



**UNIVERSITÀ DEGLI STUDI
DI CAGLIARI**

POLICY DOCUMENT ON OPEN, TRANSPARENT, AND MERIT-BASED RECRUITMENT OF RESEARCHERS¹

**Documents approved by the Academic Senate
and the Administrative Board
on September 30th, 2025**



HR EXCELLENCE IN RESEARCH

The background of the right half of the page features a large, faint watermark of the University of Valencia seal. The seal is circular and contains a central shield with various heraldic symbols, including a crown at the top and a book at the bottom. The words "UNIVERSITAS VALENTINAE" are inscribed around the perimeter of the seal.

FOREWORD

¹ The University is fully aware of the importance of using appropriate gender language, as explicitly recognised in its documents (Gender Equality Plan, Gender Balance Document, Positive Action Plan). With a view to simplification, in this document, all references to offices, professions, titles and functions declined in the inclusive masculine plural, are intended to refer also to the corresponding term of feminine gender.

The University of Cagliari, as the main hub for higher education and research in Sardinia, is fully aware of its responsibility to foster the cultural, scientific, and economic development of the region, while strengthening its role within the European Research Area. In an increasingly competitive academic landscape, where the ability to attract and retain talent is crucial, UniCa recognizes that the quality of research and education critically depends on the effectiveness of its human resources policies, particularly in the area of recruitment.

In this perspective, the adoption of an **Open, Transparent and Merit-based Recruitment (OTM-R) policy** represents a fundamental step toward consolidating UniCa scientific reputation and enhancing its international competitiveness. OTM-R is not merely a set of administrative procedures; rather, it embodies a cultural approach grounded in the principles of fairness, accountability, and merit. It ensures that every stage of the recruitment process is governed by clear, measurable, and accessible criteria.

The OTM-R policy is rooted in the main European reference frameworks, namely the **European Charter for Researchers** and the **Code of Conduct for the Recruitment of Researchers**, as well as in the recommendations of the European Commission and the Council of the European Union, which have progressively shaped a shared system of values within the **European Research Area (ERA)**. In line with these principles, the OTM-R contributes to the ERA overarching goal of creating a genuine single market for research and innovation, based on mobility, the circulation of knowledge, and the recognition of scientific merit.

The University of Cagliari commitment to these objectives has taken the form of a coherent and structured strategy, culminating in its application to the **Human Resources Strategy for Researchers (HRS4R)** and in the achievement of the European Commission recognition “**HR Excellence in Research**” in March 2024. This distinction is not a mere formal milestone: it actually represents tangible evidence of UniCa capacity to align with the highest standards of excellence in human resources management for research, thereby enhancing its international attractiveness and opening up new opportunities for collaboration and funding.

Within this framework, the OTM-R policy plays a central role. It requires that all recruitment calls (published in both Italian and English and disseminated through international platforms such as **EURAXESS**) be clearly drafted and easily accessible, providing all essential information: position description, contract type and duration, remuneration, required

qualifications, and assessment criteria. Application procedures must be fully digitalized, reducing access barriers and ensuring equal opportunities, including for international candidates. Selection panels are to be composed of qualified experts, both internal and external, with mandatory gender balance and transparency in the evaluation criteria. The outcomes of the selection procedures must be published in a timely manner, ensuring access to relevant documents and the right to appeal.

These provisions, integrated within a **Quality Assurance System** consistent with both national (ANVUR) and European standards, allow not only for the regulation of recruitment processes but also for their continuous monitoring, review, and improvement. The methodological framework is based on the Deming Cycle (Plan–Do–Check–Act), which enables the planning, implementation, evaluation, and adjustment of procedures to ensure continuous and structural improvement.

The OTM-R policy also complements other strategic initiatives undertaken by UniCa, such as the **Gender Equality Plan**, the adherence to the **San Francisco Declaration on Research Assessment (DORA)**, and participation in the **Coalition for Advancing Research Assessment (CoARA)**. All together, these initiatives reflect a coherent and integrated commitment to promoting a fair, transparent, and quality-oriented research environment.

In conclusion, the formal adoption of the OTM-R policy is far more than a regulatory compliance measure: it is both a cultural and strategic commitment. Through it, the University of Cagliari reaffirms its vocation to ensure high-quality recruitment processes capable of attracting and valuing the best talents, fostering mobility and diversity, and strengthening the University's competitiveness within the European and international academic landscape. The **OTM-R thus becomes a defining element of UniCa quality culture**, a driver of institutional and scientific growth, and a concrete expression of its responsibility toward the academic community and society at large.

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INTRODUCTION



The University of Cagliari (UNICA) is a public institution and the leading centre for higher education and research in Sardinia. It plays a key role in the development of the region and beyond.

The combination of research, enhancement of its multidisciplinary results and teaching—regulated by quality processes—is the cornerstone of its mission: UNICA represents the primary location for i) free research conducted in compliance with ethical principles and research integrity, as outlined in its Code of Ethics, ii) advanced education, iii) innovation and technology transfer, iv) offering competitive working conditions for its researchers for those from other institutions, supported by Ph.D. programmes and additional employment opportunities in basic and applied research within its departments. The university's departments form the core of multidisciplinary research and the enhancement of its outcomes.

UNICA acknowledges that integrating an open, transparent, and merit-based recruitment system (OTM-R) into its talent acquisition policy brings benefits to researchers, the institution, and the national research system, with a significant impact both on internal and external processes, including research evaluation and national resource allocation. On the one side, an OTM-R recruitment system enhances the attractiveness of research careers by ensuring equal opportunities for all candidates and fostering mobility; on the other side, it also contributes to improving the efficiency of research investments and resource distribution. Additionally, the development of the OTM-R recruitment policy document aligns with the strategies and objectives of the European Research Area (ERA), an ambitious European initiative to create a **single market for research, innovation, and technological development, within which the institutions are able to be attractive and counteract researcher brain drain, and provide ideal working conditions for top research talent.** UNICA's commitment to these objectives is demonstrated through various strategies, including:

- ▶ Applying for the HRS4R strategy, which aligns with the 20 principles of the European Charter for Researchers (C&C), with the formulation of an action plan to align as closely as possible with its contents within the limits of national regulations and the achievement by the European Commission of the **Human Resources Excellence in Research** in March 2024. This award aims to enhance the university's international profile by attracting researchers from abroad and to strengthen international collaboration and research funding opportunities
- ▶ Endorsing the San Francisco **Declaration on Research Assessment (DORA)**, which promotes new research evaluation metrics based on all research and teaching outcomes, rather than relying solely on journal metrics like the Journal Impact Factor.
- ▶ Joining the **Coalition for Advancing Research Assessment (CoARA)** to implement the principles and commitments outlined in the [Agreement on Reforming Research Assessment \(ARRA\)](#), and to enable a systemic reform and improvement of research evaluation practices. As a signatory, UNICA has developed and approved an action plan to respect ARRA principles.
- ▶ Adopting the measures of the regulation for the reward system, the full translations into English of the University regulations (statute, single code, regulations for the recruitment of researchers), and the notices of selection from R1 to R4, as well as the allocation of funds dedicated to financing research and innovation, aiming to improve attractiveness for foreign candidates.

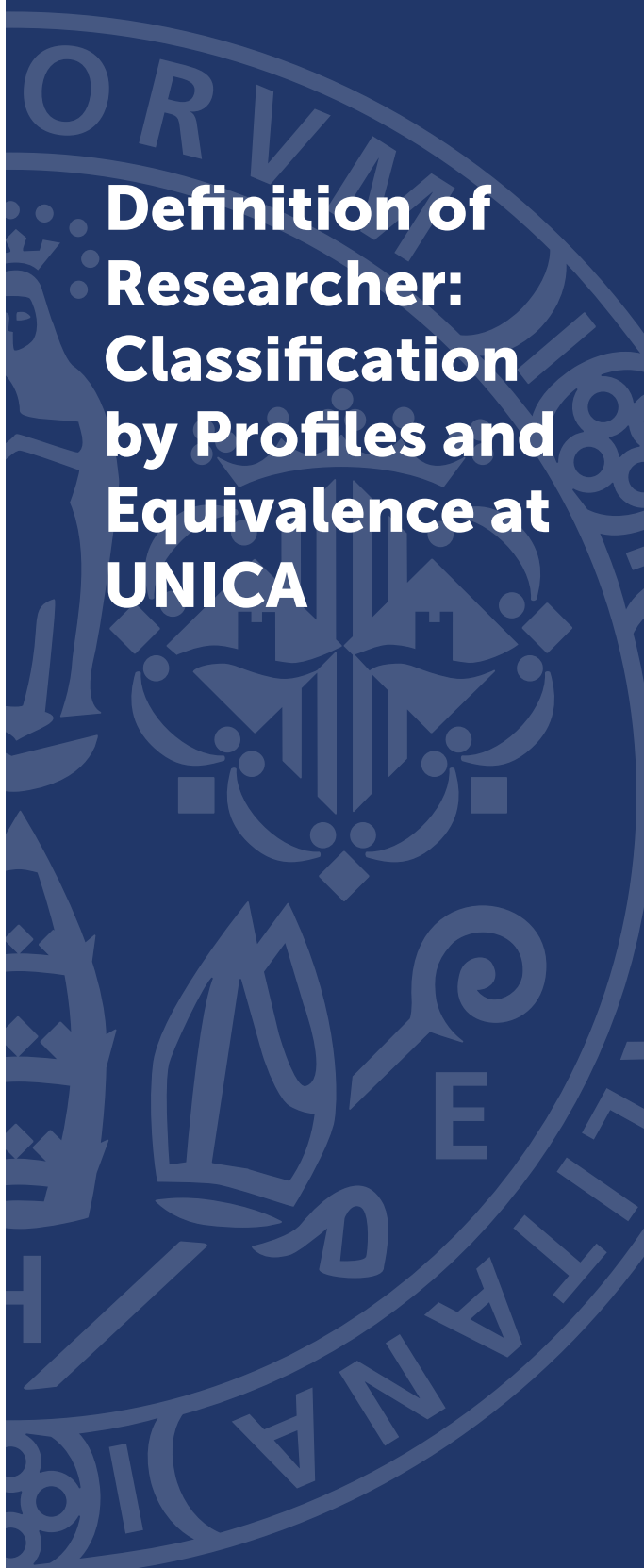
Accordingly, UNICA presents this document to support research career at the University, as a reference for researchers, ensuring an open, transparent, and merit-based recruitment process in compliance with the European Charter for Researchers. This document clearly defines research career positions, internal regulations, and recruitment procedures at all career levels.

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1.

**Definition of
Researcher:
Classification
by Profiles and
Equivalence at
UNICA**



Definition

According to the Frascati Manual² and the European Commission, researchers are defined as:

“professionals engaged in the conception or creation of new knowledge. They conduct research and improve or develop concepts, theories, models, techniques instrumentation, software or operational methods. Researchers may be involved fully or partially in different types of activities (e.g. basic or applied research, experimental development, operating research equipment, project management, etc.) in any sector of the economy or of the society, and dissemination and exploitation of research results. They may also be partially involved in, among other things, project management, teaching, mentoring, support for evidence-based policy-making, open science practices, knowledge and technology transfer activities and science communication. Researchers identify options for new R&D activities, and plan for and manage them by using high-level skills and knowledge developed through formal education and training or from practical experience in performing research. For practical reasons, doctoral students engaged in R&D should be counted as “researchers”.

However, this definition does not apply to the Italian academic system, where Ph.D. candidates are considered students rather than researchers.

Classification by Profiles

As stated in European Council Recommendation C/2023/1640 and previously in Commission Recommendation 2005/251/CE on the European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers, all researchers, regardless of their status or sector of employment, should be categorized into the following profiles:

- ▶ R1 – Junior Researcher (First-Stage Researcher): Researchers conducting research under supervision until they obtain a PhD or an equivalent level of competence and experience.
- ▶ R2 – Recognized Researcher: Researchers who have obtained a PhD or possess equivalent expertise but have not yet achieved significant autonomy in developing their own research, securing funding, or leading a research group.

1. Definition of Researcher: Classification by Profiles and Equivalence at UNICA

- ▶ R3 – Established Researcher: Researchers with a PhD or equivalent expertise who can independently develop research, secure funding, and lead a research group.
- ▶ R4 – Leading Researcher: Researchers with a PhD or equivalent expertise recognized by peers as leaders in their research field.

R1 and R2 profiles are considered Early-Stage Researchers, while R3 and R4 profiles are classified as Senior Researchers.

Equivalence at UNICA

The following table outlines the equivalence between UNICA positions and national research recruitment regulations, also aligned with the HR Excellence Award recognition process:

Profile	UNICA position
R1	<i>Dottorandi</i> (Ph.D. Students), <i>Specializzandi</i> (Specialization Students), <i>Borsisti</i> (Scholarship holders), <i>Incarichi di ricerca</i> (Research appointments)
R2	<i>Borsisti postdoc</i> (Postdoctoral fellows), <i>Contrattisti di ricerca</i> (Research contract holders)
R3	Ricercatori a tempo indeterminato e determinato (Tenured and tenure-track researchers)
R4	<i>Professori Associati</i> (Associate Professors), <i>Professori Ordinari</i> (Full Professors)

For more details on national and university regulations, please refer to the [Transparency Manual](#).

2.

OTM-R Policies



As part of the Human Resource Excellence in Research process and UNICA's strategic plan to provide optimal research conditions and produce excellent research outcomes, the University of Cagliari adopts open, transparent, and merit-based recruitment policies for researchers at different career levels.

This objective is the result of several steps within the University:

- ▶ Implementing a Gender Equality Plan since 2020
- ▶ Approving an OTM-R Checklist, accepted by the academic bodies of the University as part of the HRS4R strategy application, which serves as the foundation for this document
- ▶ Adopting and regularly updating the Code of Ethics and Conduct since its approval in 2019, ensuring alignment with European research policies.

This document provides guidelines for each stage of the researcher recruitment process:

1. Open and transparent calls for selection and application
2. Publicity and applications
3. Evaluation and Selection
4. Appointment

The OTM-R policy ensures that all candidates are evaluated fairly, decisions are based on clear, documented and measurable criteria, without external influence or bias.

The contents of this OTM-R policy are consistent with the University regulations for the selection and recruitment of researchers at different career development levels.

Open and Transparent Selection and Application Notices

All regulations describing the terms and conditions of the selection and hiring procedures for researchers (R1-R3), in compliance with Italian legislation, are publicly available on the University website.

The regulations are fully accessible in both Italian and English on the following webpages:

PhD students (R1)

- ▶ Rules and Regulations on Ph.D. Programmes:
 - web.unica.it/unica/protected/367960/0/def/ref/DOC224182/ (Italian);
 - web.unica.it/unica/protected/464624/0/def/ref/DOC224182/ (English)

Research grants and contracts (R2)

- [D.R. 417 del 04.03.2024 \(Italian\)](#)
- D.R. 417 on March 4th, 2024 – discontinued positions
- [D.R. 352 del 03.04.2025 \(Italian\)](#)
- [D.R. 352 n April 3, 2025 \(English\)](#)

Researchers (R3):

- ▶ Fixed-term
 - [DR n. 1167 del 22.12.2022 \(Italian\)](#)
 - [DR n. 1167 on December 22nd, 2022 \(English\)](#)
- ▶ Tenure track
 - [DR 1155 del 11.10.2023 \(Italian\)](#)
 - [DR 1155 on October 11th, 2023 \(English\)](#)

Associate and Full Professors (R4):

- ▶ Notice of competitions
 - [DR n. 1166 del 22.12.2022 \(Italian\)](#)
 - [DR n. 1166 on December 22nd, 2022 \(English\)](#)
- ▶ Mobility call
 - [D.R.945 del 14/06/2024 \(Italian\)](#)
 - [D.R. 945 on June 14th, 2024 \(English\)](#)

Publicity and application submission

All notices of research positions from R1 to R4, drawn up in compliance with current regulations and according to the 'Operational Guide (**Annex 1**) for the publication of announcements for professors, researchers and doctoral students', are published and available for consultation on various websites such as:

- ▶ [Italian Official Gazette](#) (GUI)
- ▶ [Website of the Ministry of University and Research](#)
- ▶ University website:
 - [PhD students \(R1\)](#)
 - [Positions R2-R4](#)
- ▶ [EURAXESS](#), for international attractiveness

Notices for positions R1, R2, R3, and R4 are available in both Italian and English.

For each notice of selection, the University designates an administrative procedure manager, whose contact details are provided within the text of the notice. They are responsible for ensuring the integrity of the administrative procedure and for verifying any potential incompatibilities between candidates and evaluators.

In adherence to open and transparent recruitment practices, all selection notices include the following information:

- ▶ a description of the advertised position, including its functions and tasks
- ▶ the designated workplace (Department)
- ▶ the duration of the Ph.D. programme (R1) or contract (R2 e R3) and positions (R4)
- ▶ the type of contract and position (full-time or part-time, etc.) and remuneration (R2-R4) or amount of the scholarship for R1 positions
- ▶ requirements and skills (including language requirements)
- ▶ the application procedure, rules, opening date, and deadlines

- ▶ selection criteria, including the evaluation of qualifications and the scoring system established prior to the selection of candidates by the Selection Committee, which is appointed by a specific Rectoral Decree and is publicly accessible on the University website
- ▶ admission and enrolment criteria for Ph.D. programmes, contributions, attendance and obligations, as well as any possible incompatibilities (R1 positions)

All application procedures can be submitted via online platforms:

- ▶ [PICA – login](#)
- ▶ [PICA – UniCA](#)

Application documents are requested in electronic format.

Applicants are informed through the contents of the notice, prior to selection, about the recruitment process and selection criteria, the number of available positions and career development prospects.

Evaluation and selection

All steps of the selection procedure are published on the University website to ensure:

1. maximum openness of the procedure
2. the selection of the best candidates for the advertised positions
3. equal opportunities for all candidates to participate, regardless of their country of residence, without additional travel costs
4. modalities of the selection process also accessible to persons with disabilities, including appropriate tools or resources for access to information

As a rule, selection procedures from R1 to R4 can be carried out remotely, through the use of computer platforms that can be accessed remotely free of charge for candidates.

The specific evaluation criteria and their relative weighting must be included in the notice of selection and made public after the Committee's preliminary meeting, prior to the evaluation of the candidates.

The evaluation criteria include for each candidate the evaluation of:

- ▶ Curriculum of educational, scientific and, health (if any) activity
- ▶ cultural awards and professional experience
- ▶ scientific production
- ▶ training for the specific disciplinary scientific sector.

Further details are assessed during interviews, when scheduled.

Evaluation Committees

Evaluation committees are appointed based on the University regulations setting the specific criteria for their composition.

They are appointed by Rectoral Decree and are published on the University website at the URL of the selection procedure. The committee shall be composed of at least three experts, including external and/or international members, in the relevant areas of knowledge, with academic degrees and appropriate scientific qualification. Gender balance in the composition of the committees is mandatory for R2 to R4 selections, as regulated in the respective regulations, and strongly recommended for R1 selections.

At the time of appointment, committee members must declare any conflicts of interest and that they have read the University single code. They receive administrative support and templates for filling in the minutes at the various stages of the selection process.

Administrative staff members involved in the OTM-R procedures are adequately trained and qualified and regularly updated on privacy aspects related to their activities and competences.

Position appointment and call

The approval of the acts and the final report with the ranking list and the successful candidates will be made public on the University website within the deadlines set out in the notice of selection, to guarantee transparency and the possibility of accessing to records or to appeal. The detailed minutes of the various steps of the selection process are available upon written request. The procedure is available on the University website at <https://personale.unica.it/docric/public/amministrazione-trasparente/accesso-agli-atti>

The appointment of the selected candidate is approved by the Administrative Board, upon proposal of the Departmental Council for R4 positions and after communication to the Department for R3 positions.

Quality Assurance System

The University of Cagliari has implemented a Quality Assurance (QA) System that adheres to the standards defined by national legislation, the guidelines of the National Agency for the Evaluation of Universities and Research (ANVUR), and, in general, the overall principles of QA.

Within this framework, documents have been prepared outlining the procedures for recruiting professors and researchers (**Annex 2**) and for calls for applications for admission to PhD programmes (**Annex 3**).

These documents describe the processes related to recruitment and admission activities, identifying the process managers, other involved parties, input documents, procedures, and the outcomes of those procedures.

Collectively, the aforementioned set of procedures follows the so-called 'Deming Cycle', thereby identifying not only the administrative procedures—which are already well-defined by current regulations—but also the monitoring and review processes to pinpoint any areas for improvement, their underlying causes, and corrective actions.

Furthermore, each PhD programme at the University of Cagliari has defined its own QA System, in accordance with the University's Guidelines, to ensure the full professional development of PhD students in their initial, fundamental stage of research training.

3.

Annex 1

Operational Guide for Publishing Calls for Applications for Professors, Researchers, and PhD Candidates



This guide aims to outline the operational procedures and content requirements for calls for applications related to academic positions and admissions to doctoral programmes.

Unless otherwise specified, the publication procedures should be considered common to both types of calls.

Announcements are published:

- ▶ On the dedicated webpage of the Ministry of University and Research (<https://bandi.mur.gov.it/>)
- ▶ On the website of the University of Cagliari
- ▶ On the dedicated page of the Euraxess platform (<https://euraxess.ec.europa.eu/jobs>)

As permitted by the platform, information about the call will be provided in at least two languages: Italian and English.

The information on the call must be provided in clear language, not overly bureaucratic, including necessary administrative details as additional specifications.

As permitted by the platform, the following information should be included:

- ▶ Date of publication of the call
- ▶ Deadline for applications
- ▶ Indications on how to apply:
 - Any specific online platform used
 - Certified email address that can be used as an alternative
 - Which date will be considered for submission (date of sending/receipt)
 - Required documents for participation
- ▶ Any reasons for exclusion, to be justified and in accordance with the University policies on equal opportunities and non-discrimination
- ▶ Type of position
- ▶ Scientific/cultural field of the position
- ▶ Expected start date within the hosting structure
- ▶ Contract duration (for Ph.D. programmes, indicate the legal duration)
- ▶ Possibility of extensions

- ▶ Salary or annual scholarship amount
- ▶ Applicable tax regime
- ▶ Hosting structure and work/study location
- ▶ Possible need for periods at other locations, also abroad
- ▶ Required educational qualification
- ▶ Languages required and the corresponding level according to the Common European Framework of Reference for Languages (CEFR)
- ▶ Functions associated with the position, specified for: teaching, research, and third mission/social impact
- ▶ Required skills, with indication of any minimum requirements
- ▶ Evaluation criteria for applications
- ▶ Expected timeline for the evaluation procedure
- ▶ Documentation to be submitted upon appointment/admission
- ▶ Obligations and regulations to be followed during work/study activities
- ▶ Procedures for submitting appeals, if any

4.

Annex 2

Quality Assurance System – Faculty and Researchers recruitment



The organisation of the University of Cagliari is compliant with the European Charter for Researchers and with the Code of Conduct for the Recruitment of Researchers, following its guidelines for Open, Transparent and Merit-Based Recruitment (OTM-R). The declared leading values of the University are:

- ▶ To promote the creation of an environment based on dialogue and correct interpersonal relationships, openness and exchanges with the international scientific community, education in values and personal training.
- ▶ To enhance gender diversity and guarantee equal opportunities by adopting and promoting appropriate measures and actions in this regard.
- ▶ Requiring all its components and every individual who collaborates to achieve its objectives, to promote and protect key values such as: the valorisation of individual and cultural merit and diversity; the principle of responsibility in fulfilling duties towards the community; intellectual honesty, moral integrity and professionalism in research and teaching; fairness, impartiality, loyal collaboration as well as transparency as parameters of behaviour in internal and external relations.

Therefore, according to the Initial Assessment completed in March 2024, the European Commission awarded UNICA the label "HR Excellence in Research".

In respect of national rules and according to the guidelines of the National Agency for the Evaluation of the University and Research (ANVUR), UNICA has implemented a Quality Assurance System for the educational, research and social development activities, and the quality-based approach is a general framework underlying the institution.

The current document reports on the organisation and processes related to the recruitment of new Faculty and researchers.

Bodies and structures involved in the recruitment process.

The recruitment process involves central and local structures of the University organisation having political and administrative responsibilities. A detailed description of the functions and responsibilities of each figure are described in the University Statute, in the regulations for the recruitment of faculty and researchers and respect the current national laws and decrees.

Rector *(Statute art.10 and 11)*

- ▶ The Rector is the Institution 's legal representative, responsible for pursuing the University's goals, according to quality criteria.
- ▶ The Rector carries out functions of direction, initiative and coordination of teaching and scientific activities in collaboration with the other governing bodies.
- ▶ The Rector is responsible for pursuing the institutional aims of the University according to quality criteria and in compliance with the principles of effectiveness, efficiency, transparency and promotion of merit.

Academic Senate *(Statute art.12 and 13)*

- ▶ The Academic Senate is the proactive and consultative body in matters of teaching, research, services to students and the territory.
- ▶ The Academic Senate is assigned liaison and coordination functions with the teaching and research structures.

Administrative Board *(Statute art.14 and 15)*

The Administrative Board is the governing body that implements the strategic direction of the University through the planning and control of administrative, economic and patrimonial activities.

Departments *(Statute art.10 and 11)*

- ▶ The departments are the structures aimed at ensuring the organic and integrated exercise of teaching, research and service activities to the territory. Where teaching and research functions are accompanied by health care functions, the departments assume the consequent tasks.
- ▶ The departments promote, coordinate and organise, in collaboration with the other university structures involved, teaching, research and higher post-graduate training activities, in compliance with the principle of autonomy, as well as the internationalization of their activities through support, including financial, for the development of exchanges and cooperation initiatives.
- ▶ The departments have managerial, administrative and regulatory autonomy, within the limits established by the Statute, the University regulations and the regulations in force on the university system.

General Director (Statute art.18)

The General Director is responsible, based on the guidelines provided by the Administrative Board and the Rector, for the overall management and organization of services, resources and technical-administrative staff at the University, in support of teaching activities, of research and service to the territory. He shall exercise any other function assigned to him by law.

Personnel, Organisation and Performance Division

The Division is responsible for the administrative and strategic management of the university's human resources (teachers, researchers, administrative, technical and librarian staff, collaborators and language experts, contract staff) in order to promote the qualification and development of staff, to ensure support for processes of organisational change, to enhance management efficiency, to improve the quality of services and the organizational climate.

Teaching, research and health care staff Recruitment Office

The Recruitment Office is responsible of the administrative procedures for the recruitment of Faculty and researchers. It prepares and publishes the call for applications for each position and verifies the compliance of the procedures with respect to the national and university regulations.

Evaluation Committee

The Evaluation Committee is composed of expert professors nominated and charged for the evaluation of the candidates to each specific position. One member, either internal or from other research institutions but satisfying qualification requirements, is indicated by the department where the position is established while all the other members are extracted by qualified lists of experts.

The Committee carries on the evaluation of the candidates in full independence, considering all the requirements in the call and the CV and performance of the candidates. Finally, a list of approved candidates is drawn, possibly with a ranking.

Sub-processes in the recruitment process

The recruitment process involves central and local structures of the University. In the following it is described identifying each main sub-process, the actors, the responsible structure, the input and the outputs, as well as the main steps of the procedures.

PLANNING			
<u>Responsibility</u>	<u>Other actors</u>	<u>Input</u>	<u>Output</u>
Administrative Board	- Rector - Academic Senate - Departments	- Strategic plan - Department plan - Budget	Recruitment plans resources
Procedure: Every year the Rector presents the available resources for faculty recruitment to the Academic Senate and the Administrative Board. The Academic Senate gives his political opinion to be presented for funding. The Rector presents the Senate's proposal to the Administrative Board, who, considering the university budget, establishes the amount of resources for the recruitment of professors and researchers.			

CALL MANAGEMENT			
Responsibility	Other actors	Input	Output
Personnel, Organisation and Performance Division	- Rector - Academic Senate - Departments - Administrative Board - Recruitment Office - Evaluation Committee - Candidates	Funds availability	- Calls - Documents

Procedure:

Usually, yearly, the Senate distributes the available resources for recruitment to each Department according to predefined criteria. Considering the allocation criteria for recruitment stated in the department's documents, each department decides the positions for which ask a call for applications. The Administrative Board evaluates the departments' decision and makes the final decision for the publication of the calls.

The Recruitment Office prepares all the call documents that are approved by the Head of the Department and published according to the publication policy of the University and the national laws.

Candidates submit their application. All the applications received within the deadline are evaluated by the Recruitment Office for administrative eligibility.

The department is required to appoint a member of the Evaluation Committee, and the Senate completes it by extracting the additional members by lists of qualified professors, considering the gender equilibrium as well.

The Recruitment Office gives the Evaluation Committee all the documents and support for the evaluation process.

Once the evaluation process is completed, the Recruitment Office prepares all the relevant documents and presents them to the Rector for the formal approval of the evaluation procedure, that will be communicated to all the approved candidates.

Candidates can comply with the evaluation within a deadline; the Personnel, Organisation and Performance Division evaluates the appeals and carries on all the needed actions.

In case of direct call of a professor, an Evaluation Committee is not needed, since the proposed candidate by the department is preliminarily evaluated by the Senate and the Administrative Board.

Once the Call management process is positively completed, the Enrolment process starts.

EVALUATION			
Responsibility	Other actors	Input	Output
Evaluation Committees	- Recruitment Office - Candidates	- Candidates' list - Candidates' CVs - Candidates' titles	Approved candidates list
Procedure: The evaluation Committee defines the evaluation criteria and then receives the candidates list from the Recruitment office. Presents to the Recruitment office any conflict of interest for the possibly needed corrective actions. Once any possible conflict is solved, the Committee evaluates separately the CV and academic, research and professional titles of each candidate. In case a colloquium is included for the evaluation of the specific position, the Committee defines a date and colloquia scheduling that the Recruitment office communicates to the preliminarily approved candidates. Once all the evaluation procedure is completed, the Committee defines the list of approved candidates, with a ranking whenever requested. The evaluation result is communicated by the Recruitment office to the candidates and published on the University website. In case of any rebuttal by the candidates, the Recruitment office acts consequently to guarantee the correctness of the overall procedure..			

ENROLMENT			
Responsibility	Other actors	Input	Output
Department	- Personnel, Organisation and Performance Division - Rector	Approved candidates list	Approval by Rectoral Decree
Procedure: Once the evaluation procedure is correctly completed, the Personnel, Organisation and Performance Department prepares all the administrative document for the Rector's approval of the procedure. The approved list of candidates is sent to the calling department for the choice of successful candidate. The Recruitment Office inform the successful candidate and prepare the contract for the signature. At the established date, the appointee joins the department and is formally enrolled and takes his position.			

MONITORING			
Responsibility	Other actors	Input	Output
Personnel, Organisation and Performance Division	- Recruitment Office - General Manager	Administrative data	Report
Procedure: For each recruitment procedure, the Recruitment Office collects the relevant data, e.g., number of applications, nationality and gender of applicants, administrative issues, procedure times, complaints/appeals. Every year a comprehensive report on the overall amount of recruiting procedures carried on during the previous year is prepared by the Personnel, Organisation and Performance Division and sent to the General Director.			

REVISION			
Responsibility	Other actors	Input	Output
- Academic Senate - Administrative Board	- General Director - Rector - Rector's Delegates - Personnel, Organisation and Performance Division	Report	Regulations
Procedure: The General Director discusses the report on the recruitment procedures with the Rector, proposing possible improvements to the administrative procedures. The Rector discusses the report with his Delegates to identify possible improvements to the University policy for recruitment of faculty and researchers. The Rector presents to the Senate and the Administrative Board the report and the subsequent possible changes to the policy and/or the administrative procedure for the relevant decisions.			

5.

Annex 3

Quality Assurance System – Ph.D. students enrolment



The organisation of the University of Cagliari is compliant with the European Charter for Researchers and with the Code of Conduct for the Recruitment of Researchers, following its guidelines for Open, Transparent and Merit-Based Recruitment (OTM-R). The declared leading values of the University are:

- ▶ Promoting the creation of an environment based on dialogue and correct interpersonal relationships, openness and exchanges with the international scientific community, education in values and personal training.
- ▶ Enhancing gender diversity and guarantee equal opportunities by adopting and promoting appropriate measures and actions in this regard.
- ▶ Requiring all its components and every individual who collaborates to achieve its objectives, to promote and protect key values such as: the valorisation of individual and cultural merit and diversity; the principle of responsibility in fulfilling duties towards the community; intellectual honesty, moral integrity and professionalism in research and teaching; fairness, impartiality, loyal collaboration as well as transparency as parameters of behaviour in internal and external relations.

Therefore, according to the Initial Assessment in March 2024, the European Commission gave the label "HR Excellence in Research", associated to its "Human Resources Strategy for Researchers, HRS4R" strategy.

In respect of national rules and according to the guidelines of the National Agency for the Evaluation of the University and Research (ANVUR), the University of Cagliari has implemented a Quality Assurance System for the educational, research and social development activities, and the quality-based approach is a general framework underlying the institution.

The current document reports on the organisation and processes related to the enrolment of new Ph.D. students.

Each Ph.D. programme defines its own Quality Assurance system, according to the national rules, the University regulation and the guidelines for the implementation of a Quality Assurance system specifically approved by the Academic Senate. It defines the structure, and the processes associated to the management of the programme, it is public and published on the website of each Ph.D. programme.

People and structures involved in the Ph.D. students enrolment process

The enrolment process involves central and local structures of the University organisation having political and administrative responsibilities. A detailed description of the functions and responsibilities of each figure are described in the University Statute, in the regulations for the organisation and management of the Ph.D. programmes, in respect of the current national laws and decrees.

Rector *(Statute art.10 and 11)*

- ▶ The Rector has the legal representation of the University for all legal purposes.
- ▶ The Rector carries out functions of direction, initiative and coordination of teaching and scientific activities in collaboration with the other governing bodies.
- ▶ The Rector is responsible for pursuing the institutional aims of the University according to quality criteria and in compliance with the principles of effectiveness, efficiency, transparency and promotion of merit.

Academic Senate *(Statute art.12 and 13)*

- ▶ The Academic Senate is the proactive and consultative body in matters of teaching, research, services to students and the territory.
- ▶ The Academic Senate is assigned liaison and coordination functions with the teaching and research structures.

Administrative board *(Statute art.14 and 15)*

The Administrative Board is the governing body that implements the strategic direction of the University through the planning and control of administrative, economic and patrimonial activities.

Vice-Rector in charge of teaching, students' welfare and "widespread university"

The Vice-Rector in charge of teaching, students' welfare and "widespread university (from now on, referred to as 'Vice-Rector for Educational Activities') is the Rector's delegate, with the power of signature, for the coordination of University activities aimed at pursuit of objectives regarding education, student welfare and widespread university, in compliance with political guidelines proposed by the Rector himself and approved by the Administrative Board, with the preliminary opinion of the Academic Senate.

Departments (*Statute art.10 and 11*)

- ▶ The departments are the structures aimed at ensuring the organic and integrated exercise of teaching, research and service activities to the territory. Where teaching and research functions are accompanied by welfare functions, the departments assume the consequent tasks.
- ▶ The departments promote, coordinate and organise, in collaboration with the other university structures involved, teaching, research and higher post-graduate training activities, in compliance with the principle of autonomy, as well as the internationalization of their activities through support, including financial, for the development of exchanges and cooperation initiatives.
- ▶ The departments have managerial, administrative and regulatory autonomy, within the limits established by the Statute, the University regulations and the regulations in force on the university system.

Education and Orientation Division

The Education and Orientation Division provides administrative support to the faculties and departments in relation to teaching activities (Bachelor, Master, Ph.D. and Specialization programmes) and in particular:

- ▶ takes care of the administrative activities for the establishment and activation of Ph.D. programmes, as well as for the activities relating to their accreditation procedures;
- ▶ manages administrative activities related to students of doctorates, masters, schools and specialization courses;
- ▶ supports the university's participation to calls for regional, national and European funds for Bachelor, Master and Ph.D. programmes as well as for promotional activities.

Ph.D., Professional Master's, Visiting Professor Office

The Ph.D., Professional Master's, Visiting Professor Office (from now on, referred to as 'Ph.D. Office') is responsible for the administrative procedures for the enrolment of the Ph.D. students and the management of their academic carrier. It prepares and publishes the call for applications for positions in the various Ph.D. programmes and verifies the compliance of the procedures with respect to the national and university regulations.

Evaluation Committees

The Evaluation Committees are composed of qualified members nominated and charged for the candidates' evaluation for positions in each Ph.D. Programme. They are proposed by each Ph.D. Academic Board and appointed officially with Rector's Decree.

Each Committee carries on the evaluation of the candidates in full independence, considering all the requirements in the call and the CVs and performance of the candidates. Finally, a list of admitted candidates is drawn, with a ranking.

Sub-processes in the enrolment process

The enrolment process involves central and local structures of the University. In the following charts, the process is described identifying each main sub-process, the actors, the responsible structure, the inputs and the outputs, as well as the main steps of the procedures.

PLANNING			
Responsibility	Other actors	Input	Output
Administrative Board	- Rector - Vice-Rector for Educational activities - Academic Senate - Departments	- Strategic plan - Department plan - Budget	PhD scholarships
Procedure: According to the available financial resources, every year the Rector, in cooperation with the Vice-Rector for Educational activities, communicates the number of Ph.D. scholarships available to the Education and Orientation Division, which gives notice to the Departments. According to their resources and those communicated by the Rector, the Departments define the number of Ph.D. positions that can be promoted for each Ph.D. Programme and send their proposals to the Ph.D. Office. The Ph.D. Office prepares the final proposal and sends it to the Rector. The Rector presents the proposals to the Senate, who gives its formal opinion on the plan, considering the university strategy on research and education. The Administrative Board verifies the economic support for the scholarships and takes the final decision and approval.			

CALL MANAGEMENT			
Responsibility	Other actors	Input	Output
Education and Orientation Division	- Rector - PhD Office - PhD Academic Board - Evaluation Committees - Candidates	PhD scholarships	- Call - Documents
Procedure: On the basis of the approved Ph.D. scholarships, the Ph.D. Office prepares all the call documents that are published according to the publication policy of the national and University laws. The Candidates submit their application, and all the applications arrived within the deadline are evaluated by the Ph.D. Office for administrative admissibility. Each Ph.D. Academic Board is required to indicate the members the Evaluation Board for the specific call. The Ph.D. Office makes each Evaluation Board allowed to access all candidates' documents and support them for the entire evaluation process. Once the evaluation process is completed, the Ph.D. Office prepares all the relevant documents and presents them to the Rector for the formal approval of the evaluation procedure, that will be made public on the website. Candidates can comply to the evaluation within a deadline; the Education Division evaluates the rebuttals and carries on all the needed actions. Once the Call management process is positively completed, the Enrolment process starts			

EVALUATION			
<u>Responsibility</u>	<u>Other actors</u>	<u>Input</u>	<u>Output</u>
Evaluation Committees	- PhD Office - Candidates	- Candidates' list - Candidates' CVs - Candidates' titles	Admitted candidates list
Procedure: The Evaluation Committees define the evaluation criteria according to the call and then receive the candidates list from the Ph.D. Office. They declare to the Ph.D. office any conflict of interest for the possibly needed corrective actions. Once any possible conflict is solved, the Committee evaluates the CV and educational, research and professional titles of each candidate. The Committees define an interview calendar, which is published on the website by the Ph.D. Office. Once all the evaluation procedure is completed, the Committees define the ranking list of admitted candidates. The evaluation result is published on the University website. In case of any compliance by the candidates, the Ph.D. Office acts consequently to guarantee the correctness of the overall procedure.			

ENROLMENT			
<u>Responsibility</u>	<u>Other actors</u>	<u>Input</u>	<u>Output</u>
Evaluation and Orientation Division	- Rector - Candidates - PhD Programme Coordinator - PhD Office	Admitted candidates list	- Decree - Enrolment
Procedure: Once the evaluation procedure is correctly completed, the Education and Orientation Division prepares all the administrative document for the Rector's approval of the procedure. The candidates that are admitted to the available Ph.D. positions are invited, following the rankings, to send all the documents needed for the enrolment and the scholarship award, and to pay the relevant fees. At the established date, the admitted candidates are included in the Ph.D. students list of each Ph.D. Programme and the Coordinators are informed.			

MONITORING			
Responsibility	Other actors	Input	Output
Education and Orientation Division	- PhD Office - Vice-Rector for Educational activities	Administrative data	Report
Procedure: For each admission procedure, the Ph.D. Office collects the relevant data, e.g., number of applications, nationality and gender of applicants, administrative faults, procedure times, complaints. Every year a comprehensive report on the overall amount of Ph.D. enrolment procedures carried on during the previous year is prepared by the Education and Orientation Division and sent it to the Vice-Rector for Educational activities.			

REVISION			
Responsibility	Other actors	Input	Output
- Academic Senate - Administrative Board	- Vice-Rector for Educational activities - Rector - Education and Orientation Division	Report	Regulations
Procedure: The Vice-Rector for Educational activities discusses the report on the enrolment procedures with the Rector, proposing possible changes to the University policy for the Ph.D. activities and on the relevant administrative procedures, considering the opinion of the Education and Orientation Division. The Rector presents to the Senate and the Administrative Board the report and the subsequent possible changes to the policy and/or the administrative procedure for the relevant decisions.			



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