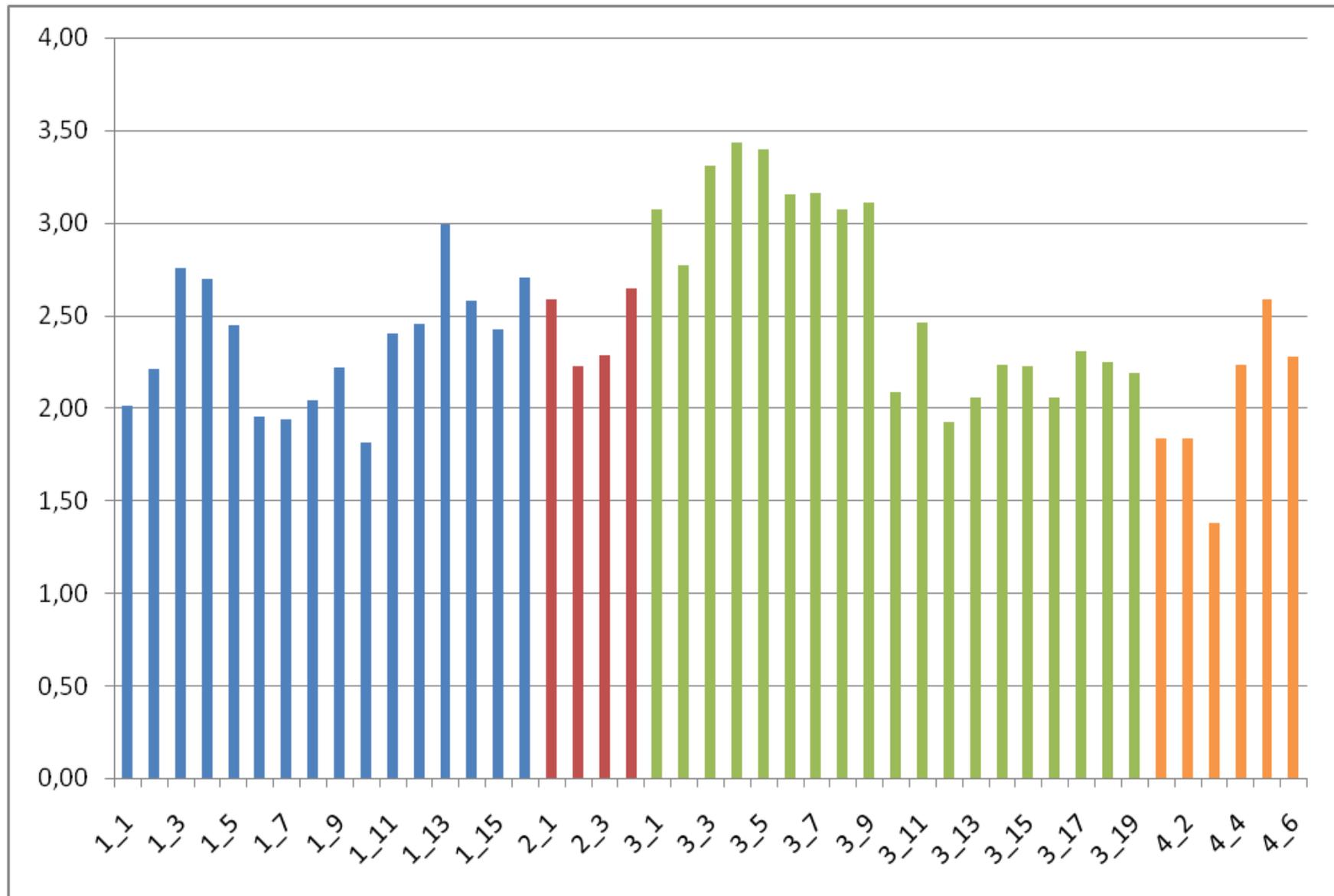
	PhD student		Post-doctoral fellow		University researcher		Associate Professor		Full Professor		Total	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
	<b>II. WORKING CONDITIONS</b>											
2.1 Researchers are aware of, and enjoy, the fundamental social security rights (sick leaves, maternity/parental leaves, welfare rights and unemployment benefits), pursuant to the national legislation in force	2,14	(1,43)	1,59	(1,33)	3,01	(1,18)	3,03	(1,17)	3,31	(1,07)	<b>2,59</b>	(1,41)
2.2 Working conditions (flexibility, workload, sabbatical leaves opportunities, etc.) are suitable for all career levels, irrespective of the type of contract	2,11	(1,37)	1,67	(1,33)	2,35	(1,34)	2,38	(1,39)	2,79	(1,24)	<b>2,22</b>	(1,39)
2.3 The University technical and administrative staff provide support and information about the Researchers' fundamental social security rights (rights in case of sickness, insurance cover, welfare, etc.)	2,09	(1,19)	1,87	(1,28)	2,37	(1,37)	2,41	(1,28)	2,82	(1,11)	<b>2,29</b>	(1,30)
2.4 As for the working environment, compliance with the laws and/or the national and/or local legislation concerning health and safety is guaranteed	2,63	(1,14)	2,33	(1,28)	2,68	(1,27)	2,74	(1,19)	2,94	(1,24)	<b>2,64</b>	(1,24)
<b>III. PROFESSIONAL RECOGNITION</b>												
3.1.1 Our University is sufficiently committed to avoiding discriminations on the basis of: Gender	3,26	(1,09)	3,01	(1,09)	2,88	(1,26)	2,94	(1,18)	3,32	(,96)	<b>3,07</b>	(1,14)
3.1.2 Our University is sufficiently committed to avoiding discriminations on the basis of: Age	2,93	(1,18)	2,74	(1,18)	2,63	(1,30)	2,58	(1,26)	3,06	(1,11)	<b>2,77</b>	(1,22)
3.1.3 Our University is sufficiently committed to avoiding discriminations on the basis of : Racial or ethnic origin	3,44	(,82)	3,26	(,90)	3,19	(,96)	3,20	(1,03)	3,49	(,85)	<b>3,31</b>	(,92)

	Academic rank											
	PhD student		Post-doctoral fellow		University researcher		Associate Professor		Full Professor		Total	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
3.1.4 Our University is sufficiently committed to avoiding discriminations on the basis of: religion	3,52	(,74)	3,31	(,92)	3,36	(,93)	3,42	(,93)	3,62	(,76)	<b>3,44</b>	(,87)
3.1.5 Our University is sufficiently committed to avoiding discriminations on the basis of: Sexual orientation	3,42	(,87)	3,32	(,90)	3,33	(,92)	3,35	(,91)	3,59	(,77)	<b>3,39</b>	(,88)
3.1.6 Our University is sufficiently committed to avoiding discriminations on the basis of: Political opinions	3,17	(1,11)	3,09	(1,04)	3,10	(1,04)	3,07	(1,14)	3,39	(,94)	<b>3,15</b>	(1,06)
3.1.7 Our University is sufficiently committed to avoiding discriminations on the basis of: Socio-economic conditions	3,12	(1,14)	3,11	(1,00)	3,07	(1,11)	3,14	(1,11)	3,39	(,95)	<b>3,16</b>	(1,07)
3.1.8 Our University is sufficiently committed to avoiding discriminations on the basis of: Language	3,12	(1,00)	3,09	(,99)	3,04	(1,08)	2,94	(1,15)	3,17	(1,08)	<b>3,07</b>	(1,06)
3.1.9 Our University is sufficiently committed to avoiding discriminations on the basis of: Disability	3,20	(1,01)	3,11	(,98)	3,06	(1,06)	2,99	(1,13)	3,24	(1,00)	<b>3,11</b>	(1,04)
3.2 Autonomy and creativity of all Researchers, including the younger ones (PhD candidates, research fellows, or equivalent), are actively encouraged	2,13	(1,32)	1,91	(1,29)	1,97	(1,36)	2,05	(1,29)	2,48	(1,22)	<b>2,09</b>	(1,31)
3.3 Gender balance, in terms of equal opportunities, is actively pursued for all hierarchical levels, including the ones which entail supervision and management tasks	2,69	(1,24)	2,30	(1,22)	2,28	(1,33)	2,33	(1,30)	2,81	(1,15)	<b>2,46</b>	(1,27)
3.4 A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments	1,86	(1,30)	1,93	(1,28)	1,92	(1,28)	1,78	(1,26)	2,17	(1,24)	<b>1,92</b>	(1,28)

	Academic rank											
	PhD student		Post-doctoral fellow		University researcher		Associate Professor		Full Professor		Total	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
3.5 Researchers' participation in decision and communication procedures of the University governing bodies (joint commissions, university course councils, department councils, academic bodies, etc.) is fostered	1,83	(1,29)	1,48	(1,25)	2,06	(1,40)	2,33	(1,20)	2,72	(1,26)	<b>2,06</b>	(1,34)
3.6 The University Ombudsman and/or the University Guarantee Committee adequately deal with the possible Researchers' complaints concerning alleged infringements of rights and freedom as well as of activities' impartiality, transparency, and decency	1,95	(1,07)	1,78	(,99)	2,20	(1,08)	2,37	(1,15)	2,90	(1,08)	<b>2,24</b>	(1,14)
3.7 The disputes between supervisors and younger Researchers are fairly and effectively handled, taking into account the scientific and management dynamics of group work	2,36	(1,20)	2,16	(1,20)	2,00	(1,20)	2,08	(1,12)	2,61	(1,17)	<b>2,22</b>	(1,19)
3.8.1 An effective Researchers' assessment is periodically carried out in terms of teaching activities	2,20	(1,32)	1,68	(1,25)	2,15	(1,40)	2,06	(1,37)	2,23	(1,24)	<b>2,05</b>	(1,33)
3.8.2 An effective Researchers' assessment is periodically carried out in terms of research activities	2,47	(1,25)	2,08	(1,32)	2,33	(1,36)	2,28	(1,31)	2,46	(1,22)	<b>2,31</b>	(1,30)
3.9 The teaching workload of Researchers, particularly the ones at the beginning of their career, is compatible with the carrying out of their research activity	2,31	(1,21)	2,37	(1,17)	1,79	(1,35)	2,25	(1,34)	2,59	(1,23)	2,25	(1,29)

	Academic rank											
	PhD student		Post-doctoral fellow		University researcher		Associate Professor		Full Professor		Total	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
3.10 Adequate measures are in place to allow the access to working arrangements compatible with personal, family, or career needs (for example: part-time work, leaves, etc.)	1,99	(1,22)	1,87	(1,21)	2,29	(1,24)	2,27	(1,15)	2,56	(1,14)	<b>2,19</b>	(1,21)
<b>IV. IMPROVEMENT OF RESEARCHERS' TRAINING</b>												
4.1 Adequate preparation for the performance of teaching activities is guaranteed to Researchers	1,87	(1,26)	1,85	(1,23)	1,70	(1,37)	1,64	(1,28)	2,21	(1,23)	<b>1,83</b>	(1,29)
4.2 Temporary period of transnational/ transectorial mobility are guaranteed and actively promoted among Researchers	1,99	(1,23)	1,67	(1,16)	1,70	(1,25)	1,70	(1,24)	2,21	(1,22)	<b>1,84</b>	(1,23)
4.3 The University clearly specifies strategies and procedures to promote Researchers' career advancement	1,22	(1,09)	,98	(1,08)	1,39	(1,30)	1,42	(1,23)	2,03	(1,18)	<b>1,38</b>	(1,23)
4.4 Supervisors and scientific managers are clearly identified, and provide support and assistance for cultural and professional development during the early stages of Researchers' training and career	2,30	(1,30)	2,34	(1,32)	1,86	(1,33)	2,10	(1,27)	2,62	(1,15)	<b>2,23</b>	(1,30)
4.5 Researchers, irrespective of their career status, enjoy the opportunity to keep up to date and improve their competency and knowledge by means of training, workshops, lectures or e-learning activities, both formal and informal	2,69	(1,17)	2,49	(1,25)	2,40	(1,29)	2,53	(1,19)	2,89	(1,10)	<b>2,59</b>	(1,22)
4.6 Researchers are clearly informed about funding opportunities (University website, targeted e-mail communication)	1,91	(1,18)	1,77	(1,24)	2,46	(1,28)	2,50	(1,18)	2,93	(1,11)	<b>2,28</b>	(1,27)

Chart 1: Distribution of the score in function of the answer



At the end of each section of the questionnaire some rating questions ask survey respondents to compare different items using a common scale ("Please rate the first three most important questions with #1 being the most important to #3 being the least important). In the following Table the results based on the analysis of the frequency distribution of the answers are reported:

*Tab. 7: Results based on the analysis of the frequency distribution of the answers*

Section	Rank	Question	Description
1	1	8	Post-doctoral fellowships enhance the career development and prospects of the recipient(both in universities and in other institutions)
1	2	7	The selection process is transparent. In particular, information about the assessment evaluations is available for each applicant
1	3	5	Eligibility criteria encourage the participation of as many applicants as possible
2	1	1	Researchers are aware of, and enjoy, the fundamental social security rights (sick leaves, maternity/parental leaves, welfare rights and unemployment benefits), pursuant to the national legislation in force
2	2	2	Working conditions (flexibility, workload, sabbatical leaves opportunities, etc.) are suitable for all career levels, irrespective of the type of contract
2	3	3	The University technical and administrative staff provide support and information about the Researchers' fundamental social security rights (rights in case of sickness, insurance cover, welfare, etc.)
3	1	1	Our University is sufficiently committed to avoiding discrimination on the basis of: Gender, Age, Racial or ethnic origin, religion, sexual orientation, political opinion, socio-economic conditions, language and disability.
3	2	4	A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments
3	3	5	Researchers' participation in decision and communication procedures of the University governing bodies (joint commissions, university course councils, department councils, academic bodies, etc.) is fostered
4	1	3	Temporary period of transnational/ transectorial mobility are guaranteed and actively promoted among Researchers
4	2	5	Researchers, irrespective of their career status, enjoy the opportunity to keep up to date and improve their competency and knowledge by means of training, workshops, lectures or e-learning activities, both formal and informal
4	3	6	Researchers are clearly informed about funding opportunities (University website, targeted e-mail communication)

Since relevance and priority are milestones in any customer satisfaction system, UNIFI adopted the quadrant analysis as a tool that allows to categorize processes based on their level of strategic importance and on the level of priority of the information involved.

The ratings determine in which quadrant a process should fit, which will then allow to decide where improvements are needed and manage each process.

Each quadrant is defined below:

- Quadrant 1: High Agreement and High Priority
- Quadrant 2: High Agreement and Low Priority
- Quadrant 3: Low Agreement and High Priority
- Quadrant 4: Low Agreement and Low Priority

In general, the Quadrant Analysis chart combines the importance of attributes (vertical scale) and the performance scores (horizontal scale) relative to a chosen reference object (or average of all objects).

*Chart 2: Quadrant Analysis*



Participants' answers have been allocated within each quadrant, as shown in Chart 2, to allow the identification of strengths and weaknesses in the strategies in force. The quadrant above on the left allows the identification of the so called "Undervalued assets", i.e. the sectors where the need of improvement is of the utmost importance (Priority 1 in the action plan). The quadrant below on the left identifies sectors of "Unimportant weaknesses", still needing improvement but not as urgently (Priority 2 in the action plan). The other quadrants refer to sectors already at a good level of implementation.

The answers to the survey questions have been summarised with the Relative importance index (Leuschneert al. 1988)<sup>8</sup> according to their priority grade measured by the 3 most important items ranked by the respondents.

The results highlight as critical areas for improvements the following:

- Area 4 : *Enhancing Training, Skills and Experience of Researchers*
  - Adequate preparation for the performance of teaching activities is guaranteed to Researchers
  - Temporary period of transnational/ transectorial mobility are guaranteed and actively promoted among Researchers
  - The University clearly specifies strategies and procedures to promote Researchers' career advancement

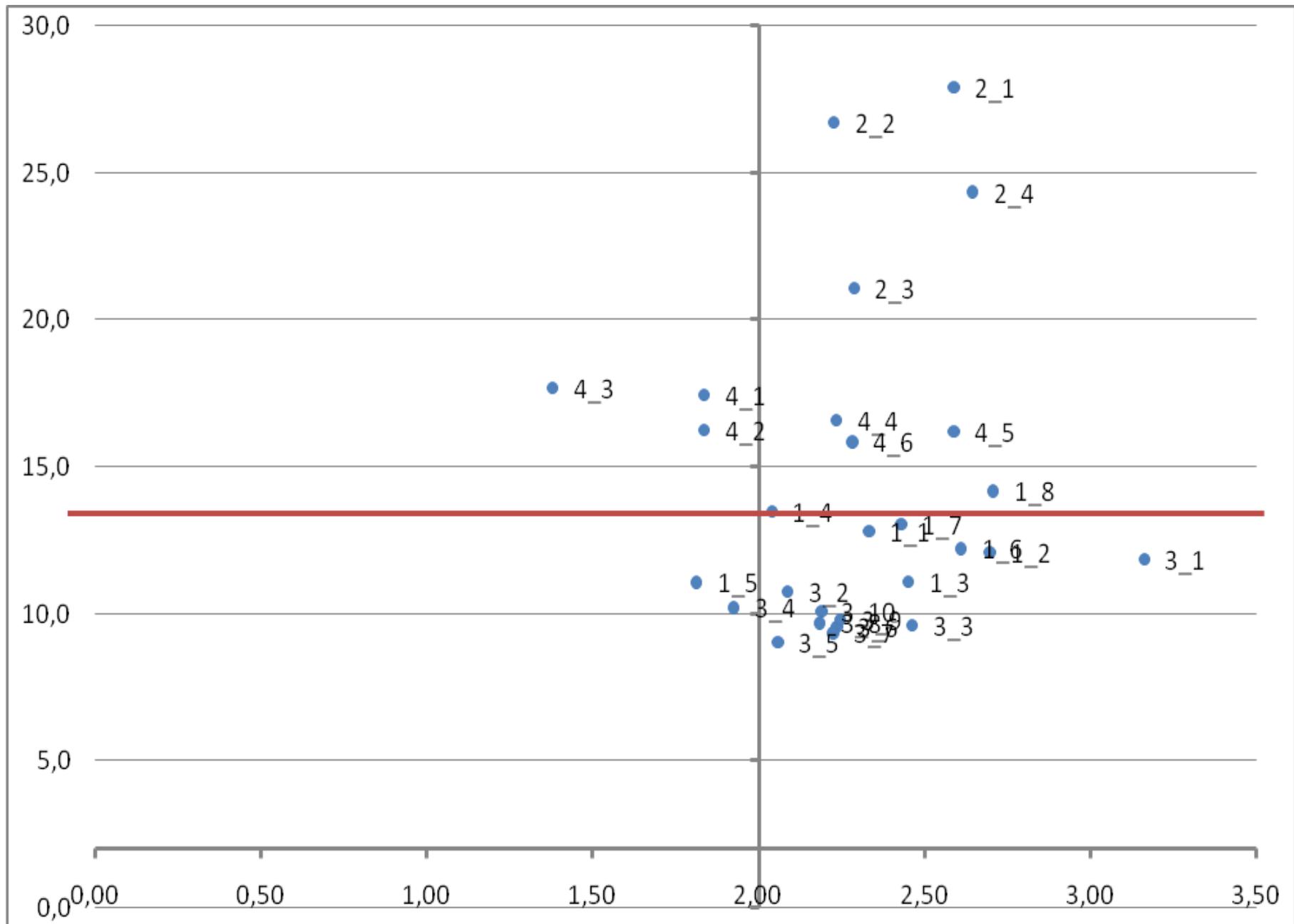
In addition, two minor areas for improvements should be undertaken:

- Area 1: *Recruitment*
  - Eligibility criteria encourage the participation of as many applicants as possible
- Area 3: *Recognition of the profession, non-discrimination and Research environment*
  - A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments

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<sup>8</sup>Leuschneert W. A., Gregoire T. G. and Buhyoff G. J. "A Statistic for reporting Ranked Responses". *Journal of Leisure Research*. 1988. Vol. 20 n. 3. Pp 228-232

Chart 3: Average agreement statement/priority



Coming to the outcomes of the survey in detail and keeping in mind the relevance given by the interviewees to each point we can make the additional following remarks.

As far as the **Area 1 “Recruitment”** (*Content and transparency of the announcements (calls), selection and methods for evaluating the candidates*) is concerned, the agreement of the replying interviewees with the questions is very good (the mean score in is the range 2.02-2.69) when concerning the advertisement process of available positions but it decreases (the mean score is in the range 1.81-2.22) when the selection criteria is considered. Nevertheless, the selection committee composition has very high average (the mean score is in the range 2.40-2.99). The lower score of agreement (overall mean 1.81) is assigned to the question regarding the required competences for a given position that should be adequately declared in order to encourage a wide participation to the selections.

As far as the **Area 2. “Social Security Issues and Working Conditions”** is concerned, the interviewees show a good level of agreement. Social security provisions including sickness, parental benefits and pension rights in accordance with existing national legislation are judged, in average, quite enough. The agreement score is close to 3 among the permanent staff but it decreases among the not permanent positions. Again, it is common opinion that the University of Florence has respected the national laws concerning health and security: the agreement is very high with a mean score of 2.64.

As per **Area 3 “Recognition of the profession, non-discrimination and Research environment”**, interviewees recognize that attention is usually paid to avoid discrimination on the basis of gender, age, ethnic origin - national or social - religion or belief, sexual orientation, language, disability, political opinions, and social/economic conditions (the mean score ranges between 2.77 and 3.55) respectively, but the same attention is not perceived to be dedicated to promote and support the autonomy and creativity of all researchers, including the early stage & early career researchers (the mean score is 2.09) nor to the gender balance (mean score 2.46) and to assure a stimulating and pleasant to work-in environment (mean score 1.92).

The agreement about the ability of the departments to provide a stimulating, pleasant to work-in environment, supporting research activities, is low for all the category of the respondents (mean score 1.92). In particular, only the full professors are, in average, satisfied.

Moreover, the interviewees underlined that they suffered from the lack of an effective and periodic evaluation of the teaching of early stage researchers (mean score 1.87).

Finally, it was pointed out that no sufficient and specific measures were in place to encourage both women and men to combine family and work, children and career (i.e. part-time, teleworking, sabbatical leaves, nurseries, etc.). This is mainly felt by the not permanent staff (mean score 1.87-1.99) and it is strongly addressed by the females. On this issue the University of Florence has recently started promoting periodic dedicated online surveys to verify the satisfaction of researchers in these fields and to define the most appropriate corrective measures to be undertaken.

As far as **Area 4 “Enhancing training, skills and experience of researchers”** is considered, a quite strong disagreement was shown on the fact that internal regulation were still lacking on the training for teaching (the mean score of the answers is 1.83, only full professors show a better score of 2.21). It was also evidenced that there is certain difficulty in benefiting of the geographical, intersectoral and interdisciplinary mobility plans and between the private and public sectors. For the permanent staff, it was mainly due to the teaching duties that often prevent from a free transfer among different institutions (mean score of the question 1.84) and by a

not adequate financial support. This difficulty was shown by both females and males, without appreciable differences.

Finally, the replying interviewees also criticized the effectiveness of the actual university communication strategy on available procedures to promote Researchers' career advancement (mean score 1.38). This problem is strongly addressed by early stage researchers (PhD students and Post-Doctoral fellows) and university researchers (mean score lies between 0.98-1.39).

#### 4. Action Plan

Based on the critical areas emerging from the questionnaire responses and the results of the internal Gap Analysis, the following actions were identified to reduce the discrepancies between internal practices and those described in the C&C.

The table below summarizes the main actions to be implemented to improve alignment with the Charter & Code principles, indicates the responsible for the implementation in charge and the relative timeline for delivery .

*A dedicated working group, nominated by UNIFI Governing Bodies, will guarantee the respect of the foreseen timing and its constant monitoring.*

To be noted, as underlined in the scheme here below, that part of the corrective measures identified through the internal analysis and the questionnaire have been as well formally included in the multi annual strategic plan the University adopts periodically to identify the most strategic areas of intervention.

C & C Principle	Gap identified in the internal analysis	Gap identified in the questionnaire	Priority*	Gap identified	UNIFI Planned Action	Responsible for implementing	Timing	Monitoring Plan/Indicators
<b>1. Research freedom (questionnaire, question n. 3.4)</b>	X		2	Lack of available funds	<p>UNIFI Strategic plan 2016/2018 – point Os2.4 will improve the University capacity of getting resources through</p> <ol style="list-style-type: none"> <li>implementation of the competitiveness of research at national level to get a greater share of FFO (fund for ordinary financing)</li> <li>Increase the percentage of UNIFI researchers involved in European and International funding programmes.</li> </ol> <p>Furthermore UNIFI will invest own funds and funds from external local sponsors to support young researchers projects.</p>	Research and Technology Transfer Area	24 months	<p>Within 12 months:</p> <ul style="list-style-type: none"> <li>✓ To achieve an increase in the participation of UNIFI researchers within national, European and international funding programmes;</li> <li>✓ To open internal calls to support young researchers projects.</li> </ul>

<p><b>13. Recruitment (code) (questionnaire question n. 1.1.3)</b></p>	<p>X</p>		<p>3</p>	<p>It is to be noted that the university web site and the information made available for selection procedures is not yet entirely available in English.</p>	<p>As foreseen in UNIFI Strategic plan 2016/2018 – point Os4.1: to promote the international competitiveness of the university at the communication level by improving the share of web site pages available in English.</p> <p>For all researchers temporary positions the recruitment shall be made easily accessible as well to foreign candidates through the translation in English of : Advertisement with supporting documents, contract, guidelines on rights and duties, applicable rules on health and security on the workplaces.</p>	<p>Communication Area Research and Technology Transfer Area Human Resources Area General Affairs Area</p>	<p>24 months</p>	<p>Within 24 months: ✓ To have the research section of the University web sites entirely available in English.</p> <p>Within 24 months: ✓ To have the translation in English of advertisements and contracts.</p>
<p><b>13. Recruitment (code) (questionnaire question n. 1.5)</b></p>		<p>X</p>	<p>2</p>	<p>Interviewees expressed low satisfaction on the incentives provided to allow as much participation as possible within selection procedures.</p>	<p>The criticism underlined within the questionnaire is not coherent with the outcomes of the internal analysis. In fact the internal analysis showed national and local regulation guaranteeing the principles included in the C &amp; C.</p> <p>Since the criticism within the questionnaire arose mainly by young researchers, it is assumed that this may be due to a lack of information. The planned action is to improve knowledge in this field through:</p> <p>- dedicated, easily accessible web page including all selection procedures</p>	<p>Communication Area Research and Technology Transfer Area Human Resources Area Information and Technology University Services</p>	<p>18 months</p>	<p>Within 18 months: ✓ to propose again to all young researchers an online survey to verify their opinion on the same topic.</p>

					currently available; - dedicated web page with explanations on possible career prospects allowed by national and local regulation and how to access each step.			
<b>23. Research environment (questionnaire, question n. 3.4)</b>	X	X	2	Lack of appropriate work spaces and of adequate equipment due to funding needs	<p>In UNIFI Strategic plan 2016/2018 – point III.2.1 underlines the need of requalification of work spaces including laboratories. It may in fact be crucial first to verify available resources and infrastructures and to develop a plan and a new regulation aimed at maximizing (optimizing) their exploitation and accessibility.</p> <p>Following to new plan and regulation a dedicated web site page will be created to promote information among researchers on available infrastructures.</p> <p>Increased participation within the ESFRI European infrastructures funding scheme.</p>	<p>General Affairs Area</p> <p>Logistic Services</p> <p>Communication Area</p>	48 months	<p>Within 24 months:</p> <p>✓ to adopt a new regulation on the use of existing infrastructures</p> <p>Within 36 months:</p> <p>✓ to finalize the plan to implement the indications provided within the regulation</p> <p>Within 48 months:</p> <p>✓ to promote the information on the new regulation and plan adopted</p>

<p><b>25. Stability and permanence of employment (questionnaire, question n. 4.3)</b></p>	<p>X</p>	<p>X</p>	<p>1</p>	<p>National prescriptions and available funds strongly limit the number of permanent positions that may be offered. The interviewees strongly supported the necessity of corrective measures in this field.</p>	<p>The University of Florence will promote the creation of as many positions as possible for tenure track positions (type B temporary researchers, RTD-B) to support career prospects of young researchers. In fact RTD-B identifies a researcher that is in the running for a permanent position.</p> <p>Furthermore recently the MIUR adopted a dedicated decree to allow the direct access to permanent positions to researchers having obtained funding within local (MIUR – SIR and Rita Levi Montalcini) and European (ERC and MSCA IF) excellence programmes. The University will try and promote knowledge and participation of its researchers within such programmes.</p>	<p>Research and Technology Transfer Area Human Resources Area Communication Area</p>	<p>36 months</p>	<p>Within 36 months: ✓ to have new positions of temporary researchers</p> <p>Within 24 months: ✓ To organize dedicated info days and help desk for the participation within excellence programmes. ✓ To achieve an increase of the proposals submitted within excellence programmes.</p>
<p><b>29. Value of mobility (questionnaire, question 4.2)</b></p>		<p>X</p>	<p>1</p>	<p>The interviewees underlined the need of further promotion of mobility opportunities,</p>	<p>UNIFI Strategic plan for 2016/2018 foresees: – point Os4.1: to promote the international competitiveness of the university at the communication level by improving the share of web site pages available in English – point Os4.1.1 to promote the UNIFI researchers cooperation within European and international researcher</p>	<p>Research and Technology Transfer Area International Relations Area Communication Area</p>	<p>24 months</p>	<p>Within 24 months: ✓ To increase the number of existing cooperation agreements ✓ To increase the share of funds foreseen in the university internationalization plan to promote mobility opportunities for</p>

					<p>groups</p> <p>– Point Os 4.1.2 to increase the agreements with foreign universities and research centers, diversifying them from a geographic point of view;</p> <p>Furthermore an interactive section dedicated to all available mobility opportunities will be implemented within the university web site.</p>			<p>researchers;</p> <p>✓ To launch a new interactive section on the web site dedicated to mobility opportunities</p>
<p><b>33. Teaching (questionnaire, question n. 4.1)</b></p>	X	X	1	<p>A gap has been identified in the limited training received by young researchers on how to perform teaching activities.</p>	<p>UNIFI Strategic plan for 2016/2018 foresees the improvement of training courses to endow young researchers with the necessary knowledge and competences to perform teaching activities.</p> <p>The e-learning activities (such as Moodle) promoted within the University will foresee as well additional instruments for young researchers in this field.</p>	<p>Education Services Area</p> <p>Communication Area</p> <p>Information and Technology University Service</p>	24 months	<p>Within 12 months:</p> <p>✓ To promote the knowledge and access of researchers, wherever not already available, to the existing e-learning activities</p> <p>Within 24 months:</p> <p>✓ To plan and organize training courses in this field, especially intended for young researchers</p>

\* The priority has been attributed on a scale from 1 to 4 where gaps with priority 1 will be considered the most urgent for the intervention foreseen and gaps with priority 4 will be considered the less urgent for the intervention foreseen. The priority level has been attributed on the basis of the Quadrant Analysis chart of section 3 as follows:

- Quadrant 1: High Agreement and High Priority -> Priority 4
- Quadrant 2: High Agreement and Low Priority -> Priority 3
- Quadrant 3: Low Agreement and High Priority-> Priority 1
- Quadrant 4: Low Agreement and Low Priority -> Priority 2

# ANNEXES

# ANNEX A : ONLINE SURVEY

## **Internal survey concerning the practical implementation of the principles stated by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C)**

This questionnaire has been designed in order to verify whether, and to what extent, the principles stated by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) are applied in our University.

The questionnaire is aimed at all the Researchers of our University (the term “Researchers” is to be interpreted in accordance with the European meaning, and thus it refers to all the various persons involved in the research sector at any level of career: PhD candidates, research fellows, researchers and teaching staff). The questionnaire is entirely administered on-line through the CAWI system – Computer Assisted Web Interviewing.

The questionnaire is anonymous; the collected data will be processed aggregately, in compliance with the legislation concerning personal data protection and with the Charter of Fundamental Rights of the European Union. The introductory part addresses the necessity to understand which categories of individuals require improvement actions. The questionnaire is divided into the following four sections, which are consistent with the C&C principles:

1. Recruitment
2. Working conditions and social security
3. Professional recognition, non-discrimination and research environment
4. Improvement of Researchers’ training, competences, and professional experience

In each section a series of affirmative sentences are proposed; the Researcher is invited to express his/her satisfaction through a measurement scale from 0 to 4, where 0 indicates the maximum disagreement and 4 the maximum agreement. The researchers is then asked to put the sentences proposed in order of priority.

Of course, each Researcher may fill in the questionnaire taking into account the peculiarities related to his/her career status and selecting “Non-applicable” for the questions which are not relevant to his/her position.

For further information or explanations, it is possible to consult the website Euraxess, which includes references to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers: <http://ec.europa.eu/euraxess/index.cfm/rights/index>

# Personal details

## Gender

*Please choose only one of the following options*

- Female
- Male

## Age

*Please choose only one of the following options*

- Under 30
- 30-35
- 35-40
- 40-45
- 50-55
- 55-60
- Over 60

## Scientific domain

*Please choose only one of the following options*

- Biomedical Area
- Social Sciences Area
- Physical Sciences Area
- Technology Area
- Humanities and Education Area

## Reference ERC sector

*Please choose only one of the following options*

- Physical Sciences & Engineering
- Social Sciences and Humanities
- Life Sciences

## Post-graduate qualifications obtained

*Please choose one or more options*

- Second Level Master's Degree
- PhD
- Specialisation qualifying for high competency professional activity

## Your position is

*Please choose only one of the following options*

- Permanent
- Temporary

## Your academic position is

*Please choose only one of the following options*

- Full Professor
- Associate Professor
- Researcher
- Research Fellow
- PhD Student

## Since when have you been carrying out research activity? (Please take into account the activity carried out after graduation)

*Please choose only one of the following options*

- Since less than 4 years
- Since 4 years or more

## Since when have you been carrying out research activity at the University of Florence? (Please take into account the activity carried out after graduation)

*Please choose only one of the following options*

- Since less than 1 year
- 1 year – 3 years

- 4 years – 10 years
- Since more than 10 years

**In how many selection procedures for research positions have you already taken part into?**

*Please choose only one of the following options*

- From 1 to 3
- From 4 to 10
- More than 10

**Did you carry out any research activity outside the University of Florence during your career? (Please take into account periods of more than 6 months only)**

*Please choose only one of the following options*

- Yes
- No

**If yes, where? (It is possible to give more than one answer)**

*Please choose all the appropriate options*

- At other Italian universities
- At other universities abroad
- At Italian research institutes
- At research institutes abroad
- Within the non-academic sector
- Other

## Section I – Recruitment

Employers and/or funders should establish open, effective, transparent, favourable recruitment procedures, which should be internationally comparable and appropriate to available positions. Notices should include a thorough description of the required competencies and skills, but they should not require competencies and skills which are so specific as to discourage potential applicants. Employers and/or funders should insert a description of working conditions and workers' rights, including career advancement possibilities. The period of time from the publication of the notice – or of the call for applications – to the deadline for submitting the application should be reasonably long.

### 1.1 Available positions at any level of career are adequately advertised

Please choose the appropriate option for each item

	Completely disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Completely agree	Non-applicable
Internationally						
Nationally						
Locally (University website)						

### 1.2 Selection procedures are simple and easy to understand for the applicant (the calls specify the selection criteria and the number of available positions, and remain open for a reasonable period of time)

Please choose only one of the following options

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### 1.3 As for the recruitment process, the University technical and administrative staff provide adequate support

Please choose only one of the following options

- Completely disagree

- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

**1.4 The selection committees assess, besides the applicants’ scientific production, the applicants’ general experience, taking also into consideration:**

*Please choose the appropriate option for each item*

	Completely disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Completely agree	Non-applicable
Mobility						
Creativity						
Independence						
Professional experience (including knowledge transfer and public engagement activity)						

**1.5 Eligibility criteria encourage the participation of as many applicants as possible.**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

## 1.6 Selection committees

Please choose the appropriate option for each item

	Completely disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Completely agree	Non-applicable
are gender-balanced						
normally include members from outside the University						
are capable						
are adequately trained for the assessing process						

## 1.7 The selection process is transparent. In particular, information about the assessment evaluations is available for each applicant

Please choose only one of the following options

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

## 1.8 Post-doctoral fellowships enhance the career development and prospects of the recipient(both in universities and in other institutions)and

Please choose only one of the following options

- Completely disagree
- Moderately disagree

- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

## **Please put the questions in order of priority**

*Please identify the 3 most important questions and enter them in order of priority (1 is the most important statement, and 3 the least important one)*

- 1.1 Available positions at any level of career are adequately advertised internationally, nationally and locally
- 1.2 Selection procedures are simple and easy to understand for the applicant (the calls specify the selection criteria and the number of available positions and remain open for a reasonable period of time)
- 1.3 As for the recruitment process, the University technical and administrative staff provide adequate support
- 1.4 The selection committees assess, besides the applicants' scientific production, the applicants' general experience, taking also into consideration mobility, creativity, scientific independence and professional experience (including knowledge transfer and public engagement activity)
- 1.5 Eligibility criteria encourage the participation of as many applicants as possible
- 1.6 Selection committees are gender-balanced, normally include members from outside the University, are capable and adequately trained for the assessing process
- 1.7 The selection process is transparent. In particular, information about the assessment evaluations is available for each applicant
- 1.8 Post-doctoral fellowships enhance the career development and prospects of the recipient (both in universities and in other institutions)

## Section II – Working conditions and social security

Employers and/or funders should guarantee that, if needed, working conditions for Researchers – including disabled Researchers – allow for the flexibility necessary to adequately carry out the research activity, in compliance with the national legislation in force and the national or sectorial collective agreements. They should provide working conditions allowing both men and women to reconcile family life with work activity, sons/daughters with career. They should also take into particular consideration flexible working hours, part-time work, work from home, sabbatical leaves and the administrative and financial provisions to regulate this range of possibilities.

### **2.1 Researchers are aware of, and enjoy, the fundamental social security rights (sick leaves, maternity/parental leaves, welfare rights and unemployment benefits), pursuant to the national legislation in force**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **2.2 Working conditions (flexibility, workload, sabbatical leaves opportunities, etc.) are suitable for all career levels, irrespective of the type of contract**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **2.3 The University technical and administrative staff provide support and information about the Researchers' fundamental social security rights (rights in case of sickness, insurance cover, welfare, etc.)**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **2.4 As for the working environment, compliance with the laws and/or the national and/or local legislation concerning health and safety is guaranteed**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **Please put the questions in order of priority**

*Please identify the 3 most important questions and enter them in order of priority (1 is the most important statement, and 3 the least important one)*

- 2.1 Researchers are aware of, and enjoy, the fundamental social security rights (sick leaves, maternity/parental leaves, welfare rights and unemployment benefits) pursuant to the national legislation in force
- 2.2 Working conditions (flexibility, workload, sabbatical leaves opportunities, etc.) are suitable for all career levels, irrespective of the type of contract
- 2.3 The University technical and administrative staff provide support and information about the Researchers' fundamental social security rights (rights in case of sickness, insurance cover, welfare, etc.)

- ❑ 2.4 As for the working environment, compliance with the laws and/or the national and/or local legislation concerning health and safety is guaranteed

## Section III – Professional recognition, non-discrimination, research environment

### Professional recognition

Each Researcher engaged in a research career should be recognised as a professional and treated accordingly, since the beginning of his/her career at a post-graduate level, and, subsequently, at all the successive levels, irrespective of his/her national career status (for example: graduate, PhD candidate, research fellow, temporary researcher, permanent researcher, associate professor, full professor).

### Non-discrimination

Employers and/or funders should not discriminate Researchers on the basis of gender, age, ethnic group, national origin, social origin, religion or faith, sexual orientation, language, disability, political opinions, socio-economic conditions.

### Research environment

Employers and/or funders should provide a research environment which offers adequate equipment, facilities, and opportunities, including remote cooperation by means of research networks; the research environment should also be in compliance with the national and/or local laws/regulations concerning health and safety. Funders should ensure that adequate resources be appropriated for supporting the agreed research programme.

### 3.1 Our University is sufficiently committed to avoiding discriminations on the basis of:

*Please choose the appropriate option for each item*

	Completely disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Completely agree	Non-applicable
Gender						
Age						
Ethnic origin						
Religion						
Sexual orientation						
Political opinions						

Social/economic position						
Language						
Disability						

**3.2 Autonomy and creativity of all Researchers, including the younger ones (PhD candidates, research fellows, or equivalent), are actively encouraged**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

**3.3 Gender balance, in terms of equal opportunities, is actively pursued for all hierarchical levels, including the ones which entail supervision and management tasks**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **3.4 A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **3.5 Researchers' participation in decision and communication procedures of the University governing bodies (joint commissions, university course councils, department councils, academic bodies, etc.) is fostered**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **3.6 The University Ombudsman (*Garante dei Diritti*) and/or the University Guarantee Committee (*Comitato Unico di Garanzia, CUG*) adequately deal with the possible Researchers' complaints concerning alleged infringements of rights and freedom as well as of activities' impartiality, transparency, and decency**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree

- Moderately agree
- Completely agree
- Non-applicable

**3.7 The disputes between supervisors and younger Researchers are fairly and effectively handled, taking into account the scientific and management dynamics of group work**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

**3.8 An effective Researchers' assessment is periodically carried out in terms of:**

*Please choose the appropriate option for each item*

	Completely disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Completely agree	Non-applicable
Didactic activity						
Research activity						

**3.9 The teaching workload of Researchers, particularly the ones at the beginning of their career, is compatible with the carrying out of their research activity**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree

- Moderately agree
- Completely agree
- Non-applicable

### **3.10 Adequate measures are in place to allow the access to working arrangements compatible with personal, family, or career needs (for example: part-time work, leaves, etc.)**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **Please put the questions in order of priority**

*Please identify the 3 most important questions and enter them in order of priority (1 is the most important statement, and 3 the least important one)*

- 3.1 University is sufficiently committed to avoiding discriminations on the basis of gender, age, racial or ethnic origin, religion, sexual orientation, political opinions, social/economic position, language and disability
- 3.2 Autonomy and creativity of all Researchers, including the younger ones (PhD candidates, research fellows, or equivalent), are actively encouraged
- 3.3 Gender balance, in terms of equal opportunities, is actively pursued for all hierarchical levels, including the ones which entail supervision and management tasks
- 3.4 A pleasant and stimulating working environment, adequate equipment, and cooperation opportunities through research networks are provided by the University Departments
- 3.5 Researchers' participation in decision and communication procedures of the University governing bodies (joint commissions, university course councils, department councils, academic bodies, etc.) is fostered
- 3.6 The University Ombudsman (Garante dei Diritti) and/or the University Guarantee Committee (Comitato Unico di Garanzia, CUG) adequately deal with the possible Researchers' complaints concerning alleged infringements of rights and freedom as well as of activities' impartiality, transparency, and decency

- 3.7 The disputes between supervisors and younger Researchers are fairly and effectively handled, taking into account the scientific and management dynamics of group work
- 3.8 An effective Researchers' assessment is periodically carried out in terms of didactic and/or research activity
- 3.9 The teaching workload of Researchers, particularly the ones at the beginning of their career, is compatible with the carrying out of their research activity
- 3.10 Adequate measures are in place to allow the access to working arrangements compatible with personal, family, or career needs (for example: part-time work, leaves, etc.)

## **Section IV – Improvement of Researchers' training, competencies, and professional development experience**

### **Measures to foster a continuous professional advancement**

Employers and/or funders should provide each Researcher, irrespective of his/her career status and contractual position, with the possibility of professional development and work opportunities increase, by taking measures to offer continuous training. Such measures should be regularly assessed in terms of accessibility and effectiveness in improving competencies, capacities and work opportunities.

#### **4.1 Adequate preparation for the performance of teaching activities is guaranteed to Researchers**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

#### **4.2 Temporary periods of transnational/transectorial mobility are guaranteed and actively promoted among Researchers**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree

- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **4.3 The University clearly specifies strategies and procedures to promote Researchers' career advancement**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

### **4.4 Supervisors and scientific managers are clearly identified, and provide support and assistance for cultural and professional development during the early stages of Researchers' training and career**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

#### **4.5 Researchers, irrespective of their career status, enjoy the opportunity to keep up to date and improve their competency and knowledge by means of training, workshops, lectures or e-learning activities, both formal and informal**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

#### **4.6 Researchers are clearly informed about funding opportunities (University website, targeted e-mail communication)**

*Please choose only one of the following options*

- Completely disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Completely agree
- Non-applicable

#### **Please put the questions in order of priority**

*Please identify the 3 most important questions and enter them in order of priority (1 is the most important statement, and 3 the least important one)*

- 4.1 Adequate preparation for the performance of teaching activities is guaranteed to Researchers
- 4.2 Temporary periods of transnational/transsectorial mobility are guaranteed and actively promoted among Researchers
- 4.3 The University clearly specifies strategies and procedures to promote Researchers' career advancement
- 4.4 Supervisors and scientific managers are clearly identified, and provide support and assistance for cultural and professional development during the early stages of Researchers' training and career

- ❑ 4.5 Researchers, irrespective of their career status, enjoy the opportunity to keep up to date and improve their competency and knowledge by means of training, workshops, lectures or e-learning activities, both formal and informal
- ❑ 4.6 Researchers are clearly informed about funding opportunities (University website, focused e-mail communication)