

TEMPLATE 1 – GAP ANALYSIS

Name Organisation under review:

Università degli Studi di Firenze (UNIFI)

Organisation's contact details:

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SUBMISSION DATE: 13/10/2017

DATE ENDORSEMENT CHARTER AND CODE: 4/03/2014

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

PROCESS (MAX. 300 WORDS)

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: e.g. names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

With the Declaration of Commitment signed by Rector Prof. Alberto Tesi in March 2014 UNIFI adhered to The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and engaged in the "Human Resources Strategy for Researchers" (HRS4R) by setting up, from mid-2015, a 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, researchers and administrative staff*. The Internal Gap Analysis started end July 2015.

All competent offices were involved in this process, with the participation of the following staff members:

- Gianni Aristelli, Planning, Organisation and Control Unit
- Chiara Benvenuti, Fellowship "Future in Europe" CSAVRI
- Marco Bindi, Full Professor and Vice Rector for Research from November 2015
- Elena Catani, Patents and Intellectual Property Rights Office
- Francesca Cavigli, PhD Students Office
- Elisabetta Cerbai, Researcher and Vice Rector for Research until October 2015
- Chiara Cianferoni, PhD Students Office

¹ The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career level, type of contract etc. etc.

² For a description of R1-R4, please see http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

- Conticelli Valentina , Academic and Research Staff Office
- Denise Cuccia, Research Projects Office (*)
- Cristina Dolfi, Research Projects Office (*)
- Silvia Ferrini, Legality, Integrity and Transparency Office
- Susanna Massidda, Academic and Research Staff Office
- Laura Moretti, Research Projects Office (*)
- Gianna Nesti, Academic and Research Staff Office
- Elena Nistri, Career counseling, job placement and vocational orientation
- Anna Lucia Palma, Research Office
- Valdo Pasqui, Informatics Services and Informatics Security Issues
- Sabrina Pazzagli, Academic and Research Staff Office
- Alessandra Petrucci, Full Professor, Member of the University Council of Administration
- Luca Pettini, Prevention and Protection Service
- Daniela Pini, Patents and Intellectual Property Rights Office
- Rutigliano Gianfranco, Planning , Organisation and Control Unit
- Francesca Maria Simonetti, Research Projects Office
- Maria Gustava Tesi, Research Projects Office
- Cinzia Vacca, Fellow Researchers Office

Works were carried out through both frontal meetings and direct calls/correspondence.

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented</p>	<p>In case of -, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives already undertaken and/or suggestions for improvement</p>
<p>Ethical and Professional Aspects</p>			
<p>1. Research freedom</p>	<p style="text-align: center;">+</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 "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 [...]"</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>2. Ethical principles</p>	<p style="text-align: center;">+</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 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>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 "the members of the University of Florence are bound to promote freedom in research and teaching, avoiding any behavior that could in any way limit this principle".</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>	
3. Professional responsibility	+	<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, the Royal Decree 21 June 1942, n. 929 on brands and Law 633/1941 on copyrights.</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: "researchers should make their research public, always keeping in mind the intellectual property rights and always quoting the results achieved by other researchers".</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>	

4. Professional attitude	+	<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>	
5. Contractual and legal obligations	+	<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>	
6. Accountability	+	<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>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>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.</p> <p>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>	
7. Good practice in research	+	<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</p>	

		<p>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>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>	
8. Dissemination, exploitation of results	+	<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>“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”</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: http://www.sba.unifi.it/upload/policy-oa-unifi.pdf).</p>	
9. Public engagement	+	<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"> 1. Website dedicated section 2. Periodic electronic newsletter 3. Periodic seminars, workshops and events on research topic to be shared with citizens and non specialized public; 4. Periodic open days aimed at promoting the interest of high school students in developing their careers in research; 5. Participation in dissemination events such as the so called Researchers' night (funded by the European Commission). <p>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 http://www.openlab.unifi.it/mdswitch.html</p>	
10. Non discrimination	+	<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 "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".</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 "the university activities are independent from any religious, ideological, politic or economic constraint". 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 Central Committee for Guaranteeing and promoting equal opportunities, workers' welfare and non-discrimination (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 principle 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>11. Evaluation/ appraisal systems</p>	<p>+</p>	<p>Since 2006 a dedicated National Agency has been created in this field: ANVUR, National Agency for the Evaluation of the Academic System and Research.</p> <p>This Agency has been created according to Law 286/2006, art.2 with the following functions:</p> <ul style="list-style-type: none"> - 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. <p>The Agency functioning is based on the principles of independence, impartiality, professional responsibility and openness.</p> <p>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 achieved in research related activities.</p> <p>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.</p> <p>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.</p> <p>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”.</p> <p>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.</p> <p>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</p>	

		<p>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.</p> <p>It operates in line with the evaluation principles defined at National level.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
<p>Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.</p>			
12. Recruitment	+	<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 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>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 style="text-align: center;">PhD Students: Rectoral Decree 670/2013 http://www.unifi.it/vp-9611-d-r-670-2013-prot-n-47910-regolamento-dottorato.html</p> <p style="text-align: center;">Research fellows: Rectoral Decree 654/2015 http://www.unifi.it/upload/sub/assegni/dr_654_regolamento_2015.pdf</p> <p style="text-align: center;">Temporary Researchers: Rectoral Decree 1111/2014 http://www.unifi.it/upload/sub/normativa/dr1111_14_reg_ricercatori_l_240_2010.pdf</p> <p style="text-align: center;">Ordinary and Associate Teachers: Rectoral Decree 1320/2014 http://www.unifi.it/upload/sub/normativa/dr_1320_201214.pdf</p> <p style="text-align: center;">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 style="text-align: center;">All advertisements of available positions are made public through all official 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>	
13. Recruitment (Code)	+/-	<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"> 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; 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; <p>Art. 5 paragraph 5 includes among the 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>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</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>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 research project or program linked to the position offered.</p>	
14. Selection (Code)	+	<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 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>	
15. Transparency (Code)	+	As anticipated in previous principles, according to National law, selection procedures are always open and	

		<p>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 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>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 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>	
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16. Judging merit (Code)	+	<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>	
17. Variations in the chronological order of CVs (Code)	+	<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>18. Recognition of mobility experience (Code)</p>	<p>+</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 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>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>19. Recognition of qualifications (Code)</p>	<p>+</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>20. Seniority (Code)</p>	<p>+</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>	

		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.	
21. Postdoctoral appointments (Code)	+	<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 http://www.unifi.it/upload/sub/assegni/dr_654_regolamento_2015.pdf.</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>	
Working Conditions and Social Security			
22. Recognition of the profession	+	<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>	
23. Research environment	+/-	<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>	Despite all University efforts it is to be noted that the lack of available funds strongly limits the University intervention

		<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 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>	possibilities.
24. Working conditions	+	<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>	
25. Stability and permanence of employment	+/-	<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>	National prescriptions and available funds strongly limit the number of permanent positions that may be offered.

		<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>26. Funding and salaries</p>	<p>+/-</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 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>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>

27. Gender balance	+	<p>Non discrimination is one of the most important principles included in the Constitution of the Italian Republic that foresees in Article 3 that "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.[...]"</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 gender balance with propositional, consultative and monitoring tasks.</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 Central Committee for Guaranteeing and promoting equal opportunities, workers' welfare and non-discrimination (CUG).</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 principle 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>	
28. Career development	+	<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>	
29. Value of mobility	+	<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 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>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> <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>	
30. Access to career advice	+	<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"> Counseling Job training Relationship with the labor market Development of personal enterprise and entrepreneurship 	
31. Intellectual Property Rights	+	<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</p>	

		<p>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 (http://www.unifi.it/vp-5971-brevettare-a-unifi.html#eventi).</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 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>	
32. Co-authorship	+	<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>	
33. Teaching	+/-	<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>A gap has been identified in the limited training received by young researchers on how to perform teaching activities.</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>	
34. Complains/ appeals	+	<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 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>	
35. Participation in decision-making bodies	+	<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 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.</p>	

Training and Development			
36. Relation with supervisors	+	<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 as well to this relationship.</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 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>	
37. Supervision and managerial duties	+	<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>	
38. Continuing Professional Development	+	<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>	
39. Access to research training and continuous development	+	<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>	
40. Supervision	+	<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>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>	
Any additional issues			

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list³

OTM-R checklist for organisations

	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	+/-	http://www.unifi.it/vp-2377-reclutamento-concorsi-selezioni.html The information at the moment is available only in the national language.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/-	http://www.unifi.it/vp-2377-reclutamento-concorsi-selezioni.html At the link provided for each category of available positions (fellow researchers, researchers, teachers, ecc.) all relevant information on our OTM-R procedures and practices is available. The information at the moment is available only in the national language. Last update: 28 th March 2017
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-	The University of Florence identifies on an annual basis the training needs of all its personnel and prepares training plans including compulsory and free training courses. The personnel is then free to express specific training needs and to propose on an individual basis training courses that may be useful for them to attend. The lack of available funds may represent however a constraint in this matter.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		-/+	The University of Florence is implementing the use of e-recruitment tools for PhD and fellow researchers recruitment processes
5. Do we have a quality control system for OTM-R in place?	x	x	x	+	Compliance with laws, rules and procedures is

³ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					ensured by an internal Office for Oversight, Transparency and the Prevention of Corruption
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+	As per prevision of Law 240, art.24 c.6, all selection procedures are open also to foreign applicants. The University of Florence offers, in addition, positions exclusively dedicated to foreign researchers (L.240, art.18 c.4).
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+	All positions are available to citizens of the EU (clearly stated in any selection advertisement) and to other nationals if compatible with Article 38 of D.lgs. 165/2001. However, advertisements are currently published only in the Italian language on UNIFI website and in the Official Journal of the Italian Republic. Selection advertisements to be published also in English on UNIFI website and on EURAXESS. Future trends in the share of applicants from abroad will be used as indicator of effectiveness. In addition the University of Florence is involved in the Rita Levi Montalcini Programme for young researchers.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+	Trend in the share of applicants show an equal distribution between men and women. Gender balance in the selection committees is mandatory.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+	Positive and increasing trend in the share of foreign applicants applying to our organisation proves the attractiveness of working conditions in the University of Florence. Our University offers inside infrastructures

					operating in the excellence of European research field (Lens, Cerm, Da-Vinci biobank)
10. Do we have means to monitor whether the most suitable researchers apply?				+/-	In Italy the Ministry for Education, University and Research (MIUR) has put in place a system of evaluation of all public universities performances based among others on the quality of the publications of their researchers/professors. The Universities are ranked accordingly.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x			http://www.unifi.it/vp-2377-reclutamento-concorsi-selezioni.html At the link provided for each category of available positions (fellow researchers, researchers, teachers, ecc.) all relevant guidelines and templates for advertising positions are made available. The information at the moment is available only in the national language . Information in English is provided on the Euraxess web site.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ⁴]	x	x			+ Most of the elements foreseen in the toolkit are restated in National Law 240/2010 drawing prescriptions on the contents of job advertisements. Consequently, job advertisements published by Italian public universities (to which University of Florence belongs) reflect these mandatory prescriptions.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x			+ Yes, by posting all vacancy opportunities available at our university . Results can be traced by : - The share of job adverts posted on EURAXESS; - Trend in the share of applicants recruited from outside the organisation/abroad.

⁴ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					For outgoing researcher the research project office offers, an integrated service for supporting researchers applying for Marie Curie programme (both individual project and abroad vacancies)
14. Do we make use of other job advertising tools?	x	x		+	According to National Law 240/2010 all advertisements of available positions are to be made public through the following official channels: <ul style="list-style-type: none"> - Euraxess; - Ministry of Education, University and Research Website http://bandi.miur.it/ - UNIFI official gazette http://www.unifi.it/albo-ufficiale.html - UNIFI web site http://www.unifi.it
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ⁴⁵]	x			+	The need to keep the administrative burden to a minimum is a general principle stated in Italian Legislation such as National Law 165/2001. A Welcome Service dedicated to researchers has been implemented by our University (http://www.unifi.it/cmpro-v-p-10850.html)
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵]		x	x	+	According to National Law 165/2001, 240/2010 and the following regulations implementing them, selection committees 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. Internal regulation fixes the criteria for the composition of commissions evaluating specific research categories.
17. Do we have clear rules concerning the composition of selection committees?		x	x	+	Specific prescriptions on the composition of selection Committees are included in National Law 165/2001 and in National Law 240/2010. Whereas such national prescriptions provide only general

					guidelines the University internal regulations work out the details.
18. Are the committees sufficiently gender-balanced?		x	x	+	According to National Law 165/2001, 240/2010 and the following regulations implementing them, selection committees 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.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	+	The announcement and the relevant annexes reports all the requirements needed for the advertised position. These requirements represent the base for the evaluation process .
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		+	The outcomes of all selection processes are made public on the university website in due time to allow complaints if any. Transparency on the evaluation methods is always guaranteed
21. Do we provide adequate feedback to interviewees?		x		+/-	The outcomes of each selection are always made public on official websites always keeping into account the principles of privacy and confidentiality. 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.
22. Do we have an appropriate complaints mechanism in place?		x		+	Yes, researcher can address their complaints to Research and Academic Staff Office, Research Service office and, as a last resort , to the civil warrant officer (garante)

Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+	<p>Formal compliance with laws, regulations and procedures is ensured by an internal competent Office. Substantial evaluations of the impact of OTM-R policies on quality of researchers, internationalization, impact on research and development activities is not performed. However, ANVUR (National Agency for the eValuation of the University system and of the Research) in its periodical evaluation of Universities and Research Institutions (VQR) rates recently enrolled researchers separately from the rest, thus providing an indirect evaluation of recruitment quality.</p>

TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review:

University of Florence (UNIFI)

Organisation's contact details:

Legal address: Piazza San Marco, 4 – 50121 Firenze

Contact Address: Research Area – Viale Morgagni, 40 – 50134 Firenze – E-mail: ricercaue@unifi.it

Web link to published version of organisation's HR Strategy and Action Plan:

<http://www.unifi.it/vp-10899-hrs4r-excellence-in-research.html>

SUBMISSION DATE: 13/10/2017

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	4.258
Of whom are international (i.e. foreign nationality)	245
Of whom are externally funded (i.e. for whom the organisation is host organisation)	450
Of whom are women	2.615
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1.634
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	1.500
Of whom are stage R1 = in most organisations corresponding with doctoral level	733
Total number of students (if relevant)	50.318
Total number of staff (including management, administrative, teaching and research staff)	5.779
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	486.063.621,67
Annual organisational direct government funding (designated for research)	20.243.329,97
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	9.622.949,31
Annual funding from private, non-government sources, designated for research	5.670.981,79
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The University of Florence is an important centre for research and higher training in Italy. With 128 Degree courses organized in 10 Schools and with a population of about 55,000 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. 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.

2. NARRATIVE (MAX. 2 PAGES)

The national law 240/2010 (Legge Gelmini) and the following regulations have involved all aspects of researcher and university teachers' career from the recruitment procedure to economical treatment, social security, maternity/parental leave and progress in career.

The Statute of the Università degli Studi di Firenze has been consequently adapted to comply with the requirements set by the law itself and several regulations have been issued at internal level to manage single specific aspects of the professional figure of the researcher.

On the other hand, specific matters related to health & safety condition in the working areas are regulated by national law and regulations, with strict legislative prescriptions and timeline of compliance.

Due to the mandatory nature of the above mentioned prescriptions, the analysis of the internal gap -between legal requirements and implemented procedures - put in evidence a quite positive situation of respect of fundamental rights.

However, the generic concept of "researcher" includes different kind of staff members, from the permanent teachers and researchers, to the temporary researchers; this leads to an undeniable difference in the level of protection and guarantees that need to be improved in favor of the temporary staff.

In order to better identify the needs of these category of researcher, their acquaintance on rights and perception of their personal role, an internal survey was submitted to all the researchers to better understand and trace the weaknesses of the current system.

The following strengths and weaknesses have been identified:

Ethical and Professional Aspects

Strengths: Università degli Studi di Firenze adopted a new Statute (2012) and an Ethic Code (2008, revised in 2011) recognizing the principles stated respectively by the Constitution of the Italian Republic (principle of Research Freedom) and by the several legal prescriptions in the matter of professional aspects (see table "European Charter for Researchers and Code of Conduct for the Recruitment of Researcher: GAP analysis overview).

Weaknesses: lack of financial resources to be dedicated to the research may limit the improvement of the professional conditions of researchers.

Recruitment and Selection

Strengths: National legislation guarantees equal opportunities in recruitment and selection procedures, both under the discrimination point of view and for offer of opportunities.

Weaknesses: despite the offer of transparent open procedures and equal opportunities of employment, more can be done to make offers available to incoming researchers. As a matter of fact, few of the documentation related to the recruitment and selection procedure is currently available in English version (even if our University is currently taking care of this process).

Working conditions and security

Strengths: Università degli Studi di Firenze implements all the legislative prescriptions aimed to offer to its researchers and employees the most suitable working – both real and figurative - ambiance and respect of security levels. Salary levels are guaranteed by the law, even if with significant differences between different researcher category.

Weaknesses: among the various aspects of good working and security conditions we must focus on the economic impact and opportunities available for public universities. Limited financial resources and a strict legislative regulation, necessarily affect the possibility to implement better working premises and to adequate salary to the European common level.

Training and development

Strengths: National legislation assigns to the young researchers the duty/right to be supported, trained and evaluated. Our university, with its internal regulation, individuates and assigns to each young researcher (PhD candidate, fellow researcher) a senior supervisor who accompanies the young researcher during his/her career path. For the development of their career, young researchers can benefit also from services provided by the institution itself from the life-long learning programs to the support in building in-progress entrepreneurship and finding job opportunities.

Weaknesses: a more wide information on services at young researchers' disposal for the development of their career could be implemented and developed.

3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

C & C Chapter: Ethical and Professional Aspects				
C & C Principle	Title action	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	Increase of funds available for research related activities	December 2018	Research and Technology Transfer Area	✓ Increase of at least the 10% of the participation of UNIFI researchers within national, European and international funding programmes; ✓ at least one annual call to support young researchers projects.
C & C Chapter: Recruitment and Selection				
C & C Principle	Title action	Timing	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (code)	Translating the web site and recruitment related information in English	18 months	Communication Area Research and	✓ Within the first 12 months of implementation at least

			<p>Technology Transfer Area</p> <p>Human Resources Area</p> <p>General Affairs Area</p> <p>Legal Affairs</p>	<p>50 % of the university of Florence website and advertisements and contracts related to researchers recruitment to be translated in English.</p> <p>✓ Within 18 months at least 70% of the university of Florence website and advertisements and contracts related to researchers recruitment to be translated in English.</p>
13. Recruitment (code)	To promote the clearness and effectiveness of the university web site	18 months	<p>Communication Area</p> <p>Research and Technology Transfer Area</p> <p>Information and Technology University Services</p>	<p>Within 18 months: all young researchers will be asked to join an online survey to verify their opinion on the same topic.</p>
C & C Chapter: Working Conditions and Social Security				
C & C Principle	Title action	Timing	Responsible Unit	Indicator(s) / Target(s)
23. Research Environment	Promotion of an improvement of work spaces and of adequate equipment	48 months	<p>General Affairs Area</p> <p>Logistics services</p> <p>Communication Area</p>	<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>
25. Stability and Permanence of Employment	Promoting of stability and permanence of employment	36 months	<p>Research and Technology Transfer Area</p> <p>Human Resources Area</p> <p>Communication Area</p>	<p>Within 36 months</p> <p>At least 30 new positions of temporary researchers</p> <p>Within 12 months:</p> <p>To organize dedicated info days and an help desk for the participation within excellence programmes.</p> <p>To achieve an increase by the 10% of the proposals</p>

				<i>submitted within excellence programmes.</i>
29. Value of mobility	Promoting mobility	24 months	Research and Technology Transfer Area International Relations Area Communication Area	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 researchers; ✓To launch a new interactive section on the web site dedicated to mobility opportunities.
33. Teaching	Teaching Training	24 months	Education Services Area Communication Area Information and Technology University Service	Within 12 months: ✓To promote the knowledge and access of researchers, wherever not already available, to the existing e-learning activities Within 24 months: ✓ To plan and organize training courses in this field, especially intended for young researchers

Translating recruitment related information in English

C & C Principle: 13. Recruitment (code)

The internal action plan has made clear as one of the weaknesses to be corrected the fact that the university web site and the information made available for selection procedures is only partially available in English.

The willingness to correct this weakness is as well confirmed by UNIFI Strategic plan 2016/2018 stating at point Os4.1 the need to promote the international competitiveness of the university at the communication level by improving the share of web site pages available in English.

For all researchers temporary positions the recruitment shall therefore 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.

Increase of funds available for research related activities

C & C Principle: 1. Research Freedom

The internal action plan has shown that lack of available funds for research related activities strongly limits the chances researchers may be offered within the university of Florence and strongly influence the recruitment policy that may be put in place.

Therefore UNIFI Strategic plan 2016/2018 – point Os2.4 aims at improving the University capacity of getting resources through:

1. implementation of the competitiveness of research at national level to get a greater share of FFO (fund of ordinary funding)

2. Increase the percentage of UNIFI researchers involved in European and International funding programmes.

Furthermore UNIFI will invest own funds and funds from external local funders to support young researchers projects.

To promote the clearness and effectiveness of the university web site

C & C Principle: 13. Recruitment (code)

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.

If the internal gap analysis outcomes are satisfactory on the recruitment (code) showing a national and local regulation guaranteeing the principles included in the C & C, on the other side we remarked a certain criticism on this point among the young researchers interviewed.

Since the criticism within the questionnaire arose mainly among young researchers it is assumed that this may be due to a lack of information. Therefore the planned action is to improve knowledge in this field through:

- dedicated web pages easily accessible including all selection procedures currently available;
- dedicated web pages with explanations on possible career prospects allowed by national and local regulation and how to access each step.

Promotion of an improvement of work spaces and of adequate equipment

C & C Principle: 23. Research Environment

UNIFI Strategic plan 2016/2018 point III.2.1 underlines the need of requalification of work spaces including laboratories. This requalification and improvement may be as well useful in view to the implementation of the principle of the C & C however in order to realize it, it is first crucial to verify available resources and infrastructures and to develop a plan and a new regulation aimed at maximizing (optimizing) their exploitation and accessibility.

Following the new plan and regulation a dedicated web site page will be created to promote information among researchers on available infrastructures.

It will be as well supported an increased participation within the ESFRI European infrastructures funding scheme.

Promoting stability and permanence of employment

C & C Principle: 25. Stability and permanence of employment

As explained in the internal gap analysis national prescriptions and available funds strongly limit the number of permanent positions that may be offered. However the interviewees strongly supported the necessity of corrective measures in this field.

Therefore the University of Florence will promote the creation of as many tenure track positions as possible (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.

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. Therefore the University will try and promote knowledge and participation of its researchers within such programmes.

Promoting Mobility

C & C Principle: 29. Value of mobility

The interviewees underlined the need of further promotion of mobility opportunities, UNIFI Strategic plan for 2016/2018 foresees promoting:

- the international competitiveness of the university at the communication level by improving the share of web site pages available in English (strategic plan point Os4.1);
- UNIFI researchers cooperation within European and international researcher groups (point Os4.1.1) ;
- the increase of the agreements with foreign universities and research centers, diversifying them from a geographic point of view. Furthermore an interactive section dedicated to all available mobility opportunities will be implemented within the university web site (Point Os 4.1.2).

Teaching Training

C & C Principle: 33. Teaching

A gap has been identified in the limited training received by young researchers on how to perform teaching activities.

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. The e-learning activities (such as Moodle) promoted within the University will foresee as well additional instruments for young researchers in this field.

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Most of the elements foreseen in the OTM-R toolkit are stated in National Law 240/2010 drawing prescriptions on the contents of researcher job advertisement, evaluation and selection criteria, appointment procedures.

Consequently, procedures implemented by Italian public universities (to which University of Florence belongs) reflect these mandatory prescriptions.

At our University level, peculiar procedures are put in place according to the profile of researcher to be recruited (fellow researchers, researchers, teachers, ecc.); single procedures are described under dedicated website links:

<http://www.unifi.it/vp-2368-opportunita-di-lavoro.html>

<http://www.unifi.it/vp-2377-reclutamento-concorsi-selezioni.html>

At the link provided for each category of available positions all relevant information on our OTM-R procedures and practices is available.

On our University website, all relevant guidelines and templates for advertising positions are currently available in the national language (with navigation panels available in English), while positions are advertised also in English language on the Euraxess web site.

For what evaluation and selection is concerned, specific regulations have been adopted to manage all aspects of the different researcher profile's selection (Regulation on Fellow Researcher, Regulation on Ph.D, etc).

Skilled staff resources are dedicated to different phases of the hiring procedure both at central and at department level, with the aim to run smoothly the administrative burden aspects in the respect of law prescriptions.

4. IMPLEMENTATION (MAX. 1 PAGE)

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

In order to oversee constantly the progress in the application of the corrective measures foreseen in the action plan the University of Florence has identified the need of a synergic effort of the University Research Committee and of the working group already identified in the preparatory phase.

The working group is a task force joining the efforts of the services involved in the implementation of the action plan, such as human resources, research and technology transfer area, communication, ecc. This group main tasks will be of an executive nature and will involve among others:

- ✓ Follow the application of the corrective measures;
- ✓ Decide on any corrective measure that may be needed;
- ✓ Apply back-up plans in case of need;
- ✓ Monitor periodically the satisfaction of the research community at large with dedicated online surveys (at least one a year);
- ✓ Report periodically (every six months) to the Research Commission on the stage of implementation reached.

The working group will meet on a regular basis at least every three months.

The Research Committee is a permanent structure of the university of Florence whose main role is to take strategic decisions and to propose politics to UNIFI governing bodies related to research issues. It will represent the decision making body in the implementation of the plan and the trait d'union between the working group and the local governing bodies. The Research Committee, on the basis of the periodic reports received from the working group, will decide on strategic changes in the global strategy to be included as well in the periodic strategic plan of the university.