

HR Excellence in Research Survey 2025



HR EXCELLENCE IN RESEARCH

JULY 23, 2025



The European Charter for Researchers

Unicas has submitted its application for the **HR Excellence in Research Award**, a recognition granted to research institutions that are making progress in implementing the principles of the European Charter for Researchers within their policies and practices.

The survey—now in its first edition and set to be repeated periodically in the future—aims to monitor over time the alignment of the university's management policies with the Charter's principles.

The questionnaire covers the 4 thematic areas set out by the Charter, namely:

- **Ethical and professional aspects**
- **Recruitment procedures**
- **Working conditions and social security**
- **Career and talent development**

Target Audience

The anonymous survey was administered to all research staff—specifically PhD students, Postdocs, Assistant Professors (RU, RTD), and Associate and Full Professors (PA, PO)—collectively referred to as "Researchers".

Administration Period

From Monday, June 23, 2025, to Thursday, July 17, 2025

Survey Participation

Number of completed questionnaires	300
Number of distributed questionnaires	439
Response rate	68.3 %

Department	Professors and researchers	PhD students	Postdocs and research fellows	Total affiliated staff	Completed responses	Response rate
DIEI	60	21	19	100	74	74.0%
DICEM	65	21	4	90	63	70.0%
DIPEG	74	35	8	117	83	70.9%
DLF	39	20	7	66	42	63.6%
DSUSS	44	16	6	66	38	57.6%
Totale	282	113	44	439	300	68.3%

A total of 439 questionnaires were distributed, of which 300 were returned completed. The response rate stands at 68.3%, which can be considered highly positive, especially for the first edition of the survey.

Tenured academic staff (professors and researchers) account for 57% of respondents, while the remaining 43% consists of PhD students, postdoctoral fellows, and fixed-term researchers (RTT/RTDA), proportions that quite accurately reflect the composition of the overall population. The gender breakdown highlights strong participation among women: female researchers account for 33.3% of respondents, compared to a university-wide figure of 30% (as of 2023). All departments appear to be fairly evenly represented.

SEZIONE A - SEZIONE INTRODUTTIVA: INFORMAZIONI

Section A: Section A – INTRODUCTION: GENERAL INFORMATION

A1. Ruolo Accademico Ricoperto <i>Your academic position is:</i>		
Professore (Professor)	153	51.0%
RU (Tenured Researcher)	18	6.0%
RTD (Fixed-term researcher)	33	11.0%
Assegnista (Research fellow)	19	6.3%
Dottorando (PhD student)	75	25.0%
Altro (Other)	2	0.7%

A2. Genere <i>Gender:</i>		
Maschile (Male)	200	66.7%
Femminile (Female)	100	33.3%
Non binario (Non-binary)	0	-

A3. Da quanti anni sei coinvolto in attività di ricerca? (includere anche l'eventuale periodo relativo al conseguimento del dottorato) <i>How long have you been carrying out research activities (if applicable, including the period of time as PhD):</i>		
< 1 anno (<1 year)	17	5.7%
1-3 anni (1-3 years)	54	18.0%
4-10 anni (4-10 years)	46	15.3%
>10 anni (>10 years)	183	61.0%

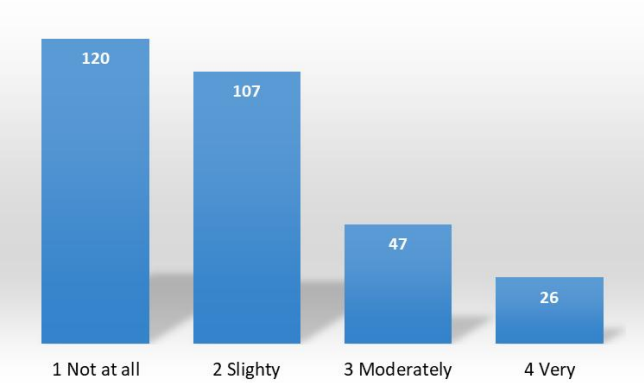
A4. Area (o Struttura) di appartenenza <i>Affiliation UNICAS:</i>		
DICEM	63	21.0%
DIEI	74	24.7%
DIPEG	83	27.7%
DLF	42	14.0%
DSUSS	38	12.6%

SEZIONE B: SEZIONE B - SEZIONE CONOSCITIVA

Section B: Section B – KNOWLEDGE SECTION

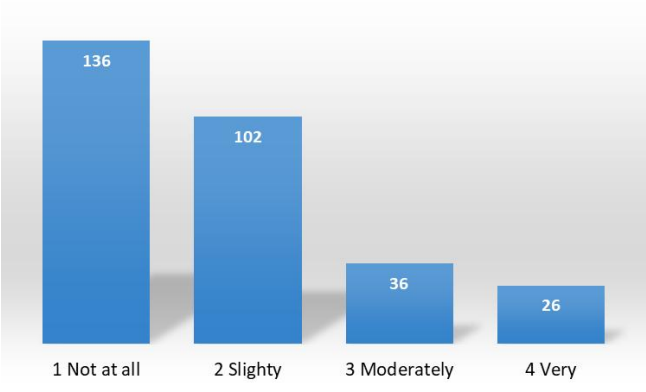
B1. Conosci la European Charter for Researchers e il Code of Conduct for the Recruitment of Researchers?

Rate your degree of knowledge of: European Charter for Researchers and Code of Conduct for the Recruitment of Researchers



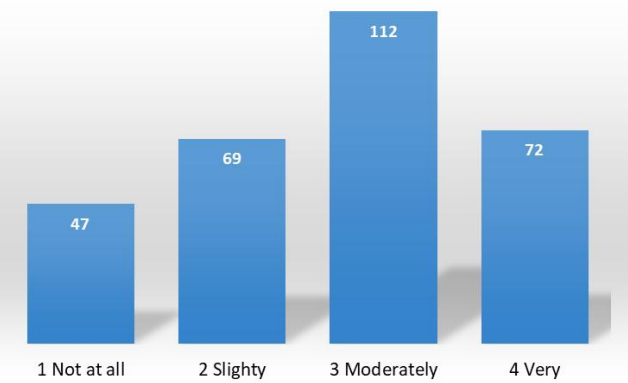
B2. Conosci l'HR Excellence in Research Award (ex Human Resources Strategy for Researchers, HRS4R)?

Rate your degree of knowledge of: Human Resources Strategy for Researchers (HRS4R)



B3. Conosci il Codice etico di Ateneo (Codice Etico, Art. 5 - Attività di ricerca e proprietà intellettuale)?

Rate your degree of knowledge of: UNICAS Research Integrity Charter



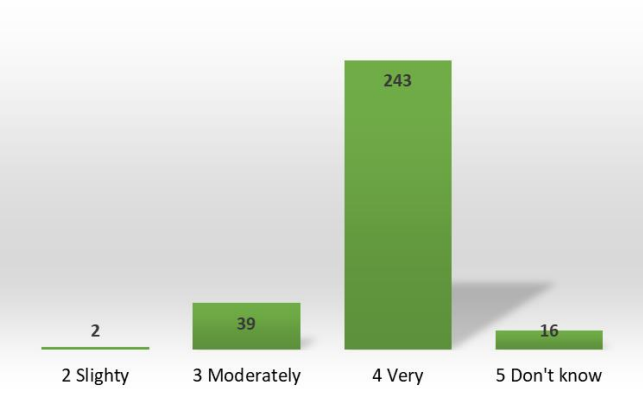
Respondents show a low level of awareness regarding the European Charter for Researchers and the Code of Conduct, whereas they are predominantly aware of the article in the University Code of Ethics dedicated to research activity and intellectual property.

SEZIONE C: ASPETTI ETICI E PROFESSIONALI (ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE)

Section C: Section C.1 – ETHICAL AND PROFESSIONAL ASPECTS

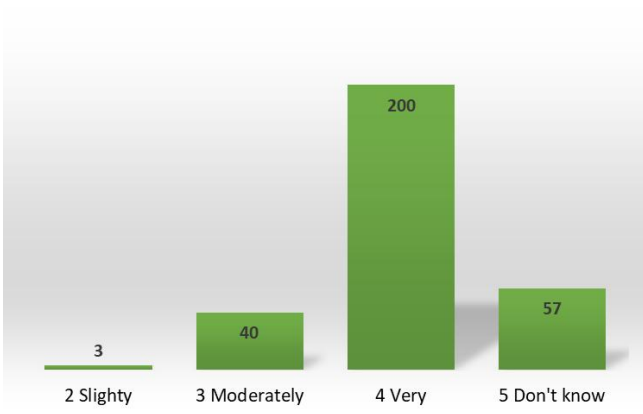
C1. UNICAS garantisce i principi di libertà di ricerca?

UNICAS ensures that the principles of freedom of research are applied



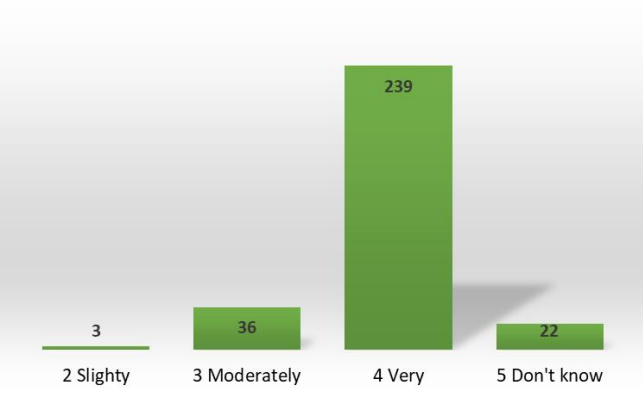
C2. Nell'attività di ricerca in UNICAS vengono rispettati i principi etici fondamentali della ricerca e quelli documentati nel Codice etico di Ateneo?

UNICAS ensures that the fundamental principles of research ethics and those included in the UNICAS Research Integrity Charter are applied



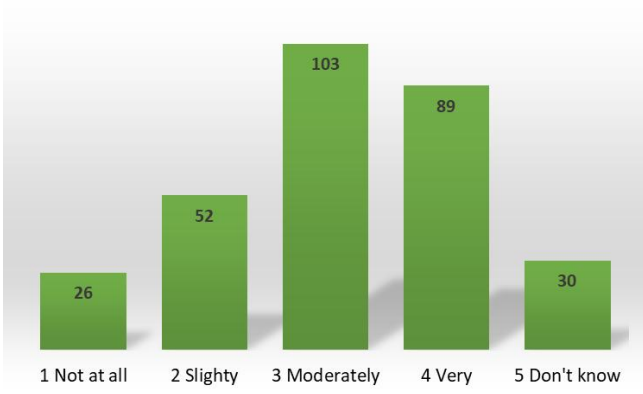
C3. UNICAS presta attenzione affinché vengano evitate discriminazioni in base al genere, all'età, all'origine etnica, alla religione, all'orientamento sessuale, alla lingua, alle disabilità, alle opinioni politiche e alle condizioni sociali o economiche

UNICAS pays attention to avoiding discrimination on the basis of gender, age, national or social ethnic origin, religion or belief, sexual orientation, language, disabilities, political opinions or social/economic conditions



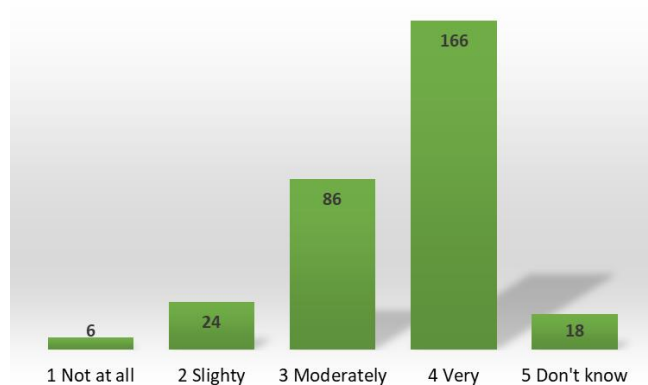
C4. Nel rispetto della legislazione vigente, ai ricercatori sono garantite condizioni e incentivi adeguati e competitivi in termini di salario in tutte le fasi della loro carriera e indipendentemente dal tipo di contratto (a tempo determinato o indeterminato)

UNICAS provides researchers with favourable and competitive conditions and financial benefits throughout their career, may their contract be short-term or long term



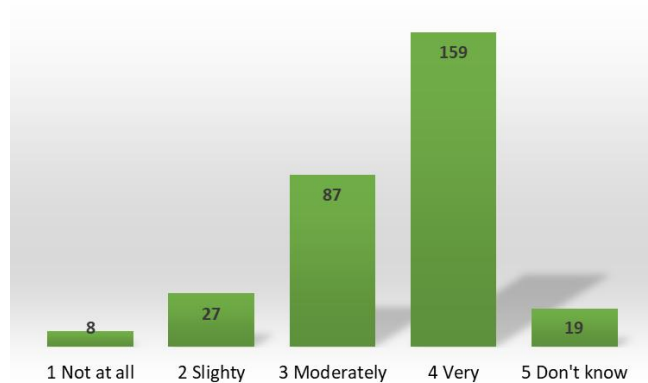
C5. L'attività di ricerca e insegnamento di tutti i ricercatori è valutata in modo regolare e trasparente?

UNICAS ensures regular and transparent assessment of researchers' professional activities (research, teaching, etc.)



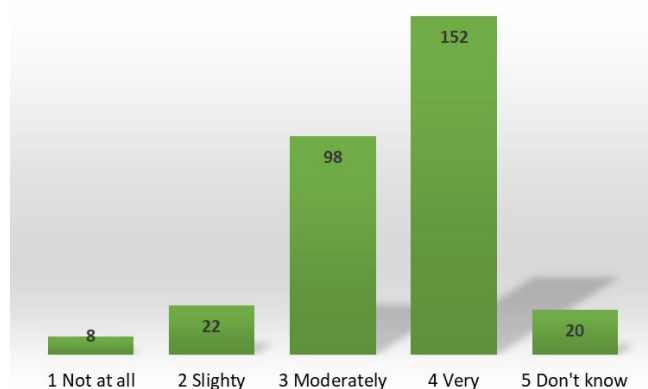
C7. UNICAS comunica regolarmente e con trasparenza ai ricercatori i piani strategici dell'Ateneo e le politiche di finanziamento della ricerca?

UNICAS informs researchers, in a regular and transparent way, on the strategic plans and the research funding policies of the University



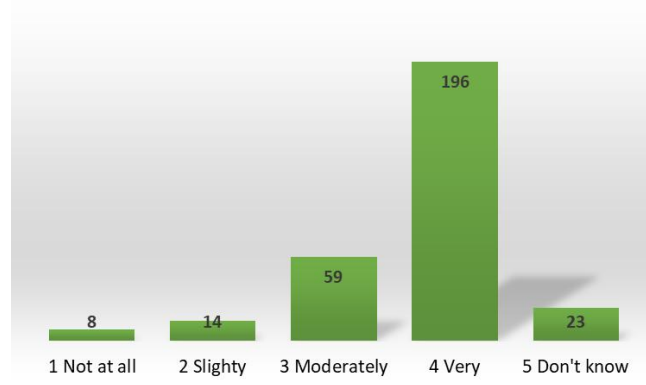
C9. UNICAS incoraggia e supporta i ricercatori nelle attività di terza missione?

UNICAS encourages and supports researchers in their third mission activities



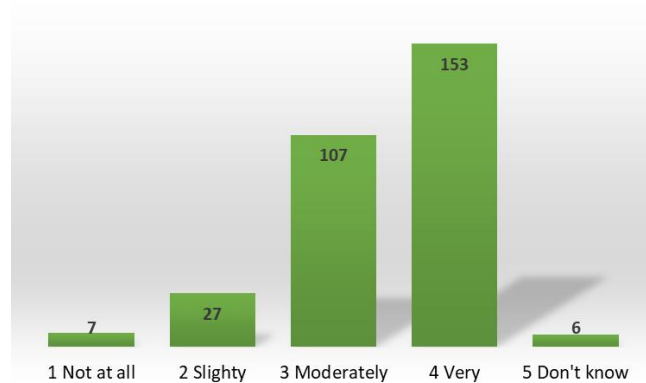
C6. È garantita la partecipazione dei ricercatori nei processi decisionali e comunicativi dell'Ateneo (commissioni paritetiche, consigli di Corso di Studi, consigli di Dipartimento, organi accademici, ecc.)?

UNICAS ensures researchers' participation in the Governing Bodies of the University, including those related to decision-making and communication activities



C8. UNICAS incoraggia e supporta i ricercatori nella disseminazione dei risultati delle loro attività di ricerca?

UNICAS encourages and supports researchers to disseminate the results of their research activities



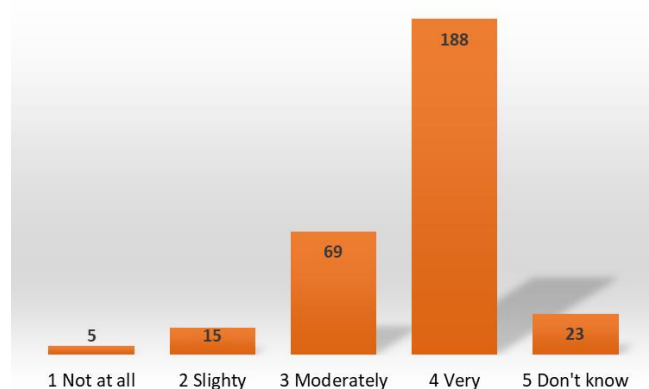
Overall, the University receives positive evaluations regarding its ability to uphold the principles of research freedom and ethics (C1, C2), protect the work and rights of researchers (C3–C7), and offer them growth opportunities (C8, C9).

SEZIONE D: PROCEDURE DI RECLUTAMENTO (RESEARCHERS' ASSESSMENT, RECRUITMENT AND PROGRESSION)

Section D: Section C2 – RECRUITMENT AND SELECTION

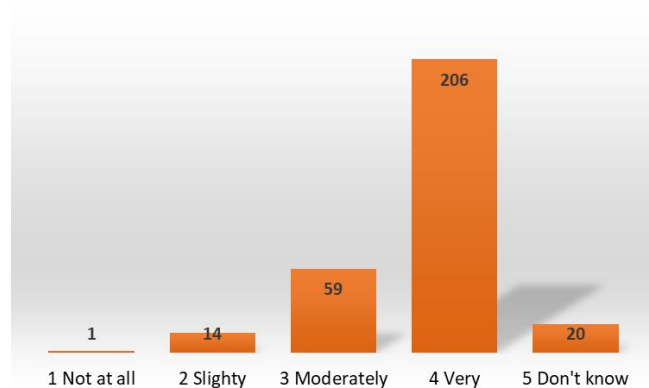
D1. I bandi relativi alle posizioni disponibili a qualsiasi livello di carriera sono pubblicizzati adeguatamente a livello nazionale, e secondo le norme vigenti?

UNICAS adequately promotes at the national level, and according to the current legislation, the calls for positions at any level of career



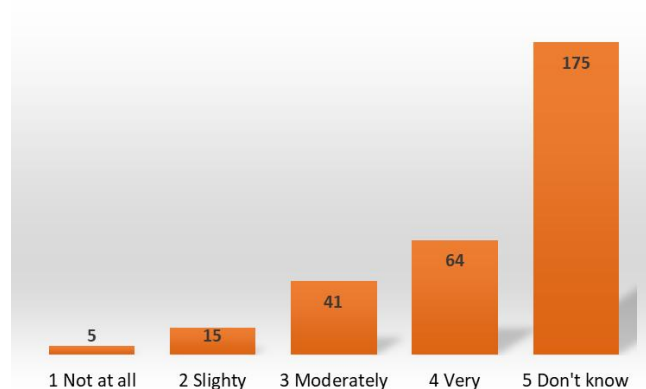
D3. Le modalità di selezione sono di facile comprensione (i bandi specificano criteri di selezione, numero di posti disponibili e sono aperti per un intervallo di tempo ragionevole)?

UNICAS ensures selection criteria, working conditions and rights (e.g., career prospects, skills required by candidates) are adequately described in the calls



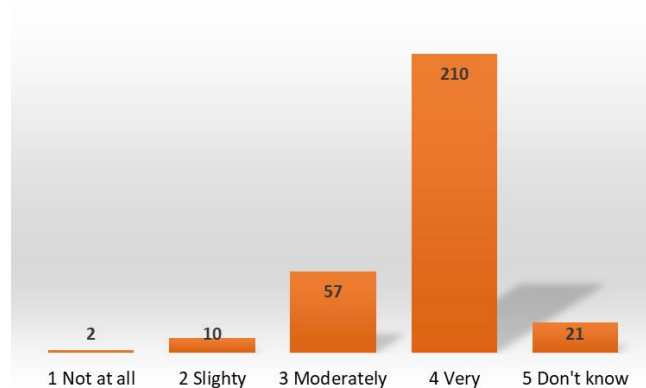
D2. UNICAS pubblicizza adeguatamente a livello internazionale sul portale EURAXESS i bandi relativi alle posizioni disponibili a qualsiasi livello di carriera?

UNICAS adequately promotes at the international level on the EURAXESS portal the calls for positions at any level of career



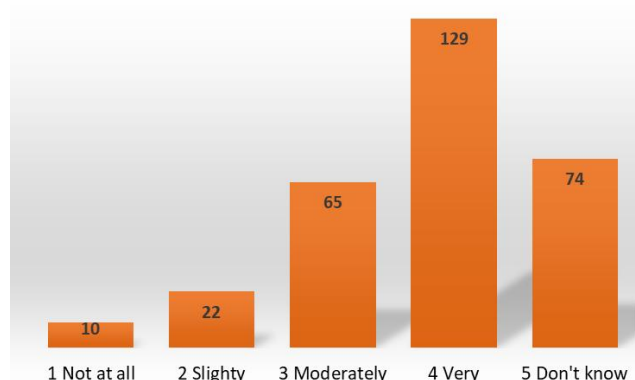
Il processo di selezione è trasparente?

Is the selection process transparent?



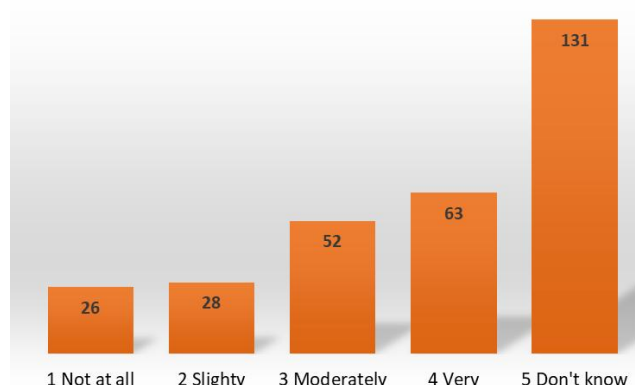
D4. Al termine del processo di selezione i candidati vengono adeguatamente informati sui punti di forza e di debolezza della loro candidatura (ad es. mettendo a disposizione i verbali delle procedure)?

UNICAS ensures that candidates, at the end of the selection procedure, are adequately informed on the strengths and weaknesses of their application (i.e., making the evaluation minutes accessible)



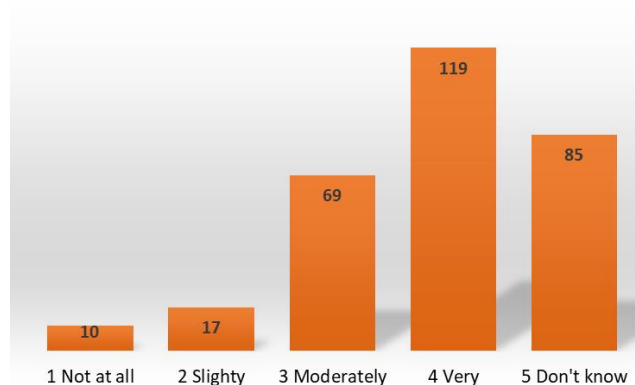
D6. Le commissioni di selezione, quando possibile, includono membri di altri Paesi?

UNICAS ensures that Selection Committees, when possible, include members from other Countries



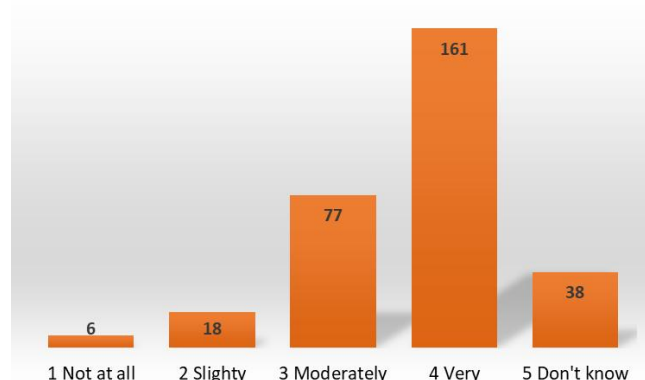
D8. Le commissioni di selezione sono sempre in equilibrio di genere

UNICAS ensures that Selection Committees are gender balanced



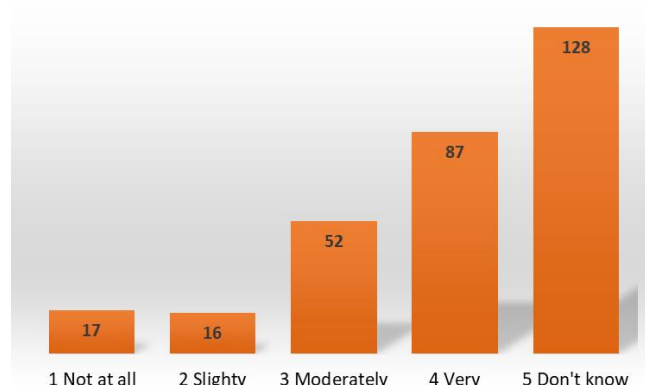
D5. Nelle procedure di selezione a qualsiasi livello di carriera, le competenze complessive dei candidati, incluse le esperienze di mobilità, le qualifiche professionali/accademiche e l'intera carriera vengono adeguatamente valutate?

UNICAS ensures that the candidates' whole range of skills (e.g., mobility experiences, professional and academic qualifications, entire career) are assessed in selection procedures at any level of career



D7. Le commissioni di selezione, quando possibile, includono membri esterni all'Università (ad esempio: società private, istituti di ricerca pubblici, ecc.)?

UNICAS ensures that Selection Committees, when possible, include external members (e.g., private companies, public research institutions)



The University's performance is also appreciated regarding the management of recruitment procedures. Potential criticalities are noted concerning the advertising of calls for applications on the EURAXESS portal (D2), sharing strengths and weaknesses with candidates (for instance, by providing access to selection committee reports (D4)), including members from other countries or outside academia in selection committees (D6, D7), and ensuring gender balance within these committees (D8).

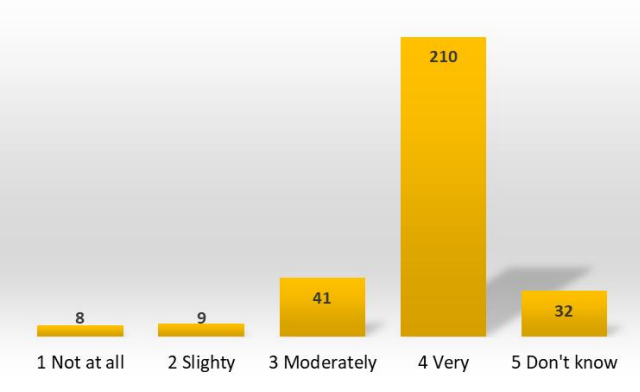
Regarding question D2, however, it should be noted that by law, the EURAXESS portal has only been used in Italy since 2010; thus, many respondents may simply be unaware of it because they have not participated in selection processes in recent years. On the other hand, it is worth emphasising that selection committees in Italy are required by law to consist exclusively of tenured professors from Italian universities.

SEZIONE E: CONDIZIONI DI LAVORO E SICUREZZA SOCIALE (WORKING CONDITIONS AND PRACTICES)

Section E: Sections C3 – WORK CONDITIONS AND SOCIAL SECURITY

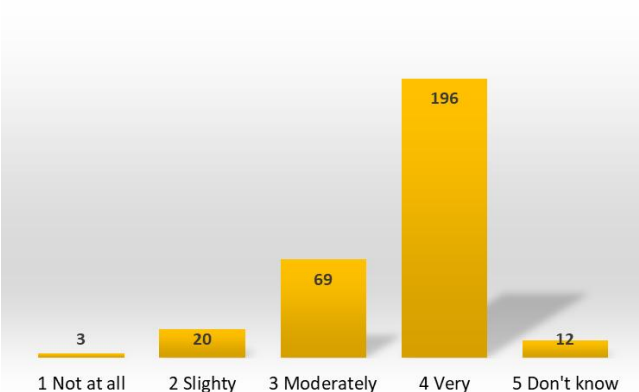
E1. I ricercatori godono di tutti i diritti in materia di sicurezza sociale, che comprendono la malattia, le agevolazioni familiari e i diritti pensionistici, in conformità con la legislazione nazionale vigente?

UNICAS ensures researchers enjoy adequate social security provisions, including sickness, parental benefits and pension rights and unemployed benefits according to existing national legislation



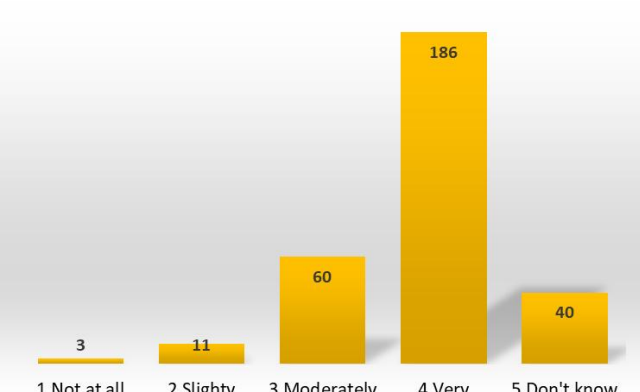
E2. Sono garantite l'autonomia e la creatività di tutti i ricercatori, fin dall'inizio della loro carriera?

UNICAS assures all researchers, from the beginning of their career, autonomy and creativity in research activities



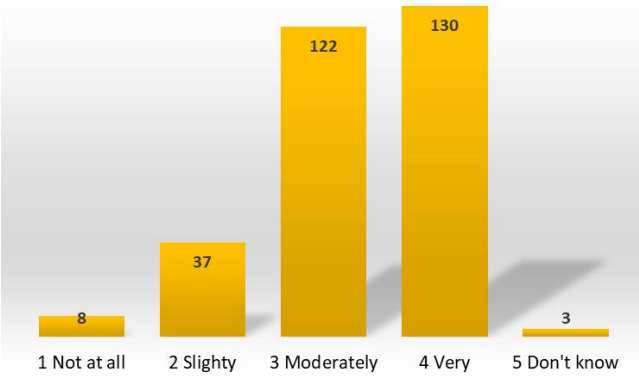
E3. La parità di genere (pari opportunità) è garantita a tutti i livelli del personale, compresi quelli relativi alle attività di supervisione e gestione?

UNICAS ensures gender balance and equal opportunities at all levels of staff, including at supervisory and managerial levels:



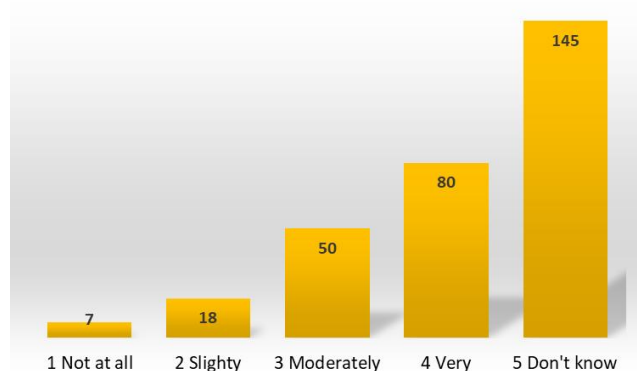
E4. I Dipartimenti forniscono un ambiente lavorativo stimolante, piacevole, e in grado di sostenere l'attività di ricerca?

Departments provide a stimulating, pleasant to work-in environment, supporting research activities:



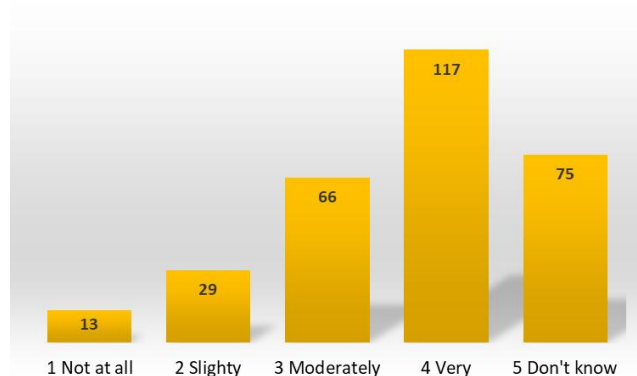
E5. I reclami/ricorsi dei ricercatori, così come i conflitti tra i supervisori e i ricercatori in fase iniziale di carriera, sono gestiti in modo equo ed efficiente?

UNICAS ensures that complaints/appeals of researchers and conflicts between supervisors and early career researchers are fairly and efficiently handled



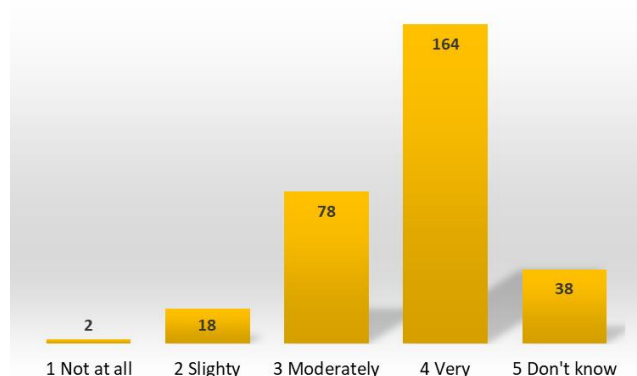
E7. UNICAS assicura misure sufficienti e specifiche per incoraggiare sia le donne che gli uomini a conciliare famiglia e lavoro, figli e carriera (ad esempio: part-time, telelavoro, periodi sabbatici, ecc.)?

UNICAS ensures that sufficient and specific measures are in place to encourage both women and men to balance family and work, as well as children and careers (e.g., part-time work, teleworking, sabbatical leaves, nurseries, etc.).



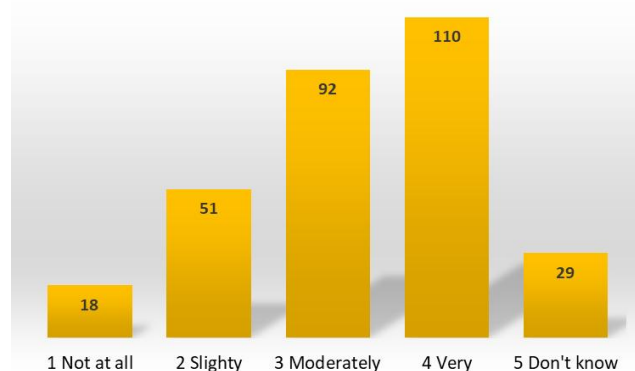
E9. UNICAS garantisce il rispetto delle normative nazionali o settoriali in materia di salute e sicurezza?

UNICAS ensures compliance with national or sectoral regulations in terms of health and social security



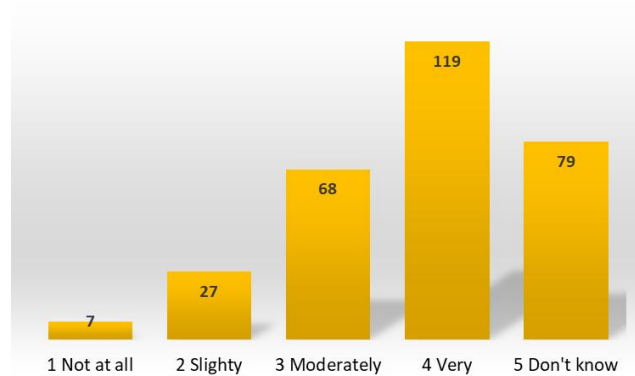
E6. Gli incarichi di insegnamento non impediscono ai ricercatori, specialmente all'inizio della loro carriera, di svolgere attività di ricerca?

UNICAS ensures that teaching duties do not prevent researchers, especially at the beginning of their career, from performing research activities



E8. UNICAS assicura l'accesso alle informazioni esistenti sui diritti di sicurezza sociale dei ricercatori:

UNICAS ensures that existing information on researchers' social security rights is accessible



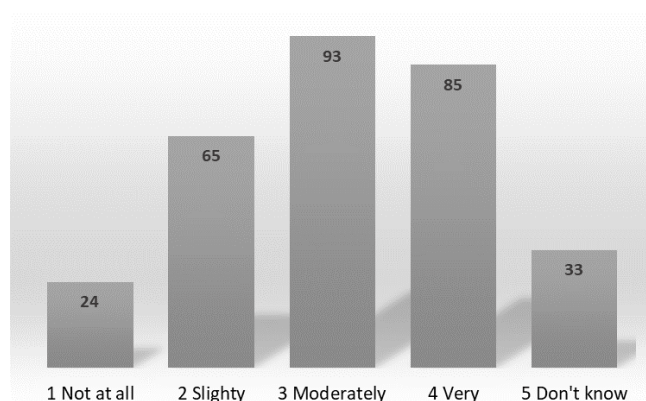
The University demonstrates attentiveness to ensuring good working conditions and social security. Potential criticalities are identified concerning gender equality (E3), the management of complaints or appeals by researchers (E5), the balance between teaching responsibilities and research activities, especially for early-career researchers (E6), and measures for reconciling family and career (E7). Furthermore, respondents show an insufficient awareness regarding access to existing information on researchers' social security rights (E8) and compliance with national or sector-specific health and safety regulations (E9).

SEZIONE F: CARRIERE E SVILUPPO DEI TALENTI (RESEARCH CAREERS AND TALENT DEVELOPMENT)

Section F: Section C4 – TRAINING AND DEVELOPMENT

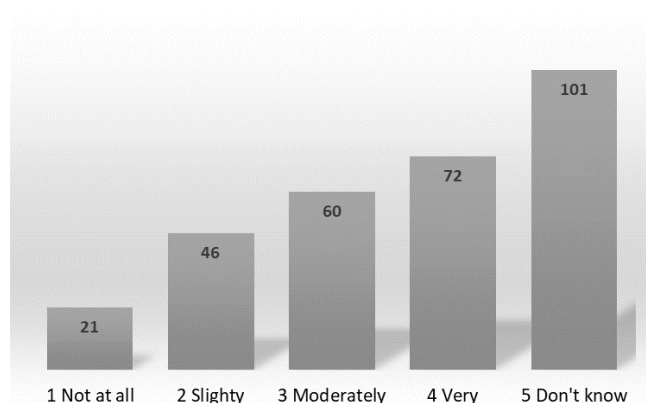
F1. Viene garantita ai ricercatori un'adeguata formazione per le attività di insegnamento?

Measures and internal regulations are drawn by UNICAS to guarantee researchers adequate training for teaching activities (i.e., e-learning)



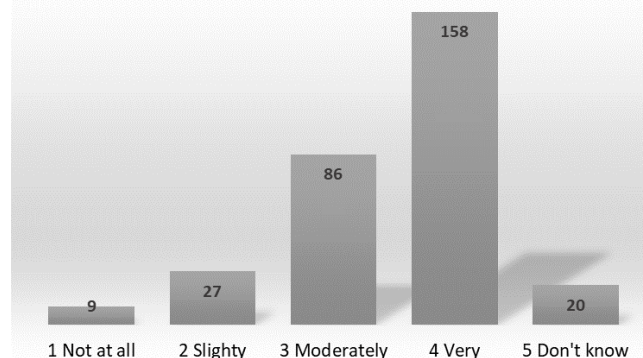
F2 a - È garantita e attivamente promossa l'opportunità per i ricercatori di sperimentare la mobilità tra i settori del pubblico e privato:

Opportunities for researchers to experience mobility between the public and private sectors are guaranteed and actively promoted:



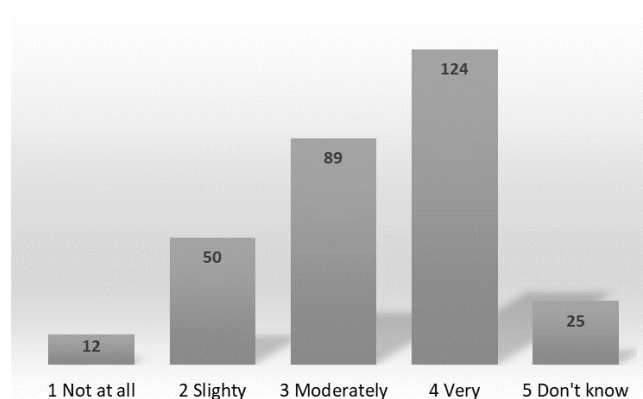
F2. È garantita e attivamente promossa l'opportunità per i ricercatori di sperimentare la mobilità in diverse aree geografiche, intersettoriali, inter- e trans-disciplinari?

UNICAS guarantees and actively promotes the possibility for researchers to experience geographical, inter-sectoral, inter- and trans-disciplinary mobility, as well as from public to private sectors



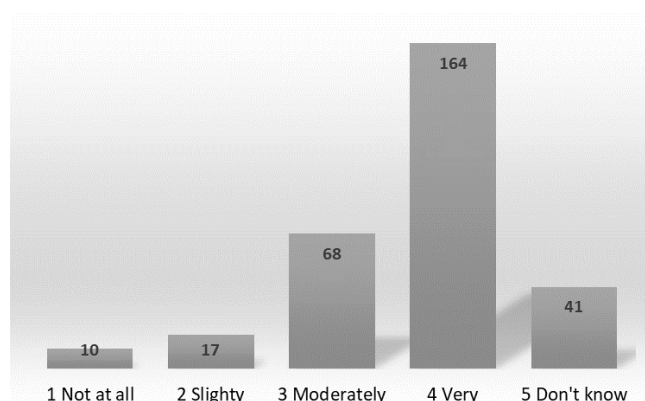
F3. Esistono, e sono regolarmente attivati, programmi specifici di formazione per migliorare le competenze e le capacità dei ricercatori a tutti i livelli di carriera (corsi di formazione, workshops, seminari, ecc.)?

UNICAS ensures organisation and access to specific training programmes to improve researchers' skills at all levels of career (e.g., training courses, workshops, seminars, etc.):



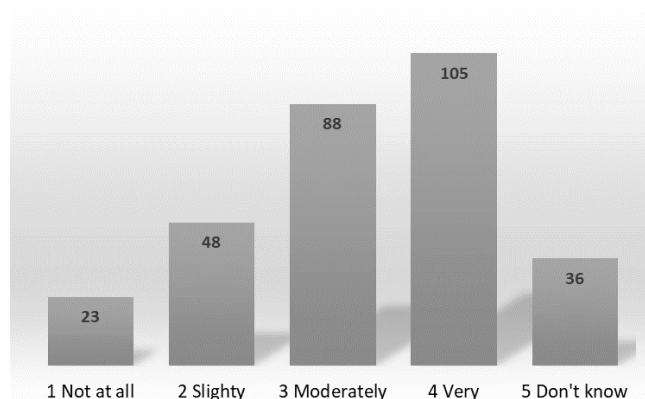
F4. I supervisori sono figure istituzionali alle quali i ricercatori, nella fase iniziale della loro carriera, possono fare riferimento per ricevere supporto e guida al loro sviluppo culturale e professionale?

At UNICAS, supervisors are identified as persons to whom researchers, in the early stage of their career, can refer to receive support and guidance for their professional and cultural development



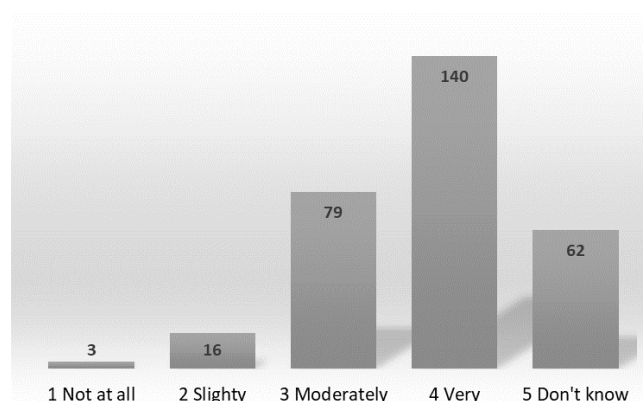
Sono note le strategie e i processi per favorire le progressioni di carriera dei ricercatori?

Are the strategies and processes for researchers' career progression well-known?



F5 - Le posizioni post-dottorali contribuiscono alla formazione professionale e permettono l'acquisizione di esperienze utili per una carriera in ricerca (sia in ambito universitario sia in altre istituzioni)?

UNICAS ensures senior researchers pay particular attention to their supervisor's activities



Regarding career and talent development, respondents display lower level of confidence, or at least a general lack of information across nearly all questions, with the possible exception of international mobility (F2).

Commenti alla rilevazione

Inserisci eventuali commenti e/o suggerimenti nel box sotto (max 600 caratteri, spazi inclusi):
Grazie per la collaborazione!

Thank you very much for your cooperation. If you think that other relevant issues related to the degree of application in UNICAS of the principles stated in European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C) have been missed out, please share your views in the table below (max 600 characters, included spaces):

1. *Non ci sono opportunità per proseguire con la carriera dopo il dottorato. Il che è un peccato dal momento in cui l'Università investe per 3 anni sui i suoi dottorandi per poi lasciarli andare per mancanza di fondi, o così dicono.*
2. *Supportare con adeguati fondi la ricerca e la possibilità di pubblicare volumi.*
3. *If possible, personally, I kindly request that our university offer an Italian language course for international students 2 to 3 times a week. Guardiani University was founded to support students, but this aspect seems to be currently overlooked. Everyone at the university, professors and staff, has been incredibly kind and helpful. This reflects the university's commitment to supporting and welcoming students, especially those from abroad. Thank you for your continued dedication.*
4. *This is a very good platform to polish the young researchers.*
5. *Il sistema potrebbe migliorare se molte delle cose che si fanno nell'università fossero correttamente pubblicizzate.*
6. *La domanda E6. Gli incarichi di insegnamento non impediscono ai ricercatori, specialmente all'inizio della loro carriera, di svolgere attività di ricerca? È formulata male (quel "non" sembra messo apposta per confondere le idee) e comunque presupporrebbe un semplice sì o no come risposta. I numeri 1, 2, 3, 4 sono incomprensibili in questo contesto. Vi ringrazio*
7. *I ricercatori non possono fare ricerca, perchè sono troppo impegnati con la burocrazia e con attività amministrative.*
8. *Spesso i ricercatori hanno poco tempo da dedicare alla ricerca, poichè devono dedicare molto tempo alle attività rientranti negli incarichi istituzionali, che spesso hanno carattere amministrativo. Di recente la didattica abilitante ha richiesto ai ricercatori molto tempo ed energie, che sono state sottratte all'attività di ricerca. La ricerca viene dunque svolta in maniera discontinua e avendo troppo poco tempo a disposizione.*
9. *Thanks*

Feedback provided in response to the open-ended question highlights that researchers are overloaded with bureaucracy and administrative tasks. Combined with the time required for other institutional duties (such as teaching), this takes valuable time away from research, making it fragmented. Concerns are also raised regarding the future of PhD students and the funding of postdoctoral research activities. Furthermore, respondents call for greater financial support, both for research in general and for the publication of books and monographs.