

HR Excellence in Research

| Internal Review

Internal Review

Case number

2022IT838957

Name Organisation under review

UNIVERSITA' DEGLI STUDI DI URBINO CARLO BO

Organisation's contact details

VIA SAFFI,2, URBINO, 61029, Italy

Submission date to the European Commission

03/06/2026

1. Organisational Information

Please provide an update of the key figures for your organisation. Fields marked with * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research *	639
Of whom are international (i.e. foreign nationality) *	46
Of whom are externally funded (i.e. for whom the organisation is the host organisation) *	110
Of whom are women *	322
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	358
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	105
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	169
Total number of students (if relevant) *	13126,5
Total number of staff (including management, administrative, teaching, and research staff) *	1039
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	11193834,97
Annual organisational direct government funding (designated for research)	2453832,83

RESEARCH FUNDING (figures for the most recent fiscal year)

€

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	8016761,18
Annual funding from private, non-government sources, designated for research	723240,96

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

Established in 1506 in one of the most renowned Renaissance cities in central Italy, the University of Urbino Carlo Bo is a lively environment, where students, early-stage and experienced researchers come into direct contact with each other and share their knowledge and experiences.

Its 61 Undergraduate and Postgraduate courses, covering most of the ERC sectors, offer a research-driven approach.

UniUrb's international dimension is rapidly growing, thanks to the cooperation with other HEIs in Europe and worldwide, allowing students and staff exchange.

UniUrb is committed to research dissemination and knowledge transfer, and therefore actively cooperates with regional stakeholders and companies.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four pillars of the European Charter for Researchers, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the 'Remarks' column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answers in the section dedicated to internal review for the interim assessment.

Strengths and weaknesses (initial phase)

The analysis of internal practices and procedures, as well as the survey results, show a highly positive implementation of the C&C principles concerning the ethical and professional aspects of research. Many of these topics are regulated by National legislation, which the University's internal regulations comply with, making these aspects strong points of the institution as a whole.

Indeed, **research freedom** is guaranteed by art. 33 of the Constitution of the Italian Republic and acknowledged in art. 2 of UniUrb's Statute; all of the **Ethical aspects** of research activity are taken into consideration and governed by the University's Code of Ethics, as well as by specific committees, evaluating whether ethical principles are respected by the foreseen research activity on a case-by-case basis.

UniUrb is strongly against whatever kind of **discrimination**, as clearly stated in the Statute and in the Code of Ethics. The University Guarantee Committee for equal opportunities, enhancement of workers' well-being and against discrimination (CUG) monitors the respect and valorisation of underrepresented categories, promoting positive actions in order to recognize the value of diversity within the Academic community.

Researchers' academic duties – i.e., their **contractual obligations**, their **accountability** and their **professional responsibility** – are made clear to all the recruited researchers, who receive the Code of Ethics, the Code of Conduct and the Regulation on academic duties of Professors and Researchers as soon as they are enrolled. Regulations concerning intellectual property rights and the conditions of the relationship among the institution, the researcher and third parties comply with national legislation. The recent update of the national law on these topics will require the consequent updating of internal regulations.

The use of **good practices in research**, particularly in terms of health and safety, is ensured by the compliance to all national law provisions in this respect. All recruited staff (both research and faculty staff and technical-administrative staff) have to attend mandatory courses about general and specific risks in their workplace; researchers and staff working in scientific laboratories are required to attend specific training about biological, chemical and electromagnetic radiation hazards.

Research results are **disseminated** within the wider academic community thanks to a number of measures encouraging UniUrb's researchers to attend or participate to scientific meetings and initiatives in Italy and abroad, as well as to organise scientific events in Urbino; technology transfer and the economic valorisation of results are made possible, encouraged and supported thanks to the Third Mission Office, in charge of knowledge and technology transfer, which has been recently strengthened thanks to the recruitment of new staff members. UniUrb favours its researchers' **public engagement** by allocating specific internal funds and implementing initiatives,

both online and face-to-face, involving researchers and citizens at the same time: indeed, the institution is strongly committed in enhancing its interaction with the surrounding territory and stakeholders, raising awareness about the lines of research carried out by its staff and spreading their results.

Finally, concerning **evaluation and appraisal system**, UniUrb complies with national legislation requiring all Universities to appoint an Internal Evaluation Committee and a Quality Assurance Committee, and by applying all criteria and appraisal methods outlined by the National Agency for the Evaluation of Universities and Research Institutes, in order to encourage its faculty staff to improve their professional performance. Moreover, as a member of the Coalition for Advancing Research Assessment (CoARA), UniUrb is taking part in the international discussion aiming to improve the assessment of researchers for the purposes of recruitment or career progressions by recognising the diversity of research activities, practices and outputs.

Although these principles are fully implemented, and therefore represent strong points within UniUrb, there are still aspects to improve, particularly for what concerns researchers' awareness about the strategic orientations and goals of national and international funding programmes. Indeed, early stage researchers are not entirely familiar with these topics threatening the institution's competitiveness on an international level. Intellectual property is also an issue deserving attention, given the ongoing evolutions of the national legislation about industrial property and the always increasing importance of copyright, editorial policies and Open science practices: the researchers' awareness on these topics has to be maintained constantly high thanks to specific continuous training.

Given the dangerousness and the frequency of cybersecurity attacks, another point requiring constant attention is the adoption by all researchers of safe working practices, particularly for what concerns proper back-up strategies and other precautions to avoid information technology disasters.

Finally, early career researchers have only limited opportunities and means to disseminate their research results, which could be increased in order to enhance their scientific independence.

Strengths and weaknesses (interim assessment)

Over the past 24 months, UniUrb updated some of its internal regulations and launched new initiatives strengthening the implementation of the C&C principles on *Ethical and professional aspects*, while aligning with the *2023 European Charter for Researchers* (Pillar "*Ethics, Integrity, Gender and Open Science*").

By implementing the Initial Action Plan, UniUrb addressed several of the weaknesses highlighted in 2023. To tackle gaps related to researchers' **professional attitude**, and particularly early-stage researchers' awareness of national and international funding priorities, the University organised courses about EU funding programmes and project design methodologies (link_1 (<https://www.uniurb.it/novita-ed-eventi/6151>) and link_2 (<https://www.uniurb.it/novita-ed-eventi/6329>)) open to all researcher profiles (R1-R4).

Researchers' understanding of **contractual and legal obligations** was strengthened through targeted training on industrial property, copyright, editorial policies, and Open Science practices, as well as through the revision of the *Regulation on Patents and Industrial Property* (https://ateneo.uniurb.it/gest/wp-content/files_mf/1776843968RegolamentoBrevettiUniurb.pdf), now aligned with the updated national legislative framework.

Concerning **dissemination and exploitation of results**, UniUrb increased financial resources and opportunities enabling early-career researchers to participate in scientific meetings and dissemination initiatives in Italy and abroad. Dedicated funding was allocated to cover Research Fellows' dissemination costs, thus enhancing their scientific independence.

UniUrb reinforced its commitment to Open Access and Open Science principles by establishing a new office coordinating Open Science activities (<https://www.uniurb.it/amministrazione/servizi-open-science-e-risorse-elettroniche>) and supporting FAIR research data repositories and Urbino University Press (<https://press.uniurb.it/index.php/UrbinoUP>), operating according to the Diamond Open Access model. The same office oversees the Institutional Repository IRIS-ORA (<https://ora.uniurb.it/>) (Open Research Archive), enabling all researchers to archive their research outputs. Moreover, institutional webpages linked to IRIS-ORA profiles were created for PhD students (<https://www.uniurb.it/ateneo/person-e-strutture/person/dottorande-e-dottorandi>), improving the visibility and accessibility of their research.

In 2024 and 2025, UniUrb proactively took part in the *European Researchers' Night* by joining the SHARPER (<https://www.sharper-night.it/>) (SHARing Researchers' Passion for Education and Rights) consortium, an initiative involving 14 Italian universities and research institutions funded by the European Commission. Events organised across University premises and the city centre attracted wide public participation and received positive feedback, demonstrating UniUrb's commitment to **public engagement**, societal outreach, and the promotion of scientific awareness among the public.

In 2025, UniUrb strengthened its **good practices in research** by issuing a new health and safety regulation (https://ateneo.uniurb.it/gest/wp-content/files_mf/1752837955RegolamentoSaluteSicurezza_Uniurb12lug25.pdf), for all its staff. Since the Italian Ministry of University and Research is developing national training programmes on cybersecurity and IT disaster, UniUrb chose to avoid duplication and provide its researchers with institutional training on these topics complementary with those offered by MUR (<https://www.sicurezza.mur.gov.it/>).

Regarding **evaluation and appraisal systems**, UniUrb operates within the framework defined by national legislation and the National Agency for the Evaluation of Universities and Research Institutes. Following the publication of its *CoARA Action Plan* (https://ricerca.uniurb.it/gest/wp-content/uploads/2025/03/COARA_ActionPlan_UniUrb_2024.pdf), the University developed pilot measures to promote the qualitative assessment of diverse research outputs in research assessment, recruitment and career progression.

Finally, UniUrb committed to promote the ethical aspects of research by subscribing to the *Memorandum of Understanding establishing the Network for Ethics in Research* together with other Italian universities and research institutions, promoting research integrity and security and enhancing ethical standards by organising joint events and training programmes.

Remarks (max 500 words)

Strengths and weaknesses (initial phase)

Survey results and the analysis of internal practices and procedures showed that Recruitment and Selection procedures are based on open, transparent and merit-based recruitment, in compliance with National Law governing all aspects of the **recruitment** of researchers at all stages of their career, on the basis of the principles of the C&C. Although there is no comprehensive document stating UniUrb's OTM-R policy, the advertising and application phases comply with the OTM-R principles: the job adverts are published on both national and international portals during the periods of regular academic activity, and the time-span between the job advertisement and the submission deadline is usually 30 days at least. Calls for applications clearly state all necessary information about both required and desirable competencies, which correspond to the advertised positions and to the foreseen duties of the successful candidate.

Concerning the selection phase, general selection criteria are included in the call for applications, and all documents concerning the appointment of selection, the definition of specific scores attributed to each publication or qualification submitted for evaluation, and the appointment of the successful candidates are published online and accessible via UniUrb's institutional website. Selection Committees are gender balanced and chosen among experts both internal and external to the institution, in order to ensure their ability and competence to recruit the most suitable candidate for the advertised position. Complying with National legislation, **post-doctoral appointments** have a transitional character, and their maximum duration is fixed by law and specified in individual job adverts, in accordance with the requirements of the broader scientific project in which the researcher is involved.

UniUrb's recruitment and selection procedures are not fully internationally comparable, primarily because, while job adverts are published both in Italian and in English, the full calls for applications are published only in Italian. Furthermore, job adverts need to be revised on the basis of the recommendations listed in the "Toolkit: a step-by-step guide to better OTM-R practices".

Some of the C&C principles which should govern the selection process are not fully implemented, mostly because of impediments represented by national legislation, particularly for what concerns the **recognition of qualifications**, the valorisation of **variations in the chronological order of CVs**, the **recognition of intersectoral mobility**. Actually, survey results and the analysis of internal procedures and documentation show a relevant difficulty in assessing all those experiences, external to the research career path within the academic context. Indeed, assessment has to be based upon teaching experience within HEIs, scientific publications, inter-academic mobility etc., as well as upon the consistency, intensity and continuity of scientific production.

Concerning the appointment phase, applicants do not receive individual feedback, showing the strengths and weaknesses of their application: however, they can access the Selection Committees' minutes upon request (i.e. *Accesso agli atti*), in compliance with National Law.

Some of these gaps are difficult to fill with individual actions, which could lead to fragmentation and inconsistencies in the assessment practices in use in different institutions, both in a national and international framework. For this reason, UniUrb is actively engaged in the international discussion concerning the introduction of more diverse selection criteria, allowing to consider researchers' individual contexts and careers and the future potential of each candidate (*Agreement on Reforming Research Assessment*).

Strengths and weaknesses (interim assessment)

As already highlighted in the Initial Action Plan, national legislation partially hinders the full implementation of some of the C&C principles, particularly for what concerns the **recognition of qualifications**, the valorisation of **variations in the chronological order of CVs**, the **recognition of intersectoral mobility**. At the same time, autonomous initiatives, undertaken by individual Universities and Research Institutions, may generate fragmentation and inconsistencies in assessment practices across institutions, threatening the comparability of UniUrb's recruitment and selection procedures, at both national and international levels.

Given these premises, UniUrb has tackled some of its previously detected weaknesses. First, the University formally adopted and published its OTM-R policy (<https://hrs4r.uniurb.it/wp-content/uploads/2026/05/OTM-R-ENG.pdf>), taking further its internal self-assessment of recruitment and selection procedures and strengthening its commitment towards the implementation of the principles and criteria of open, transparent and merit-based recruitment.

Job adverts (<https://www.uniurb.it/ateneo/utilita/concorsi>) are published both in Italian and in English, yet the full calls for applications remain available only in Italian. However, all the calls for applications now include the link to the corresponding job offer on Euraxess where all essential information is provided in English. Moreover, although applicants are still not receiving individual feedback, the procedures for accessing Selection Committees' minutes and detailed evaluation reports are now more clearly specified within the call for applications, thereby improving procedural transparency.

UniUrb's interest and commitment in reforming research assessment is witnessed by the publication of its *CoARA action plan* (https://ricerca.uniurb.it/gest/wp-content/uploads/2025/03/COARA_ActionPlan_UniUrb_2024.pdf) in June 2024. This Roadmap includes some pilot initiatives, such as the introduction of the use of narrative CV among its researchers and the launch of the internal contest "*Best contribution in Advancing Research Impact(s)*" (<https://www.uniurb.it/concorsi/10053>), open to young researchers (R1-R3), aiming at valuing and assessing diverse research outputs and contributions and at focusing on their impact(s). Although these measures do not directly modify formal recruitment and selection criteria, they represent important steps toward fostering a broader institutional culture of assessment reform, particularly with regards to the importance of developing new assessment approaches, in order to test their effectiveness and exchange practices and experiences with the signatories of the *Agreement on Reforming Research Assessment*.

Remarks (max 500 words)

Recruitment and Selection procedures have been significantly affected by the issue of two different national laws (Law n. 79/2022 and Law 79/2025), reforming access to academic career, introducing new profiles and contractual forms for R2 and R3 researchers.

Research fellows have been replaced by three different new R2 profiles, which differ in terms of eligibility criteria (particularly qualifications required), desirable competences, level of independence. For what concerns R3, Tenure-Track Fixed-term Researchers (RTT), introduced in 2022, finally replaced both Junior fixed-term researchers' (RTD-a) and Senior fixed-term researchers' contracts (RTD-b).

All above mentioned profiles imply fixed-term contracts, whose extension or renewal conditions ensure the transitional character of post-doctoral status: the total duration of fixed-term contracts cannot exceed 11 years.

Furthermore, recruitment and selection frameworks are expected to be substantially affected by the ongoing reform of the National Scientific Qualification (Abilitazione Scientifica Nazionale - ASN).

Strengths and weaknesses (initial phase)

The analysis of existing practices and procedures, as well as that of the survey results, highlighted a fair level of implementation of all the C&C principles related to Working Conditions and Social Security, favoured under a number of respects also by UniUrb's narrow size.

Mutual **recognition of all researchers as professionals** is enhanced by their constant contact and interaction with their colleagues, team members and supervisors, which encourage the creation of solid research groups and networks and allows each researcher to contribute to the advancement of knowledge. Early career researchers are acknowledged as **co-authors** as far as they cooperate with their senior colleagues in the writing of papers, patents etc., and they are encouraged to publish their own research in cooperation or independently from their supervisors.

The University's tight relationship with the city contributes to its employees' adequate working conditions, particularly for what concerns the possibility to conciliate family and work; UniUrb supports parenthood by providing all of its staff (both researchers and administrative staff) with specific services addressed to their families, such as the Summer Camp *Giovanissimi UniUrb "Valeria Solesin"*, even if balance between family and career could be further improved.

Gender Balance represents a strong point in UniUrb's policy and one of its main goals. Since 2020, UniUrb has made considerable efforts to reduce gender gap at all levels, thanks to a constant monitoring of the situation at all levels (students, administrative staff, research staff from R1 to R4). Although women researchers are still underrepresented among R4 and researchers holding managerial positions as well as in the decision-making bodies (Academic Senate, Administrative Board, Department Boards), several women have been appointed as Department Chairs and/or Vice Rectors, and women are more and more represented among R3. Moreover, in 2022 UniUrb adopted the *Gender Equality Plan 2022-2024*, to be updated every 3 years, aiming at monitoring the current gender gap and at providing improvement measures.

Salaries and social security provisions are established by national law, which UniUrb complies with; in addition, personal research funding is allocated to researchers taking into consideration the Research Quality Assessment (Valutazione della Qualità della Ricerca - VQR) results as well as the criteria outlined by the Italian National Agency for the Evaluation of Universities and Research Institutes (Agenzia Nazionale per la Valutazione delle Università e della Ricerca – ANVUR (<https://www.anvur.it/en/homepage/>)). **Stability and Permanence of Employment** is equally subject to national legislation, which complies with the EU Directive on Fixed-Term Work by establishing a maximum number of renewals of fixed-term contracts for researchers.

UniUrb has invested considerable resources in the refurbishment and renovation of libraries and research hubs and laboratories, paying the necessary attention to the need to guarantee access of disabled persons to the University's buildings. The quality of the **Research Environment**, in terms of equipment, materials and spaces, is therefore constantly improving, while it is already positive for what concerns health and safety measures.

Finally, geographical **mobility** is actually strongly encouraged thanks to the implementation of incoming and outgoing mobility programmes, aiming to encourage the creation of new research networks and the strengthening of existing ones.

Conversely, intersectoral and interdisciplinary mobility is more difficult to recognise, given national practices about researchers' assessment which are currently under discussion in order to acknowledge the diversity of the experiences acquired by researchers in other disciplines, as well as in sectors, other than academia. Yet, UniUrb implements specific programmes supporting researchers' entrepreneurship via the creation of spin-offs and start-ups, and fosters the interaction between its researchers and private companies by allowing the subscription of specific agreements.

Finally, UniUrb's communication strategy concerning **Complaints/Appeals** and **Intellectual Property Rights** is quite weak, leading to a general unawareness of some of the measures already implemented by the University in these respects.

Strengths and weaknesses (interim assessment)

Researchers' working conditions at UniUrb generally comply with the C&C principles and with those included under Pillar 3 of the *European Charter for Researchers ("Working conditions and practices")*.

Gender Balance represents a focal point in UniUrb's development strategy. The *Gender Equality Plan*, adopted in 2022, was updated in 2025 (*GEP 2025-2027* (<https://www.uniurb.it/ateneo/governance/gender-equality-plan>)); it introduces further measures, particularly aiming at increasing opportunities for women researchers to hold leadership positions and enhancing their representation within decision-making bodies.

UniUrb pays considerable attention to its researchers' **working conditions**, particularly with regard to work-life balance, parental support, and the promotion of mental health and wellbeing. Indeed, several important initiatives have been introduced: in 2025, a help desk against gender-based violence (Spazio Marise Ferro (<https://www.uniurb.it/studiaconnoi/servizi-agli-studenti/servizi-alla-persona/spazio-marise-ferro-sportello-universitario-contro-la-violenza-di-genere>)) was established; in 2026 the University adopted a new *Code of conduct for the prevention and protection against bullying, moral and sexual harassment* (https://ateneo.uniurb.it/gest/wp-content/files_mf/1773416188testocodicecondottamobmol13marzo2026.pdf) alongside internal *Guidelines on the reporting of misconduct (so-called whistleblowing)* (https://trasparenza.uniurb.it/gest/wp-content/files_mf/1773413915AllegatoadeliberaCdALineeguidasulwhistleblowing.pdf).

UniUrb has invested considerable financial resources to improve its **research environment**, in terms of equipment, materials, spaces. The refurbishment and the renovation of the scientific campus (<https://uniamo.uniurb.it/luniversita-di-urbino-inaugura-il-campus-scientifico-enrico-mattei/>), underway in 2023, were partially completed in 2024 and will continue progressively in the coming years, while the Department of Humanities equipped with two new laboratories (link_3 (<https://project.uniurb.it/dipartimento-di-eccellenza/laboratori/laboratorio-imaging-for-humanities/>); link_4 (<https://project.uniurb.it/dipartimento-di-eccellenza/laboratori/laboratorio-di-psicolinguistica/>)). However, the survey on organisational well-being (see ACTION 6) highlighted persistent challenges related to equipment, materials, and available spaces. In response, UniUrb is committed to implementing targeted measures to address these identified needs.

UniUrb has updated its internal regulation on health and safety (https://ateneo.uniurb.it/gest/wp-content/files_mf/1752837955RegolamentoSaluteSicurezza_Uniurb12lug25.pdf) and recently investigated the possible risks related to work-related stress (https://olympus.uniurb.it/index.php?option=com_content&view=article&id=34000:universit%C3%A0-degli-studi-di-urbino-carlo-bo,-nota-rettore-19-marzo-2025,-prot-n-48350-valutazione-del-rischio-stress-lavoro-correlato-d-lgs-n-81-del-9-aprile-2008-testo-unico-in-materia-di-salute-e-sicurezza-nei-luoghi-di-lavoro&catid=6&Itemid=137), aiming to improve the overall wellbeing of its academic community. A dedicated Working Group was appointed to collect data, identify sentinel events, carry out the internal analysis and plan possible necessary interventions; the analysis was conducted on a representative sample of both administrative and research staff organised into homogeneous groups. The outcomes were then presented to the academic community during a dedicated institutional event, which was recorded and made available for future reference.

Following the implementation of the Initial Action Plan, geographical **mobility** has been further encouraged, particularly through the extension of the UniUrb Outgoing Visiting Researchers Programme (https://www.uniurb.it/it/cdocs/INT/10383-INT-12022026120045-int_bando.pdf) to R2 researchers. However, the design of initiatives to support intersectoral mobility requires further consideration, with a view to ensuring compliance with national legislation.

UniUrb implemented specific actions focussed on its researchers' **career development** and **access to career advice**: the Board of Doctoral Programs and the Vice-Rector for Education have validated a career development plan addressed to R1 and R2, to be completed in cooperation with their supervisors. Moreover, targeted training activities were offered to R1 and R2 (https://blog.uniurb.it/wp-content/files_mf/1736867474OffertaformativaCISDEL20242025.pdf) researchers to strengthen career-related skills, including job interview preparation and the writing of effective CV.

Finally, PhD students, Research fellows, Junior and Senior fixed term researchers could attend the seminar "Research beyond the Academia. Career paths among University, Enterprises, Research Centres, Spin-offs (<https://hello.uniurb.it/careerday/career-day-xxiv-edizione/>)", designed to explore professional opportunities beyond academic career, and to highlight how research-acquired competences, methodologies, mindsets can be transferred and valued across diverse professional contexts.

Remarks (max 500 words)

Strengths and weaknesses (initial phase)

Both survey results and the analysis of internal practices and procedures show that most of the principles included under the thematic heading *Training and development* are well implemented within UniUrb, particularly for what concerns **Supervision, the relationship between supervisor(s) and supervisee, and experienced researchers' managerial duties**. Conversely, weak points are represented by **continuous research and professional training and development**: the activated courses require better planning, scheduling and advertising.

Supervisors are clearly identified and chosen taking into consideration their experiences and specific competencies, in order to ensure that young researchers receive adequate support by their mentors. The supervisor may be confirmed or changed at the end of the first year in order to ensure the most appropriate support to the research trainee, taking into consideration the research project's progress.

The **relationship with supervisors** is particularly intense: senior researchers promote a culture of collaboration and mutual respect with their younger colleagues and supervisees. In order to enhance their knowledge and skills, the researchers constantly engage in training activities, such as workshops, conferences, seminars, as well as traditional formal training, particularly as far as R1 are concerned. The peculiar dimension of Urbino and its University makes it easier for supervisees to receive regular feedback from their supervisors both in formal and informal situations; moreover, PhD students and Research Fellows often cooperate with senior researchers well beyond their research program: early-career researchers support their supervisors and senior colleagues in drafting broader research projects, applications for funding, and cooperate to the organisation of scientific events, thus acquiring informal training useful to develop their knowledge and acquire managerial competencies, necessary to carry on research work under all of its multi-faceted aspects.

The establishment of a Doctoral School, which will coordinate all of the existing Doctoral Programmes and their activities, will avoid fragmentation and will guarantee the alignment of each Doctoral Programme to the same high standard, both in terms of supervision and in terms of planning of training addressed to PhD students.

Strengths and weaknesses (interim assessment)

As already underlined in the Initial Action Plan, the majority of the principles included under the thematic heading *Training and development* are effectively implemented at UniUrb.

In order to improve the University's strategy concerning continuous research and professional training and development, the University's Integrated Centre for Learning Services and E-Learning has developed a comprehensive training plan addressed to all researchers (https://blog.uniurb.it/wp-content/files_mf/1764701106OFFERTAFORMATIVACISDEL1.pdf). This plan is published in the *University training plan (Piano integrato di attività e organizzazione – PIAO) 2025–2027* (<https://drive.google.com/file/d/1eBmicEL4oTUEFvNtIJQ1NacFoU58up7X/view>) and places particular emphasis on teaching strategies and methodologies specifically responding to the needs expressed by early-stage researchers and identified during the Gap Analysis process.

The fragmentation and limited alignment among the Doctoral Programmes, identified as a weak point in 2023, is now being addressed thanks to the establishment of a "Board of Doctoral Programmes (<https://www.uniurb.it/ateneo/governance/commissioni-e-gruppi-di-lavoro/consulta-dei-corsi-di-dottorato-di-ricerca>)" (which replaced the originally envisaged Doctoral School).

The Board's primary objective is to promote innovation across Doctoral Programmes while ensuring the adoption of coordinated and shared measures in areas such as supervision, training planning, and the organisation of educational activities for PhD students. Particular attention is devoted to fostering a strongly interdisciplinary approach, while respecting the individual character of each doctoral programmes.

Remarks (max 500 words)

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

Over the short and medium term, UniUrb's overarching priorities have remained largely consistent with its initial strategy, focusing on ethical standards, favorable working conditions (both in terms of spaces, infrastructure and equipment), gender balance, researchers' and research assessment.

Indeed, in 2024 UniUrb published its *Roadmap to the Reform of Research Assessment (CoARA Action Plan)* (https://ricerca.uniurb.it/gest/wp-content/uploads/2025/03/COARA_ActionPlan_UniUrb_2024.pdf) and started to implement the foreseen actions. This initiative aims at testing measures to value and assess a broader range of research outputs and contributions, while placing greater emphasis on quality in research assessment, recruitment and career progressions.

In 2025, UniUrb reinforced its commitment to equality, inclusion, and wellbeing through the adoption of a renewed Gender Equality Plan (<https://www.uniurb.it/ateneo/governance/gender-equality-plan>), the establishment of a dedicated help desk against gender-based violence (Spazio Marise Ferro (<https://www.uniurb.it/studiakonnoi/servizi-agli-studenti/servizi-alla-persona/spazio-marise-ferro-sportello-universitario-contro-la-violenza-di-genere>)), and the adoption of a new *Code of conduct for the prevention and protection against bullying, moral and sexual harassment* (https://ateneo.uniurb.it/gest/wp-content/files_mf/1773416188testocodicecondottamobmol13marzo2026.pdf).

At the same time, major investments in infrastructure continued, with the inauguration of two new University buildings in 2024 and 2025 ([link_5 \(https://uniamo.uniurb.it/luniversita-di-urbino-inaugura-il-campus-scientifico-enrico-mattei/\)](https://uniamo.uniurb.it/luniversita-di-urbino-inaugura-il-campus-scientifico-enrico-mattei/); [link_6 \(https://uniamo.uniurb.it/sicuro-sostenibile-innovativo-il-nuovo-polo-didattico-petriccio-delluniversita-di-urbino/\)](https://uniamo.uniurb.it/sicuro-sostenibile-innovativo-il-nuovo-polo-didattico-petriccio-delluniversita-di-urbino/)), the establishment of new laboratories ([link_3 \(https://project.uniurb.it/dipartimento-di-eccellenza/laboratori/laboratorio-imaging-for-humanities/\)](https://project.uniurb.it/dipartimento-di-eccellenza/laboratori/laboratorio-imaging-for-humanities/); [link_4 \(https://project.uniurb.it/dipartimento-di-eccellenza/laboratori/laboratorio-di-psicolinguistica/\)](https://project.uniurb.it/dipartimento-di-eccellenza/laboratori/laboratorio-di-psicolinguistica/)), and the refurbishment and reorganisation of library spaces.

Yet, in the last 24 months new priorities emerged, in response to the rapid transformation of the global research environment and broader societal developments. In particular, Open Science has gained increasing strategic importance: a new office was established (<https://www.uniurb.it/amministrazione/servizi-open-science-e-risorse-elettroniche>) to support FAIR research data repositories, oversee all activities related to open science practices and support Urbino University Press, which releases its publications under the Diamond Open Access model.

UniUrb identified an increased need to further digitalise administrative procedures and to enhance institutional communication in English and subsequently invested financial and human resources to streamline processes and procedures, in order to simplify and accelerate administrative functions in support of researchers' activities. A major emphasis is placed on the internationalisation of the university, particularly by improving its English-language visibility. Indeed, enhancing UniUrb's international dimension in Teaching, Research, Knowledge Transfer and Public Engagement has emerged as a new priority, requiring dedicated measures. UniUrb has appointed a new integrated strategy for strengthening its international communication as a key competitive factor in the global academic landscape and launched a new fully English-language digital ecosystem, designed to enhance the University's international reputation and increase its attractiveness to students and researchers outside Italy.

UniUrb also participated in projects and initiatives stimulating international mobility and exchange, such as the two Transnational Education (TNE) projects "*ENGINES - Initiatives* (<https://project.uniurb.it/tne-engines/>)*Enhancing Governance and INnovation capacities for the higher Education System regeneration* (<https://project.uniurb.it/tne-engines/>)" and "*ITACA* (<https://organismi.unicatt.it/itaca-project/en.html>)- (<https://organismi.unicatt.it/itaca-project/en.html>)*Internationalizing Italian ACademia with Africa* (<https://organismi.unicatt.it/itaca-project/en.html>)". Both projects were funded under the Italian National Recovery and Resilience Plan and supported mobility opportunities to and from partner African Universities for researchers at all stages of their career.

Have any of the circumstances in which your organisation operates changed and, as such, have had an impact on your strategy for the implementation of the principles of the European Charter for Researchers? (max. 500 words)

The main external factor having an impact on UniUrb's HRS4R has been the introduction of Italian Law No. 79/2022 and Italian Law No. 79/2025, which have substantially reformed the national framework for postdoctoral recruitment and training. As a result, several existing internal procedures have become partially outdated, making it necessary to promptly revise the regulations governing research contracts, as well as the actions, included in the Initial Action Plan, concerning R2 and R3 profiles. Updated internal regulations were adopted between 2025 and 2026, and the first researchers are currently being recruited under these newly established contractual schemes.

Moreover, the reduction of Ordinary Financing Fund (Fondo di Finanziamento Ordinario - FFO), allocated to Italian Universities by the Ministry of University and Research, over the last 24 months, has partially affected the implementation of UniUrb's HR strategy. However, these financial constraints were mitigated thanks to the exceptional funding made available under the National Recovery and Resilience Plan (PNRR). Thanks to the higher number of competitive funding schemes and the University's success in securing project grants, UniUrb could attract more financial resources and research staff.

These peculiar circumstances influenced the development of the institution's research priorities as well as its recruitment prospects.

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

UniUrb will appoint a new governance following the Rectoral elections scheduled for October 2026, a transition that may lead to changes in the composition of its governing bodies. This institutional renewal represents an opportunity to further consolidate and refine the University's medium- and long-term strategies and objectives, and will coincide with the development of the new Strategic Plan (PSA) 2027–2029, which will define the institution's future priorities.

Within its mandate, the incoming governance will build on existing approaches while further strengthening the implementation of the European Charter for Researchers, with the opportunity to place renewed emphasis on emerging priorities and complementary principles. As some of the new governance members will also be appointed to the HRS4R Steering Committee, the alignment between overall organisational policies and the HRS4R will support the effective implementation of the planned actions.

In addition, several key strategic documents, including the *Gender Equality Plan (GEP)* and the *Integrated Plan for Activities and Organisation (PIAO)*, have been recently updated and will remain operational over the coming years. To ensure full coherence across the University's strategic framework, relevant actions from these documents have been incorporated into the Revised Action Plan. Similarly, any new strategic

priorities or institutional measures introduced through future governance documents will be integrated into UniUrb's HRS4R and formally notified in the Improved Action Plan. This approach will guarantee the continued consistency of UniUrb's overall institutional strategy and the principles of the *European Charter for Researchers*.

3. Actions

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

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

PROPOSED ACTIONS

Action 1

Enhancement of the participation of early career researchers in the training activities focussing on the strategic goals of the main European funding programmes (e.g. Horizon Europe).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 4. Professional attitude	2024, Q4	Grants Unit Governance: • Vice-Rector for Research	Indicator: Training on strategic goals of European funding programme Target: no. 2 courses on HE addressed to R1 and R2 organised

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	Since 2024, researchers at any level of their career (including early-stage researchers) have been invited to participate to training activities focused on research project design and on the principal EU funding programmes. In 2025, UniUrb, in cooperation with other Universities and research Institutes from the Marche region organised 5 training seminars: 2 of them had a general scope, and were open to all researchers; 3 were advanced training modules, and were addressed to a limited number of experienced researchers. Specific courses were also dedicated to the INTERREG and Erasmus + programmes.

PROPOSED ACTIONS

Action 2

Update of the internal Regulation on Patents and Industrial Property, in order to incorporate the changes introduced by the new legislative framework.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 5. Contractual and legal obligations	2024, Q4	Third Mission Unit Governance: • Vice-Rector for Third Mission and Public Engagement	Indicator: Update of the Regulation on Patents and Industrial Property Target: No. 1 Regulation updated
Current Status	Remarks		
COMPLETED	The Regulation on Patents and Industrial Property was updated and approved by the Academic Bodies. The revised Regulation is available on the Institutional website.		

PROPOSED ACTIONS

Action 3

Training on cybersecurity attacks and information technology disasters (e.g. proper back-up strategies), open to all researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 7. Good practice in research	2025, Q1	ICT Unit CISDEL (Integrated Centre for Learning Services and E-Learning) Governance: • Vice-Rector for Research Staff Recruitment & Quality Assurance	Indicator: Training on cybersecurity attacks and information technology disasters Target: No. 1 course organised

PROPOSED ACTIONS

Current Status	Remarks
EXTENDED	<p>Since 2024, the Italian Ministry for University and Research (MUR) has adopted an operational framework aimed at enhancing researchers' awareness about research integrity and security, and providing organisations with practical guidance. MUR has established a dedicated portal and issued a national framework together with national guidelines on research security and integrity. According to these guidelines, the MUR is developing a training programme which will include a specific module on data protection and cybersecurity. The training programme will be freely available through the national portal after a trial phase scheduled to conclude in 2026. In order to guarantee full consistency with the national requirements and to avoid duplications, this action has been rescheduled for Q2, 2027, after the end of the national trial phase.</p>

PROPOSED ACTIONS

Action 4

Allocation of a budget intended to cover Research Fellows' dissemination costs.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results (+/-) 26. Funding and salaries	2024, Q2	Research Unit Finance Unit Department Secretariats Governance: • Vice-Rector for Research • Department Chairs	Indicator: Research Fellows' dissemination costs Target: Economic resources for Research Fellows recorded in UniUrb estimated budget 2024-2026
Current Status	Remarks		
COMPLETED	Since 2024, the Departments have allocated a portion of their research budgets to support the dissemination costs of R2 researchers.		

PROPOSED ACTIONS

Action 5

Creation of an institutional personal webpage for PhD students directly linked to their IRIS-ORA profiles, in order to provide easy access to their research products.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	2024, Q4	Communication, Web, Social media and multimedia Unit Research Unit Governance: • Vice-Rector for Education and Internal & External Communication • Rector's Delegate for PhD	Indicator: PhD students' institutional personal Web Page linked to IRIS-ORA Target: PhD students' web page set up

Current Status	Remarks
COMPLETED	A personal webpage was created for PhD students on the institutional website. The page is directly linked to the PhD students' IRIS-ORA profiles, thereby ensuring direct access to their research outputs.

PROPOSED ACTIONS

Action 6

Questionnaire on organisational well-being, to be periodically administered to all Researchers, aiming at investigating: - perception of disparities in the treatment of researchers at different stages of career; - researchers' needs in terms of workspaces and equipment; - work-life balance; - gender issues; - satisfaction about training activities concerning teaching strategies and methodologies. The questionnaire will also include open-ended questions on specific topics and/or a space for further comments by participants. The results of the questionnaire will be used to recognise the most challenging situations and to identify the appropriate measures to solve them.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination	2024, Q3	Organisational Development Unit Governance: ● Vice-Rector for Sustainability and the Enhancement of Differences ● Rector's Delegate for Equal Opportunities ● CUG (i.e. University Guarantee Committee for equal opportunities, enhancement workers' well-being and against discrimination)	Indicator: Percentage of respondents to the questionnaire on organisational well-being Target: at least 50% of Researchers
(+/-) 23. Research environment			
(+/-) 24. Working conditions			
(+/-) 33. Teaching			

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	In 2025, all researchers were invited to answer a survey about organizational well-being, including questions on the issues tackled by this action. The target was achieved, as 73% of researchers took part in the survey. The survey results were analysed and summarised in a final report, in order to identify issues deserving interventions and to define appropriate corrective measures (e.g. see ACTIONS 33 and 34).

PROPOSED ACTIONS

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Embedding of the HRS4R into UniUrb's Strategic Plan 2024-26.	(+/-) 12. Recruitment	2024, Q2	Management Control and Strategic Planning Unit Department Secretariats Governance: • Vice-Rector for Research • Vice-Rector for Research Staff Recruitment & Quality Assurance • Department Chairs	Indicator: Incorporation of the HRS4R into the UniUrb's Strategic Plan 2024-26 Target: UniUrb's Strategic Plan 2024-26 approved

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	The target has been achieved, as the implementation of the Human Resources Strategy for Researchers (HRS4R), through the actions set out in the Action Plan, is explicitly identified as one of the measures contributing to Strategic Objective R.4, “Enhancing merit: attracting and retaining research talent,” in UniUrb’s Strategic Plan 2024-26. Consequently, adherence to the C&C principles has been formally embedded in the University’s strategic framework. Individual Departments referred to the HRS4R and to the C&C in their own strategic plans.

PROPOSED ACTIONS

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Evaluation of the current assessment practices in terms of alignment with the principles and commitments of the Agreement of Reforming Research Assessment (ARRA), aiming at defining the UniUrb ARRA Action Plan.</p>	(+/-) 12. Recruitment	2024, Q3	<p>Research Unit Governance: • Vice-Rector for Research • Vice-Rector for Research Staff Recruitment & Quality Assurance</p>	<p>Indicator: UniUrb ARRA Action Plan with defined milestones Target: UniUrb ARRA Action Plan approved</p>
	(+/-) 13. Recruitment (Code)			
	(+/-) 16. Judging merit (Code)			
	(+/-) 17. Variations in the chronological order of CVs (Code)			
	(+/-) 18. Recognition of mobility experience (Code)			
(+/-) 19. Recognition of qualifications (Code)				

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	In December 2023, UniUrb appointed a “Reforming Research Assessment” Committee, to assess the alignment of UniUrb’s current practices with the principles and commitments of the Agreement of Reforming Research Assessment (ARRA), and to develop UniUrb’s CoARA Action Plan. The COARA Action Plan - UniUrb Roadmap to the Reform of Research Assessment was approved by UniUrb’s Academic Bodies in June 2024 and the implementation of the planned actions started accordingly. In order to align UniUrb’s initiatives with those of other Italian Universities and Research Institutions, signatories of the Agreement, and to exchange best practices, UniUrb representatives are taking part in the meetings and activities of the CoARA National Chapter.

PROPOSED ACTIONS

Action 9

Establishment and publication on the institutional website of UniUrb's OTM-R policy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	2024, Q4	Research Staff Recruitment Unit Governance: • Vice-Rector for Research Staff Recruitment & Quality Assurance	Indicator: UniUrb's OTM-R Policy Target: UniUrb's OTM-R Policy approved and published
Current Status	Remarks		
COMPLETED	UniUrb's OTM-R policy was approved by the Academic Bodies, forwarded to all researchers and published in the institutional website, in both Italian and English versions.		

PROPOSED ACTIONS

Action 10

Revision of the internal PhD Regulation and of the Regulation for the award of Research Fellowships, ensuring that they mention the Charter & Code explicitly.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	2024, Q4	Research Staff Recruitment Unit Ph.D. Unit Governance: • Vice-Rector for Research Staff Recruitment & Quality Assurance • Vice-Rector for Education and Internal & External Communication • Rector's Delegate for PhD	Indicator 10.1: Update of the PhD Regulation Target: No. 1 Regulation updated Indicator 10.2: Update of the Regulation for the award of Research Fellowships Target: No. 1 Regulation updated

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	<p>The PhD Regulation has been updated and now mentions the European Charter for Researchers. The Regulation for the award of Research Fellowships was not revised, since Research Fellowship can no longer be awarded: following amendments to National Law 240/2010 (Law 79/2022 and Law 79/2025), which introduced new R2 profiles - namely "Contratti di ricerca", "Incarichi Post-Doc" and "Incarichi di ricerca" - to replace the previous framework. In compliance with these changes at the National level, internal regulations have been drafted and published. Coherently with ACTION 10, all these new regulations explicitly refer to the European Charter for Researchers.</p>

PROPOSED ACTIONS

Action 11

For each R2-R4 call for applications, publication of the link to the corresponding job offer on Euraxess including all the relevant information in English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	2024, Q4	Research Staff Recruitment Unit Governance: Vice-Rector for Research Staff Recruitment & Quality Assurance	Indicator: Link to Euraxess R2-R4 job offers Target: Link to Euraxess R2-R4 job offers published
Current Status	Remarks		
COMPLETED	For each R2 - R4 call for applications published on UniUrb's institutional website, a direct link to the corresponding job offer on EURAXESS is also provided.		

PROPOSED ACTIONS

Action 12

Update of job adverts in order to provide candidates with instructions concerning the procedure to access the full Selection Committee’s assessment.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 15. Transparency (Code)	2025, Q1	Research Staff Recruitment Unit PhD Unit ICT Unit Governance: ● Vice-Rector for Research Staff Recruitment & Quality Assurance ● Vice-Rector for Education and Internal & External Communication ● Rector’s Delegate for PhD	Indicator: Strengths and weaknesses of candidates’ applications (R1-R4) Target: Selection Committees’ assessment available to the applicants
Current Status	Remarks		
COMPLETED	Since 2025, calls for applications include a specific article providing candidates with instructions on how to access the full Selection Committee’s assessment report.		

PROPOSED ACTIONS

Action 13

Improvement of internal childcare services through: - feasibility study to assess the technical, economical and logistical aspects of the creation of internal childcare services (Sub-Action 13.1); - enhancement of the summer camp Giovanissimi UniUrb “Valeria Solesin” (Sub-Action 13.2).

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 24. Working conditions	Sub-action 13.1: 2025, Q2 Sub-action: 13.2: 2025, Q2	Sub-action 13.1: Department of Humanities (DISTUM) Secretariat Third Mission Unit Governance: ● Chair of the Department of Humanities (DISTUM) ● Vice-Rector for Third Mission and Public Engagement Sub-action: 13.2: Rector's and Vice-Rectors' Secretariat CUG Supporting Unit Governance: ● Rector’s	Indicator 13.1: Internal Childcare services Target: Feasibility study completed Indicator 13.2: Summer Camp Giovanissimi UniUrb “Valeria Solesin” Target: Giovanissimi UniUrb “Valeria Solesin” extended in terms of flexibility of opening times and/or

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		Delegate for Equal Opportunities • CUG (i.e. University Guarantee Committee for equal opportunities, enhancement workers' well-being and against discrimination)	available spaces

PROPOSED ACTIONS

Current Status	Remarks
EXTENDED	<p>SUB-ACTION 13.1: EXTENDED The feasibility study concerning the establishment of internal childcare services has been drafted in 2025. However, further in-depth analysis of its technical and financial aspects is required in order to achieve a comprehensive and reliable assessment of the initiative's costs and long-term sustainability. Consequently, this sub-action has been extended and is now expected to be completed by 2027, Q4.</p> <p>SUB-ACTION 13.2: COMPLETED The Summercamp Giovanissimi UniUrb "Valeria Solesin" has a significant positive impact on the working conditions of the University staff, both researchers and administrative staff, also due to the progressive increase in financial support provided by UniUrb to reduce direct costs for participants. However, as the summer camp is currently organised in facilities external to the University, any further enhancement of the service - such as increased flexibility in opening hours or expansion of available spaces - depends on the availability of these facilities and the requirements of external providers. Over the past 24 months no suitable internal facility could be identified to host the Summercamp and subsequently overcome current logistical constraints. Under current circumstances, then, no further internal action is considered feasible, and this sub-action is therefore concluded.</p>

PROPOSED ACTIONS

Action 14

Update of internal regulations in order to explicitly mention obligations concerning gender balance in Selection Committees.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 27. Gender balance	2024, Q3	Research Staff Recruitment Unit PhD Unit Governance: ● Vice-Rector for Research Staff Recruitment & Quality Assurance ● Rector's Delegate for Equal Opportunities ● Vice-Rector for Education and Internal & External Communication ● Rector's Delegate for Ph.D ● CUG (i.e. University Guarantee Committee for equal opportunities, enhancement workers' well-	Indicator: Gender balance in Selection Committees Target: No. 3 regulations updated

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		being and against discrimination)	
Current Status	Remarks		
COMPLETED	<p>The PhD Regulation, as well as the Associate and Full Professors' appointment regulation have been updated and now include explicit reference to obligations concerning gender balance in selection committees. The Regulation for the award of Research Fellowship has not been updated, since Research Fellowship can no longer be awarded. Yet, all the regulations disciplining new R2 profiles ("Contratti di ricerca"; "Incarichi Post-Doc"; "Incarichi di Ricerca") as well as Tenure Track Fixed-Term Researchers (RTT), which replaced both Junior and Senior fixed-term researchers, explicitly mention gender balance as a requirement for the appointment of selection committees.</p>		

PROPOSED ACTIONS

Action 15

Adoption of a career development plan addressed to PhD students and Research Fellows, to be filled out with their supervisors, in order to improve the professional guidance provided to early-stage researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development	2025, Q3	Research Staff Recruitment Unit PhD Unit Research Unit Department Secretariats Governance: ● Vice-Rector for Education and Internal & External Communication ● Vice-Rector for Research Staff Recruitment & Quality Assurance ● Rector's Delegate for PhD	Indicator: Career development plan Target: Adoption of the career development plan
Current Status	Remarks		
IN PROGRESS			

PROPOSED ACTIONS

Action 16

Implementation of courses and services specifically addressed to R1 and R2, useful to their career development (e.g. by improving their ability to attend a job interview or to write an incisive narrative CV).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development (--) 30. Access to career advice	2025, Q4	CISDEL (Integrated Centre for Learning Services and E-Learning) Governance: • Vice-Rector for Research Staff Recruitment & Quality Assurance	Indicator: Training for career development Target: No. 2 courses addressed to R1 and R2
Current Status	Remarks		
COMPLETED	In 2025 the Integrated Centre for Learning Services and E-Learning (CISDEL) provided courses related to career development and addressing the following areas: - CV writing & interviewing - Decision making & problem solving - Leadership and HR management; - Team-working.		

PROPOSED ACTIONS

Action 17

Opening of the UniUrb "Outgoing visiting researchers" programme to Research Fellows, in order to foster their geographical mobility.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 29. Value of mobility	2025, Q1	International Relations Unit Governance: • Vice-Rector for International and National Strategic Partnerships • Rector's Delegate for International Relations	Indicator: Research Fellows' geographical mobility Target: No. 6 mobilities of Research Fellows within the Outgoing Visiting Researchers programme
Current Status	Remarks		
COMPLETED	Since 2024, the Outgoing Visiting Researchers Programme has been extended to R2 researchers, with three bursaries per semester specifically reserved for this category. From 2024 to 2026, no. 17 R2 researchers benefited from the programme, undertaking research periods abroad both within and outside the European Union.		

PROPOSED ACTIONS

Action 18

Communication campaign addressed to private companies in order to make them aware of the expertise owned by UniUrb research staff and therefore increase the number of partnerships and collaborations with private stakeholders.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 29. Value of mobility	2026, Q2	Communication, Web, Social media and multimedia Unit Third Mission Unit Governance: ● Vice-Rector for Education and Internal & External Communication ● Vice-Rector for Third Mission and Public Engagement	Indicator: new partnerships and collaboration agreements with private stakeholders. Target: No. 3 new partnerships and collaboration agreements with private stakeholders

PROPOSED ACTIONS

Current Status	Remarks
EXTENDED	<p>The implementation of the planned communication campaign addressed to private companies has been extended (postponed to 2027, Q2) in order to prioritise a preliminary institutional mapping of the specific competences of UniUrb researchers. This new action (ACTION 26), scheduled for completion by 2026, Q4, has been considered a necessary enabling step to strengthen the internal knowledge base on research expertise, enhance the visibility of the University's research areas, and improve the overall effectiveness and targeting of future external communication activities. By consolidating and systematising internal information first, the University will be in a better position to design a more strategic and impactful outreach campaign, thereby increasing the likelihood of establishing meaningful partnerships and collaboration agreements with private stakeholders.</p>

PROPOSED ACTIONS

Action 19

Organisation of initiatives within the future editions of UniUrb Career Day addressed to researchers, particularly those at the early stages of their career, in order to support R1-R2' transition to broader employment sectors outside academia.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 30. Access to career advice	2025, Q2	Job Placement Unit Communication, Web, Social media and multimedia Unit Governance: ● Vice-Rector for Third Mission and Public Engagement ● Rector's Delegate for Internships and Placement	Indicator: Career Day for researchers Target: No. 1 initiative addressed to early career researchers

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	During the 2025 Career Day, UniUrb organised an event titled “Research beyond the Academia. Career paths among University, Enterprises, Research Centres, Spin-offs”, specifically addressed to PhD students, Research fellows, Junior and Senior fixed term researchers. The event aimed at exploring professional opportunities for researchers beyond academic careers through case studies and first-hand accounts. The seminar also highlighted how and why competences, methodologies and mindsets developed thanks to a research career can be effectively transferred, exploited, and valued across a wide range of professional contexts.

PROPOSED ACTIONS

Action 20

Training on: - industrial property (mainly addressed to early-stage researchers); - copyright and editorial policies; - Open Science practices.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 31. Intellectual Property Rights	2024, Q4	Third Mission Unit Library Unit Research Unit Governance: <ul style="list-style-type: none"> • Vice-Rector for Third Mission and Public Engagement • Rector's Delegate for Libraries • Vice-Rector for Research 	Indicator: Training on Intellectual property and Open Science Target: No. 1 course organised

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	<p>In 2024 a conference entitled “Building internodes across disciplines: data planning, collection, and management in the FAIR era”, addressed to all researchers, was organised, dealing with key topics related with Open Science. Training activities continued in 2025 through the organisation of a three-module course covering the University’s publishing policies in relation to editorial contracts and licences, the role of Urbino University Press, and key principles of Open Science and Open Data. These sessions were recorded and are therefore available online for broader accessibility. Moreover, a series of meetings on patents and entrepreneurship was organised for PhD students.</p>

PROPOSED ACTIONS

Action 21

Discussion and elaboration of a new overall organisation of teaching activities which will consider: - amount of hours that fixed-term researchers should devote to lecturing; - sustainability of UniUrb educational offer.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 33. Teaching	2026, Q2	Educational Offer Unit Departments Secretariats Governance: ● Vice-Rector for Education and Internal & External Communication ● Vice-Rector for Research Staff Recruitment & Quality Assurance ● Department Chairs	Indicator: compatibility of teaching duties with research activities Target: overall organisation of teaching activities discussed

PROPOSED ACTIONS

Current Status	Remarks
IN PROGRESS	The University's Committee for Education and Teaching Activities has initiated a discussion to develop a framework for the organisation of teaching activities involving UniUrb researchers. The action is aimed at setting out general principles and guidelines, taking into due consideration both the requirements established by national legislation and the sustainability of UniUrb educational offer.

PROPOSED ACTIONS

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Enhancement of the visibility of the Confidential Counsellor and their areas of intervention/services among researchers.	(+/-) 34. Complains/ appeals	2025, Q1	Communication, Web, Social media and multimedia Unit CUG Supporting Unit Governance: • Vice-Rector for Education and Internal & External Communication • Vice-Rector for Sustainability and the Enhancement of Differences • Rector's Delegate for Equal Opportunities • Rector's Delegate for Counselling • CUG (i.e. University Guarantee	Indicator: Confidential Counsellor visibility Target: n. 2 actions to increase the Confidential Counsellor's visibility (e.g. meetings, newsletter)

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		Committee for equal opportunities, enhancement workers' well- being and against discrimination)	

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	<p>In 2025, the Code of conduct for the prevention and protection against bullying, moral and sexual harassment (formally issued and published in early 2026) was presented to all Department Councils, in order to foster a shared culture of respect for individuals and the prevention of inappropriate behaviour within the university community. A dedicated section of both the presentation and the Code focused on the Confidential Counsellor, clearly outlining their institutional function, responsibilities, and duties both towards individuals seeking assistance and towards the institution as a whole. The presentation was then made available for circulation among students. The effectiveness of the initiative was confirmed by the results of the organizational well-being survey (see ACTION 6), showing a high level of awareness concerning the counselling services available within the University.</p>

PROPOSED ACTIONS

Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Creation of a section on the institutional website gathering all relevant information about the procedures concerning the handling of complaints and appeals, in order to make them more easily accessible.</p>	<p>(+/-) 34. Complains/ appeals</p>	<p>2025, Q2</p>	<p>Communication, Web, Social media and multimedia Unit Research Staff Recruitment Unit Legal Unit Governance: ● Vice-Rector for Education and Internal & External Communication ● Vice-Rector for Legal and Institutional Issues ● Rector's Delegate for Administrative Procedures and Litigation ● Vice-Rector for Research Staff Recruitment & Quality Assurance</p>	<p>Indicator: Online visibility of the procedures regulating complaints and appeals Target: n. 1 institutional web page set up</p>

PROPOSED ACTIONS

Current Status	Remarks
IN PROGRESS	<p>In 2025, the responsible Administrative Units drafted a document serving as an operational guide for managing reports, complaints, and appeals within recruitment procedures. In particular, the document applies to all recruitment procedures for researchers at every career stage. It sets out the principles of OTM-R, equal opportunities, and non-discrimination. Moreover, it outlines the formal and informal mechanisms that ensure fair and transparent recruitment procedures and provides practical guidance on the criteria, procedures, and timelines for submitting complaints, as well as on how the University manages them. All the information will be published on a dedicated webpage of the University website by 2026, Q2.</p>

PROPOSED ACTIONS

Action 24

Establishment of a Doctoral School which will coordinate the whole of the existing Doctoral Programmes and their activities, implementing common services, practices and procedures also in terms of supervision (e.g. taking into consideration the MSCA Guidelines on Supervision) and allowing a better planning, organisation and communication of all the training activities addressed to PhD students.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors	2025, Q4	PhD Unit Departments Secretariats Governance: ● Vice-Rector for Education and Internal & External Communication ● Rector's Delegate for PhD ● Department Chairs	Indicator: Structural reorganisation of Doctoral Programmes Target: Doctoral School established
(-/+) 39. Access to research training and continuous development			

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	In March 2025, UniUrb established a Board of Doctoral Programs, overseen by a Coordinator. Compared to the previously envisaged Doctoral School, the Board proved to be a more streamline solution, taking the institutional administrative burden to a minimum while ensuring effective coordination among the University's four existing Doctoral Programmes and their related activities. The Board includes the coordinators of each Doctoral Programme, a representative of PhD students and an administrative staff member from the relevant institutional area. Its main task is to foster innovation and interdisciplinarity across the Doctoral Programmes, by promoting shared practices and common procedures, particularly for what concerns supervision and planning of training activities.

PROPOSED ACTIONS

Action 25

Design of a training plan in order to improve all researchers' skills, mainly related to teaching, also in accordance with the national guidelines for Self-assessment, Periodic Evaluation, Accreditation (Modello AVA3 – D.M. 1154/2021).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 39. Access to research training and continuous development	2024, Q4	Organisational Development Unit Educational Offer Unit Governance: ● Vice-Rector for Education and Internal & External Communication ● Vice-Rector for Research Staff Recruitment & Quality Assurance ● Vice-Rector for Research ● Department Chairs	Indicator: Training development plan for researchers Target: Training development plan approved

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	The training plan addressed to UniUrb's researchers at all levels of their career includes both live and on-demand webinars dealing with the following key topics: 1) Digital education and innovative teaching tools; 2) Assessment and docimology 3) Inclusion and special educational needs 4) Innovative teaching methodologies 5) Research and scientific skills.

PROPOSED ACTIONS

Action 26

Mapping of the specific competences of UniUrb researchers, carried out at an institutional level, in order to promote the University’s research areas to strengthen its capacity to secure competitive funding opportunities and foster internal scientific cooperation.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	2026, Q4	<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: No of faculty members with competencies mapped and validated Target: No 200 Researchers
Current Status	Remarks		
NEW	This action is consistent with the University training plan “Piano Integrato di Attività e Organizzazione (PIAO)” 2026-2028.		

PROPOSED ACTIONS

Action 27

Organization of Master Classes on European funding schemes, specifically ERC and MSCA Postdoctoral Fellowships, in order to enhance the University’s competitiveness in securing research funding opportunities. This action is designed to strengthen UniUrb researchers’ proposal-writing skills and support their career development by facilitating the preparation and submission of high-quality research proposals in response to EU calls for applications.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 38. Continuing Professional Development	2026, Q4	<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: No of hours of Master Classes organised and delivered in 2026 Target: No ≥ 10
(-/+) 39. Access to research training and continuous development			
Current Status	Remarks		
NEW	This action is consistent with the University training plan “Piano Integrato di Attività e Organizzazione (PIAO)” 2026-2028.		

PROPOSED ACTIONS

Action 28

Value diverse research activities, outputs, and impacts, from the earliest stages of academic careers, through the establishment of the Award for “Best Contribution In Advancing Research Impact(s)”.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	2026, Q1	<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: institution of dedicated awards to recognize researchers' impact Target: No 9 awards assigned
(++) 11. Evaluation/ appraisal systems			
(+/-) 16. Judging merit (Code)			
Current Status	Remarks		
NEW	This action is consistent with CoARA Action Plan – UniUrb Roadmap to the Reform of Research Assessment.		

PROPOSED ACTIONS

Action 29

Provide guidelines and templates for Narrative CVs, in line with ARRA principles.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 11. Evaluation/ appraisal systems			
(+/-) 16. Judging merit (Code)		<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: guidelines and templates for Narrative CVs Target: guidelines approved
(+/-) 17. Variations in the chronological order of CVs (Code)	2026, Q1		
(+/-) 29. Value of mobility			

Current Status	Remarks
NEW	This action is consistent with CoARA Action Plan – UniUrb Roadmap to the Reform of Research Assessment.

PROPOSED ACTIONS

Action 30

Increase researchers' awareness about the importance of describing each authors' responsibility and contribution in their final research outputs for example through the adoption of CRediT taxonomy and/or the use of the institutional repository (IRIS) Contributor Roles Taxonomy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 32. Co-authorship	2027, Q4	<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: No of communication and awareness-raising actions promoting the use of the CRediT taxonomy Target: no ≥ 1 communication/action per year
Current Status	Remarks		
NEW	This action is consistent with CoARA Action Plan – UniUrb Roadmap to the Reform of Research Assessment.		

PROPOSED ACTIONS

Action 31

Recognise researchers' value on the grounds of the full range of their activities, including teaching, research, knowledge transfer and public engagement, managerial tasks through a specific internal reward scheme.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 11. Evaluation/ appraisal systems	2027, Q1	<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: institution of dedicated awards Target: No 30 awards assigned per year
Current Status	Remarks		
NEW			

PROPOSED ACTIONS

Action 32

Set up an operational workflow to implement the Career Development Plan (see above, ACTION 15) adopted for R1 and R2.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development	2026, Q4	<ul style="list-style-type: none"> • Research Staff Recruitment Unit • PhD Unit • Research Unit • Department Secretariats Governance: • Vice-Rector for Education and Internal & External Communication • Vice-Rector for Research Staff Recruitment & Quality Assurance • Coordinator of the Board of Doctoral Programs 	<p>Indicator: definition of the operational workflow</p> <p>Target: operational workflow defined</p>

PROPOSED ACTIONS

	Current Status	Remarks
	NEW	
Action 33		
Provide guidelines concerning: - the right to disconnect; - measures to favour balance of personal and professional life.		
	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(+/-) 24. Working conditions	2026, Q4
	(+/-) 27. Gender balance	
		Responsible Unit
		<ul style="list-style-type: none"> • Sustainable Development Unit • ICT Unit • Vice-Rector for Sustainability and the Enhancement of Differences
		Indicator(s) / Target(s)
		Indicator: definition of the guidelines Target: guidelines defined
	Current Status	Remarks
	NEW	This action is based on the outcomes of the organizational well-being survey (see ACTION 6) and it is consistent with the Gender equality plan (GEP) 2025-2027.

PROPOSED ACTIONS

Action 34	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Identify researchers' workspace and equipment needs, in order to support the planning of targeted interventions.	(+/-) 23. Research environment	2027, Q4	<ul style="list-style-type: none"> • Construction, Safety and Security, Sustainability Area Governance: <ul style="list-style-type: none"> • Vice-Rector for Real Estate Valorisation and Development 	Indicator: <ul style="list-style-type: none"> • Collection of data concerning researchers' workspace and equipment needs • Planning of targeted actions according to an established priority order. Target: <ul style="list-style-type: none"> • 1 data collection completed • 1 planning completed

PROPOSED ACTIONS

Current Status	Remarks
NEW	This action is based on the outcomes of the organizational well-being survey (see ACTION 6).

Action 35

Subscription of the Memorandum of Understanding for the establishment of a Network for Ethics in Research (Accordo Quadro per la costituzione della Rete per l’Etica della Ricerca), together with other Italian Universities and Research Institutions and adherence to the Network of Ethical Committees.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 2. Ethical principles	2026, Q4	<ul style="list-style-type: none"> ● Research Unit Governance: ● Vice-Rector for Research 	Indicator: subscription of the MoU Target: Mou signed

Current Status	Remarks
NEW	

Unselected principles:

(++)1. Research freedom (++)3. Professional responsibility (++)6. Accountability (++)9. Public engagement (++)14. Selection (Code)

(++)20. Seniority (Code) (++)21. Postdoctoral appointments (Code) (++)22. Recognition of the profession

(++)25. Stability and permanence of employment (++)35. Participation in decision-making bodies (++)37. Supervision and managerial duties

(++)40. Supervision

The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers in your organisation over the next three years, including the OTM-R policy, must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site. Multiple links must be comma separated. *:

URL *:

<https://hrs4r.uniurb.it> (<https://hrs4r.uniurb.it>)

Please also indicate how your organisation is working towards / has developed an open, transparent, and merit-based recruitment policy (OTM-R). Although there may be some overlap with the range of actions listed above in the action plan (as they emerged from the gap analysis), please provide a short commentary demonstrating the progress made.

Comments on the implementation of the OTM-R principles (initial phase)

The fundamental principles of Open, Transparent and Merit-Based Recruitment are guaranteed within UniUrb despite the lack of an overall and clearly defined OTM-R policy. Indeed, the openness and transparency of all the procedures, as well as merit-based selection, are ensured by both national legislation and internal regulations (see OTM-R checklist 1 and Gap Analysis principle 12 "Recruitment"). As stated above (ACTION 9), an OTM-R policy will be stated in a comprehensive document and published on UniUrb's website. Moreover, the principles of the C&C will be embedded into UniUrb's next Strategic Plan and into its other strategic documents (see above, ACTION 7). In order to outline a comprehensive and consistent recruitment policy, the OTM-R toolkit and the OTM-R checklist will be used as a point of reference to improve current practices and procedures. Moreover, UniUrb organises upgrading and training courses, including specific courses about OTM-R, held by experts and managed by external companies, aiming to make the administrative staff involved in the OTM-R process sufficiently trained on this topic (see OTM-R checklist 3).

Indeed, most of the recommendations included in the OTM-R toolkit are already in place: the calls for applications and job adverts provide all the relevant information for preparing the application [organisation and recruiting unit; job title with specifications; researcher career profiles (R1-R4) with the respective 'required' and 'desirable' competencies; knowledge and professional experience (distinguishing the 'required' and 'desirable'); number of available positions; entitlements (salary, other benefits, etc.); type of contract; deadline], while the specific selection criteria and their respective weight are established by the appointed selection committee and immediately published; the advert is published on Euraxess and other national platforms and websites in Italian and in English; applications are submitted via the e-recruitment tool PICA, thus keeping administrative burden to a minimum for applicants.

However, current job advert templates will be modified in order to take into consideration the recommendations of the OTM-R toolkit. Moreover, all the relevant information concerning each job offer will be available on Euraxess in English and accessible from the UniUrb website via a direct link, in order to encourage the participation of international candidates and to make UniUrb's procedures internationally comparable (ACTION 11).

Selection committees are appointed in order to guarantee that their members have the necessary experience, qualifications and competencies to assess the candidates, taking into account gender balance and ensuring the presence of external experts, including international experts and/or experts from different sectors, when appropriate. However, the presence of external experts is not mandatory in R1 selection committees, and the gender balance within the committees, though required by national legislation, is not explicitly mentioned in internal regulations concerning recruitment procedures: therefore, internal regulations will be updated (ACTION 14).

In order to improve the qualitative judging of merit, UniUrb has signed the Agreement on Reforming Research Assessment (ARRA), and therefore is committed to discuss research assessment criteria which could take into account the diversity of research results and of career breaks, as well as recognise the added value of non-academic experiences. In compliance with the requirements of the ARRA's process, UniUrb will define a specific Action Plan with milestones. (ACTION 8). Yet, in order to avoid inconsistencies in the evaluation of researchers and research outcomes and to make selection procedures internationally comparable, it will be important to act in agreement with other HEI and research institutions in Italy and abroad. For this reason, UniUrb's representatives are actively taking part in the meetings organised by the CoARA Italian National Chapter.

Although transparency is perfectly implemented in the advertisement, application and selection phase, the full Selection Committees' assessments are not published online. However, the candidates can access them upon request. In order to improve transparency in the appointment phase, the call for applications will be updated to include instructions concerning the procedure to access the full selection Committee's assessment (ACTION 12).

Finally, UniUrb will create a section on the institutional website which will gather all indications about the existing procedures for handling complaints and appeals, in order to facilitate access to relevant information on this topic (see above, ACTION 23).

Comments on the implementation of the OTM-R principles (internal review for interim assessment)

The fundamental principles of *Open, Transparent and Merit-Based Recruitment* implemented within UniUrb have been stated in a comprehensive OTM-R policy (<https://hrs4r.uniurb.it/wp-content/uploads/2026/05/OTM-R-ENG.pdf>), approved by the Academic Bodies. The document was designed in full consideration of the *OTM-R toolkit* and the *OTM-R checklist*, as filled out during the Initial Phase of the HRS4R process. The drafting of this policy also provided an important opportunity for institutional reflection on current recruitment practices and procedures and to assess their degree of openness and transparency, as well as their potential to ensure merit-based selection. Following its approval, the *OTM-R Policy* was sent to the whole community of UniUrb's researchers and published on UniUrb's institutional website in both Italian and English (ACTION 9 of the initial Action Plan), with the aim of strengthening the academic community's awareness about the OTM-R principles and reinforcing the University's commitment to their implementation.

Although most of the recommendations outlined in the *OTM-R toolkit* were already in place, some of the actions included in the Initial Action Plan have contributed to improve UniUrb's internal practices, procedures and regulatory framework. In particular, the relevant information concerning individual job opportunities (<https://www.uniurb.it/ateneo/utilita/concorsi>) is now available in English on Euraxess and made directly accessible via the UniUrb website, thereby enhancing the University's international visibility, encouraging broader participation from international candidates and ensuring greater comparability with international recruitment standards (ACTION 11). Moreover, gender balance within the committees, is now explicitly mentioned in all internal regulations governing recruitment procedures, including those concerning new post-doctoral figures introduced by Italian Law n. 79/2022 and Italian Law 79/2025 (ACTION 14).

Transparency was improved by including in the calls for applications clear instructions concerning the candidates' possibility to access to the full evaluation reports produced by selection committees (ACTION 12). In addition, UniUrb's website is being developed through the creation of a dedicated section gathering all relevant information on complaint and appeal procedures, thereby facilitating access to this important information (ACTION 23).

Finally, the definition and publication of the *CoARA Action Plan – UniUrb Roadmap to the Reform of Research Assessment* (https://ricerca.uniurb.it/gest/wp-content/uploads/2025/03/COARA_ActionPlan_UniUrb_2024.pdf) (ACTION 8) has represented a significant advancement in terms of alignment with the OTM-R principles. In particular, the introduction of the milestone "Focus on quality in research assessment, recruitment and career progressions" has steered UniUrb's governance and research community toward a more structured revision of assessment criteria and recruitment procedures, which is currently underway. The envisaged actions – including the alignment of calls for applications with the ARRA principles, the development of guidelines for qualitative assessment, the introduction of a Narrative CV model, and the support to selection committees – aim at progressively incorporating the principles of Open, Transparent and Merit-Based Recruitment.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated web page(s) if it differs from the one where the reviewed strategy for the implementation of the principles of the European Charter for Researchers is located. Multiple links must be comma separated.

URL:

<https://hrs4r.uniurb.it> (<https://hrs4r.uniurb.it>)

4. Implementation process

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

The implementation of UniUrb's HRS4R Action Plan has been structured as a governance-led institutional process, formally approved by the Academic Senate and the Administrative Board during their sessions of 28 March 2024. From the outset, the University adopted a strategic approach aimed at ensuring that HRS4R principles would be fully integrated into its broader institutional development framework.

In accordance with Action 7 of the Initial Action Plan, UniUrb formally embedded HRS4R into its Strategic Plan 2024–2026 and other major programmatic documents, thereby guaranteeing strong alignment between the University's strategic priorities and the implementation of the HRS4R. This integration has ensured coherence across institutional policies, with HRS4R providing a supportive contribution to the definition of UniUrb's human resources and research strategy.

Implementation has been overseen through a robust two-tier governance structure composed of:

- A high-level Steering Committee responsible for strategic coordination, institutional supervision, alignment with broader governance priorities, validation of implementation progress, as well as of all documents relevant to the process;
- An operational Implementation Group, chaired by the Director General, responsible for the concrete execution, monitoring, and operational management of the actions foreseen in the Action Plan.

The Steering Committee, originally established during the Initial Phase, includes senior governance representatives such as the Vice-Rector for Research, the Vice-Rector for Research Staff Recruitment and Quality Assurance, the Vice-Rector for Education and Internal and External Communication, as well as the President of UniUrb's Quality Assurance Committee. This composition has ensured continuous integration between HRS4R implementation and the University's wider strategic governance, while also supporting its recognition as a contributing element within UniUrb's HR policy.

The Implementation Group, formally appointed in October 2024, includes representatives from all Responsible Units identified in the Action Plan and operates in close coordination with the relevant Vice-Rectors or Rector's Delegates overseeing specific intervention areas. This model has fostered strong collaboration between academic leadership and administrative structures, ensuring operational effectiveness, accountability, and continuity throughout the implementation process.

Indeed, through this integrated governance framework, HRS4R actions have been incorporated into UniUrb's broader institutional planning, performance monitoring systems, and budget allocation mechanisms. As a result, HRS4R-related measures have not functioned as isolated projects, but rather as structural components of the University's overall development strategy and of individual administrative responsible units. Actually, several HRS4R actions have been incorporated into the formal Performance Objectives of relevant administrative units, further strengthening implementation capacity.

The direct involvement of governance bodies has ensured the timely allocation of financial, human, and organisational resources necessary for successful implementation. At the same time, the structure of the Steering Committee and the operational collaboration between Responsible Units and academic representatives have guaranteed active engagement of researchers, as key stakeholders throughout the process.

Implementation progress has been monitored through regular meetings of the Implementation Group, allowing for the timely identification of delays, obstacles, or emerging challenges. The Research Office and International Relations Office have provided administrative coordination and reporting functions, while the Steering Committee has validated monitoring outcomes, proposed corrective actions where necessary, and ensured the completion of strategic deliverables such as the OTM-R Policy and revised internal regulations. Annual monitoring reports were formally approved by the University's Academic Bodies, ensuring transparency, institutional accountability, and strategic oversight.

This monitoring and governance framework has proven highly effective, enabling UniUrb to achieve the vast majority of the actions foreseen in the Initial Action Plan within the planned timeframe. More broadly, the process has supported a detailed, evidence-based institutional self-assessment, allowing UniUrb to identify emerging strengths and weaknesses, external and internal factors affecting its HR strategy, and broader organisational transformations linked to HRS4R implementation as well as to identify new possible actions, consistent with or evolving from those of the initial Action Plan, to improve the implementation of the C&C principles.

To ensure transparency and broad institutional participation, UniUrb established a dedicated HRS4R portal within its institutional website, providing comprehensive access to all relevant information and documents related to the HRS4R process, in both Italian and English. Additional internal dissemination activities - including Department Board meetings, Academic Senate and Administrative Board sessions, institutional events, and direct communications - have ensured that the wider academic community remained continuously informed about progress.

The Internal Review process has also maintained the participatory bottom-up approach that characterised the Initial Phase. Before drafting the Revised Action Plan, the entire research community (R1 - R4) was invited to take part in an internal consultation in order to provide feedback on measures proposed by the Steering Committee and/or suggest any new actions aligned with the initial Action Plan, thus contributing directly to the evolution of UniUrb's HRS4R strategy.

Looking ahead, UniUrb intends to maintain this highly effective governance, monitoring, and participatory framework in preparation for future assessments and the next external review. At the same time, the University's HRS4R strategy will have to be adapted, for the first time, to the 2023 *European Charter for Researchers*. This will require a comprehensive renewed self-assessment focused on the implementation of the *Charter's* updated 20 principles, enabling UniUrb to identify both persistent and newly emerging gaps and to develop an Improved Action Plan accordingly.

Finally, preparation for the next external review will include extensive planning for the institutional site visit, ensuring the active involvement of governance, researchers, and administrative staff. Through targeted communication, thematic preparatory meetings, and institutional coordination, UniUrb aims at ensuring that the entire academic community is fully aware and able to support a successful external evaluation, as well as to further strengthen the University's long-term commitment to the principles of the *European Charter for Researchers*.

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

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

How have you prepared the internal review?*



Detailed description and justification (max. 500 words)

Preparation for the Internal Review relied on a thorough monitoring process, involving a comprehensive assessment of the progress achieved for each action by the Implementation Group, as foreseen in the Initial Action Plan. The Implementation Group was formally appointed in October 2024 and met periodically to monitor the implementation status of the 25 actions against the established indicators and targets. In both 2025 and 2026, interim monitoring reports were prepared, discussed and validated by the Steering Committee, before being formally approved by the Academic Bodies. This procedure enabled a thorough institutional self-assessment of the progress achieved since the start of the Implementation Phase, with particular focus on the integration of the *Charter & Code* principles into the University's procedures and practices. These reports served as the primary basis for the Internal Review, supporting the detailed description of the implementation status of individual actions, the rescheduling of ongoing measures where necessary, and the introduction of new actions in the Revised Action Plan.

Indeed, the interim monitoring reports also included a description of additional actions and measures that were not originally foreseen in the Action Plan and did not directly contribute to the achievement of the formal indicators and targets, but were nonetheless useful to strengthen the University's alignment with the *Charter & Code* principles. Some of these complementary actions are notified in the Revised Action Plan, in order to show UniUrb's continuous structural improvement and the progressive integration of the C&C principles into its development plans.

The accuracy of the monitoring process carried out through the whole first part of the Implementation Phase, then, enabled UniUrb to carry out a detailed and evidence-based self-assessment. This process facilitated the identification of emerging strengths and weaknesses of the organization, the circumstances (both internal and external) influencing the evolution of UniUrb's HRS4R as well as all those transformations bringing the University closer to the full implementation of the C&C principles.

In order to preserve the bottom-up approach that represented a distinctive feature during the Initial Phase and the preparation of its relevant documents (Gap Analysis and Action Plan), the Steering Committee actively involved the wider research community in the Internal Review process. All UniUrb researchers (R1–R4) were invited to take part in an internal consultation in order to provide feedback on measures proposed by the Steering Committee and/or suggest any new actions aligned with the initial Action Plan.

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



Detailed description and justification (max. 500 words)

The involvement of the research community throughout the implementation process was guaranteed primarily through its direct representation in the Steering Committee. Moreover, responsibility for the implementation of each action was assigned to specific administrative units working in close coordination with designated academic representatives, such as the Vice-Rectors or the Rector's Delegates in charge of overseeing a particular institutional domain. This collaborative governance model has strengthened coordination between administrative and academic stakeholders throughout the implementation phase.

In order to ensure broader awareness about the HRS4R across the research community, UniUrb dedicated a specific section of the institutional website to the HRS4R (<https://www.uniurb.it/ricerca/ricerca-in-ateneo/hrs4r-amp-coara>), providing access to a comprehensive portal (<https://hrs4r.uniurb.it/>) encompassing all relevant information and documents related to the HRS4R process, in both Italian and English. This has ensured continuous accessibility of key information for both internal and external stakeholders.

Moreover, following the conferral of the HR Excellence in Research award in June 2024, UniUrb launched an internal and external communication campaign: a dedicated kick-off meeting was organised to formally communicate the award of the recognition, present the main goals of the Action Plan and UniUrb's broader HRS4R, and highlight the importance of the award for the evolution of the University's HR strategy.

In order to underline UniUrb's commitment to the HR4SR, the HR Excellence in research logo has been integrated into UniUrb's official visual identity. In addition, dedicated press releases were disseminated through relevant media channels to increase public awareness of the Award and to emphasise the University's commitment to continuously improving researchers' working conditions in their broadest sense.

The whole academic community was regularly informed about the progress of the activities through a range of internal dissemination activities, including updates during Department Board meetings, as well as through the formal discussion of interim monitoring reports within the Academic Senate and Administrative Board. Researchers were also systematically informed about the publication of newly adopted internal Regulations and strategic documents, resulting from, or related to, the implementation of the HRS4R.

Finally, in preparation for the Internal Review, the community of researchers (R1-R4) was consulted about the definition of new actions to include in the Revised Action Plan. As previously mentioned, all UniUrb Researchers were invited to take part in a consultation in order to propose new actions, aligned with the initial Action Plan, and/or provide feedback on measures proposed by the Steering Committee.

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



Detailed description and justification (max. 500 words)

Consistently with the Initial Action Plan, the supervision of implementation progress is entrusted to the Steering Committee, which was actively involved in the HRS4R process since its very beginning. The Committee includes key members of the University's governance, namely Vice-Rector for Research; Vice-Rector for Research Staff Recruitment & Quality Assurance; Vice-Rector for Education & Internal and External Communication, as well as the President of UniUrb's Quality Assurance Committee. This high-level composition ensures the alignment between the overall organisational policies and the HRS4R, while strengthening the governance commitment to recognising the HRS4R as a supporting framework within the institution's HR and research strategy.

In order to oversee the whole process, the Steering Committee works in close coordination with the dedicated Implementation Group, specifically appointed to manage and monitor the execution of the planned actions. This Group is chaired by the Director General and includes representatives from all relevant administrative or technical units, responsible for the implementation of the actions foreseen in the Action Plan.

The Implementation Group meets periodically to monitor progress, validate targets, propose corrective measures and/or additional actions to the Steering Committee where necessary. The Research Office and the International Relations Office are in charge of overseeing the process from an administrative perspective: they support implementation activities and report the results of the Implementation Group meetings to the Steering Committee. The latter subsequently validates implementation progress and formally reports it to the Academic bodies.

In addition, the Steering Committee plays a strategic role in coordinating broader adjustments to the University's HRS4R framework. It ensures that any necessary modifications to action timelines and targets do not jeopardise the fulfilment of UniUrb's HRS4R, while verifying that newly proposed actions are consistent with both the HRS4R and the University's overall strategy.

Is there any alignment of organisational policies with the HR award? For example, is the HR award recognised in the organisation's research strategy or overarching HR policy?

*



Detailed description and justification (max. 500 words)

In compliance with ACTION 7 of the initial Action Plan, UniUrb has formally embedded the HRS4R into its Strategic Plan 2024-26 (<https://www.uniurb.it/pianostrategico>) and other programmatic documents, in order to guarantee their overall consistency and for the purpose of ensuring strong coherence between the University's broader strategic objectives and the implementation of HRS4R principles across the organisation.

As previously mentioned, alignment between the overall organisational policies and the HRS4R has been also facilitated by the fact that the Steering Committee is composed of senior members of the University's governance responsible for long-term strategic priorities in research, education, quality assurance, institutional development and recruitment. In addition, other governance representatives were entrusted to oversee the implementation of individual actions, within their respective areas of responsibility. This structure has significantly strengthened institutional ownership of the HRS4R process and has ensured that HRS4R is recognised not merely as a standalone initiative, but as the overarching HR policy in the organisation's research strategy.

Over the past 24 months, other strategic documents have been adopted that are fully aligned with HRS4R objectives and further reinforce UniUrb's commitment to implementing the *Charter & Code* principles: by including actions with measurable indicators and defined targets, these documents also contribute translating strategic priorities into practical institutional outcomes, yielding to tangible results.

Among these documents are:

- The COARA Action Plan - UniUrb Roadmap to the Reform of Research Assessment (https://ricerca.uniurb.it/gest/wp-content/uploads/2025/03/COARA_ActionPlan_UniUrb_2024.pdf) (approved in June 2024);
- The Gender equality plan (GEP) 2025-2027 (<https://www.uniurb.it/ateneo/governance/gender-equality-plan>) (approved in March 2025);
- The University training plan "Piano Integrato di Attività e Organizzazione (PIAO)" 2026-2028 (<https://drive.google.com/file/d/1eBmicEL4oTUEFvNtlJQ1NacFoU58up7X/view>) (approved in January 2026);
- The University Financial Report (<https://www.uniurb.it/trasparenza/amministrazione-trasparente/bilanci/bilancio-consuntivo>) which includes the Annual Report on Research Activities, Training and Knowledge Transfer. (https://trasparenza.uniurb.it/gest/wp-content/files_mf/1777535764BilancioUnicodiAteneodiEsercizio2025RelazioneSullaricerca2.pdf)

Moreover, UniUrb formally approved the Open, Transparent and Merit based Recruitment (OTM-R) Policy (<https://hrs4r.uniurb.it/wp-content/uploads/2026/05/OTM-R-ENG.pdf>), stating the University's commitment to the implementation of the *Charter & Code* principles within its Recruitment framework.

Finally, UniUrb annually allocated (both in 2025 and 2026) devoted budget to support and fund the implementation of the HRS4R.

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



Detailed description and justification (max. 500 words)

The effective implementation of the proposed actions has been primarily ensured through the formal integration of HRS4R objectives within UniUrb's overarching strategic planning framework, including the University's Strategic Plan (PSA 2024 - 2026) (<https://www.uniurb.it/pianostrategico>) and other strategic documents, such as the *Gender Equality Plan (GEP)* (<https://www.uniurb.it/ateneo/governance/gender-equality-plan>), the *CoARA Action Plan - UniUrb Roadmap for the Reform of Research Assessment* (https://ricerca.uniurb.it/gest/wp-content/uploads/2025/03/COARA_ActionPlan_UniUrb_2024.pdf), and the *Integrated Plan for Activities and Organisation (PIAO)* (<https://drive.google.com/file/d/1eBmicEL4oTUEFvNtIJQ1NacFoU58up7X/view>).

These strategic documents have been developed with particular attention to mutual coherence and institutional consistency. Furthermore, all of the University's strategic documents set out KPIs and measurable targets, and are subject to annual monitoring, thereby providing a robust framework for accountability and implementation oversight.

Embedding the HRS4R in the University's overall development strategy represents the principal mechanism to guarantee its implementation: indeed, each HRS4R-related action is subject to the institution's general performance monitoring systems and budget allocation processes.

Moreover, each action has been assigned to a Responsible Unit, identified by taking into account, on a case-by-case basis, the specific intervention areas and the expertise and competences required to achieve the declared targets. Importantly, the objectives of the HRS4R and some of the actions included in the Initial Action Plan have also been incorporated into the Performance Objectives of the relevant administrative units within the University *Integrated Plan for Activities and Organisation (PIAO) 2025-2027 and 2026-2028*, thus demonstrating a concrete institutional commitment by the administrative structure to actively support the research community and the progressive implementation of *Charter & Code* principles.

The University's top governance has been directly involved in the definition of both the Initial Action Plan and the Revised Action Plan, while the Academic Bodies (Academic Senate and Administrative Board) were regularly informed about the implementation of each action monitoring outcomes, and any modifications introduced in relation to the original plan. This close and continuous engagement with the University's governing bodies has been essential in ensuring the timely allocation of the financial, human, and organisational resources necessary for the successful implementation of HRS4R, both at the level of central administration and within individual academic departments.

Through this integrated governance, planning, and monitoring framework, UniUrb has established strong structural conditions to ensure that the proposed actions are not only strategically defined, but also effectively implemented and sustained over time.

How are you monitoring progress (timeline)?*



Detailed description and justification (max. 500 words)

As stated in the Initial Action Plan, the Implementation Group was formally appointed in October 2024 and held a kick-off meeting to organise its activities in accordance with the implementation timeline foreseen by the Action Plan. The group regularly met to monitor the progress of each action, verify whether targets were being achieved within the established deadlines, and assess any delays or obstacles affecting implementation. This regular monitoring process enabled systematic oversight of both individual actions and the overall progress of the Action Plan.

The outcomes of the Implementation Group meetings were subsequently reviewed and discussed with the Steering Committee, which validated the monitoring reports, while ensuring that implementation remained aligned with the University's strategic objectives. Where impediments occurred, hindering the timely implementation of specific actions, the Steering Committee developed corrective strategies, proposed revised timelines where necessary, and formally documented all extensions or rescheduling decisions within the monitoring reports. In order to ensure transparency and institutional accountability, the Steering Committee annually submitted these reports to the Academic Bodies.

This monitoring procedure proved highly effective, enabling UniUrb to successfully achieve the vast majority of the actions envisaged in the initial Action Plan within the 24 months after the conferral of the HR Excellence in Research Award: indeed, only 3 out of the 25 planned actions had to be rescheduled beyond the timeframe covered by the Initial Action Plan.

Implementation Phase Timeline (First 24 Months)

The following outlines the timeline for the Implementation Phase, covering the initial 24-month period:

First-year monitoring

- Kick-off meeting of the Implementation Group: December 2024
- First interim monitoring cycle (June 2024 – May 2025): Implementation Group meeting and submission of the report to the Steering Committee in March 2025
- Approval of the first report by the Academic Bodies: May 2025

Second-year monitoring

- Second interim monitoring cycle (June 2025 – May 2026): Implementation Group meeting and submission of the report to the Steering Committee in December 2025

- Approval of the second report by the Academic Bodies: February 2026

Final monitoring

- Reporting by the Implementation Group, via the Research Office and the International Relations Office, to the Steering Committee, focusing exclusively on actions due for completion by Q2 2026
- Validation of the Revised Action Plan (final report) by the Steering Committee: May 2026
- Approval of the Revised Action Plan (final report) by the Academic Bodies: May 2026

Given the proven effectiveness of the monitoring system implemented to date, including in terms of timelines, it is intended to maintain a corresponding approach, with periodic meetings of the Implementation Group (ideally every six months). These will be followed by Steering Committee meetings and by the formal approval, by the Academic Bodies, of the interim monitoring reports.

The implementation schedule of the Revised Action Plan may, however, be subject to adjustments due to the timelines required for the establishment of the new governance structure, following the Rectoral elections scheduled for September 2026.

How will you measure progress (indicators) for the next assessment?*



Detailed description and justification (max. 500 words)

In view of the next assessment, progress will be measured primarily through the specific quantitative indicators and targets defined for each of the actions included in the Revised Action Plan, in accordance with their respective implementation timelines.

Where necessary, the composition of the Implementation Group will be updated to reflect the introduction of new actions or evolving strategic priorities. Each Responsible Unit will continue to oversee the implementation of its assigned actions, monitor the achievement of relevant targets, and regularly report progress, challenges, and any critical issues to the Implementation Group. Just like during the first 24 months following the award, constant confrontation among representatives of the responsible units will enable a rapid identification of possible impediments or delays which may affect multiple actions simultaneously. This monitoring approach will allow the Steering Committee to respond promptly by proposing corrective measures, revised implementation strategies, or adjusted timelines whenever necessary.

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



Detailed description and justification (max. 500 words)

Over the forthcoming period, the Implementation Group will continue to monitor progress, and particularly the achievement of the targets indicated in the Revised Action Plan. The overall implementation process will be supervised by the Steering Committee, which will validate monitoring reports on a regular basis and submit them to the Academic Bodies for approval.

The Steering Committee, in cooperation with the research community, will retain the capacity to propose new actions, consistent with the *European Charter for Researchers*. These complementary actions, reinforcing those already included in the Revised Action Plan, will be formally incorporated in the future Improved Action Plan, following approval by the Academic Bodies.

UniUrb's HRS4R portal will be periodically updated ensuring the accessibility of all relevant information related to the HRS4R through the institutional website.

As mentioned above, the next assessment will be the first to be carried out under the 2023 *European Charter for Researchers*. It will therefore provide an opportunity to undertake a comprehensive self-assessment process, in line with the approach adopted in the initial phase, aimed at capturing the Research Community's perception of the level of implementation of the 2023 *Charter's* 20 principles and identify both persistent and emerging gaps.

The outcomes of this process will serve as the basis for the development of an Improved Action Plan, including new deliverables and targets, consistently with the University's broader development strategy and priorities.

Preparation for the next external review will also require the organisation of an on-site visit by external assessors at UniUrb's premises. In order to ensure that the assessors are provided with all the necessary elements to evaluate the level of implementation of UniUrb HRS4R, its level of ambition as well as resulting impacts and benefits for the institution, the preparation of the visit will actively involve the Steering committee, the researchers' community, the administrative staff and the University's senior governance. The entire academic community will be informed of the relevance of the site visit, which will represent an opportunity for institutional self-reflection and dialogue aiming at overcoming impediments to the implementation of the *European Charter for Researchers* and identifying additional actions to further improve UniUrb's HR strategy. Both researchers and administrative staff will be duly informed about the expected procedures, and specific preparatory activities - such as thematic meetings and/or interview simulations - will be organised.

Finally, UniUrb will identify and adopt best practices for preparing the external review through continuous dialogue with the Community of practice of Italian Universities for the implementation of the European Charter for Researchers, as well as with individual institutions that have already successfully completed the HR Excellence in Research review process.

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