

Important message to institutions:**Onsite visits are resumed starting 1 September 2022**

The broad lifting of the COVID-19 related travel limitations, allow us to cautiously resume the onsite visits. All site visits scheduled to take place after 1 September, will be organized under the normal onsite configuration.

Please note that after 1 September the virtual formula for “remote” site visits, will not be in place anymore.

Internal Review

Case number: 2020IT501196

Name Organisation under review: Politecnico di Milano

Organisation’s contact details: piazza Leonardo da Vinci 32, Milano

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	4012
Of whom are international (i.e. foreign nationality) *	490
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	00
Of whom are women *	1342
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1188
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1011
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1773

STAFF & STUDENTS**FTE**

Total number of students (if relevant) *	43506
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Total number of staff (including management, administrative, teaching and research staff) *	5248
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RESEARCH FUNDING (figures for most recent fiscal year)**€**

Total annual organisational budget	491463751
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Annual organisational direct government funding (designated for research)	267472777
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Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	27903420
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Annual funding from private, non-government sources, designated for research	67492889
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ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

POLIMI is a public university established in 1863, which trains engineers, architects and industrial designers. POLIMI is a leading technological research university combining excellence in basic and theoretical research and first-rate research infrastructures that provide the possibility of a wide range of experimental research. It is organized in 12 Departments including all main areas of engineering, architecture and design. In 2021, the ranking "by Subject" listed POLIMI among the world top 20 in all three specific areas: 20th in Engineering, 10th in Architecture and 5th in Design. POLIMI confirms its position as the first technical university in Italy.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, 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 Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects* 

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

Freedom of Research: Italian law and the statute of POLIMI ensure the freedom of research and teaching guaranteed by the Italian Constitution in the interest of society and respect for human dignity.

Ethics: A path of awareness and attention towards ethical issues and values started 10 years ago: the regulatory part is constantly updated. The Code of Ethics is published including the founding values. The Code for the Safeguarding of Personal Dignity updated in 2019 contains measures to prevent any type of discrimination and abuse with all information to have support through the Confidential Counsellor. The ethical values are disseminated through physical installations on the campuses and via video.

Professional responsibility and attitude: Ethical Research Committee was created in 2016. A series of regulations are available for the intellectual property, transparency and anti-plagiarism, privacy and data protection. Administrative personnel is dedicated for support. An interdisciplinary network, META, was set up to produce and disseminate knowledge with expertise in philosophical, epistemological, ethical and social issues (<http://www.meta.polimi.it/en/>)

Innovation, Technology transfer and IP protection: POLIMI supports researchers in technology transfer, by identifying actions and investing financial resources to nurture the path of research discovery towards innovation. A dedicated Unit supports corporate relations to create long-term partnerships with companies. Trainings and workshops are offered to researchers that aim at following entrepreneurial activities related to the exploitation of their research results.

Security: POLIMI is interested in the well-being and health of the staff by promoting protection and prevention policies and actions. With the pandemic an internal monitoring unit was created to ensure rapid responses to the emergency situation for students, researchers and technical staff, thus preventing the outbreak of the infection on our premises, while providing a safe environment for the research labs that needed to be able to continue operating.

Evaluation: researchers are assessed on their research performance as members of a Department. Departments' research is evaluated each year, through publications and research financing, and monitors their research plans renewed every three years. Furthermore, every 5 years the National Agency performs a research evaluation of the Departments at national level. The results concur to the distribution of financial resources. Evaluation of researchers is performed by the Department and, for researchers seeking upgrades positions by the National Habilitation periodical review.

Space for new research infrastructures is limited by the current configuration and positioning of the campuses.

Funding research infrastructures is limited both at the national and local levels and does not allow long-term planning.

WEAKNESSES:

1. Lack of national funds for basic research reduces the possibilities of research freedom and doesn't guarantee stability to the research system. Lack of national mobility funds impacts negatively on researchers' opportunity.

Research funding for high-risk research programs not driven by projects or industrial financing is limited.

2. Space for new research infrastructures is limited by the current configuration and positioning of the campuses and buildings.

Funding research infrastructures is limited both at the national and local levels and does not allow long-term planning.

Remarks (max 500 words)

How we can work on these weaknesses' points:

1. Lacking National funds availability do not allow our ESR to develop properly their own scientific independence during their academic growth after the PhD path. We encourage Early Stage Researchers to scout periodically funding opportunities at the international level and in parallel we provide with customized analyses of the Work programmes of Horizon Europe and of call opportunities for every single department related to the research areas.

Additionally, we encourage ESR to invest on individual funding opportunities which can be useful to boost their own CV and individual profile (see actions 36, 42, 49, 54).

2. Currently Polimi is trying to optimize all the available spaces and present infrastructures. New buildings are going to be realized and common spaces are foreseen in all campuses to foster the professional relationships within the Researchers community and the networking.

Our feedback to "Others Recommendations":

1. Increase promotion and dissemination of ethical and professional standards and implemented procedures among researchers.

> The support provided by our organization on ethical and professional standards will be further promoted and disseminated among the Researchers community in order to extend the general awareness of the actions taken by the University and the developed support opportunities (see action 59).

2. Provide and promote channels for processing anonymous claims on ethical and professional issues (SEE NEW ACTION 61)

> The procedure foreseen for claims on ethical and professional issues includes already the possibility to process **anonymous** claims. This is enforced under the anticorruption laws, with an account to write to anticorruzione@polimi.it, who will guarantee the anonymity of the whistleblower, with a very detailed description of the issue. As a future action, we plan to activate a more general email account for whistleblowing, guaranteeing the anonymity of the whistleblower for all types of issues related to Ethics and behaviour.


3. Consider the possibility to open PoliPsi Counselling and Psychological-Psychotherapeutic Support Service for research fellows.

> Polipsi Counselling support is foreseen currently mainly for students and for PHD research fellows. (SEE NEW ACTION 60)

Other early stage researchers can seek for advice at Polipsi, where they will be addressed to the most suitable support opportunity. There is a psychological counseling service at CUG (Guarantee Committee), furthermore, the complementary health insurance policy available through the university provides the possibility of reimbursement of professional psychological support, or otherwise public health services are recommended. Pending budget availability, we will do a feasibility study. Although, to balance this weakness the CUG (Guarantee Committee) will work on increasing the promotion of the psychological support activity through the researcher's community (see action 60).

4. Implement the initiative to train doctoral supervisor.

> PhD students are not sufficiently independent from their supervisor. At level of PhD School we are working on a training program addressed to PhD Supervisors aimed at helping them to foster a positive mentoring attitude towards the supervised PhD candidates.

Recruitment and selection* 

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

Job offers: POLIMI publishes on its website all calls for job opportunities, that are also published on Euraxess website and on the Gazzetta ufficiale della Repubblica Italiana.

Recruitment: equal opportunities are guaranteed for all applicants and for the university community. Disadvantaged persons are equally treated. Regulations for appointment to teaching positions and Application for a teaching assignment via the stipulation of a contract are clear and easy to find online (<https://www.polimi.it/en/the-politecnico/statute-and-regulations/>).

Selection: Selection procedures are regulated at the national level. Gender issues are considered in the ANAC-anti corruption guidelines for public administrations. No mandatory rules are foreseen.

Mobility: It is highly encouraged since the Doctoral School. Specific activities are carried out to support Early-stage Researchers in the context of MSCA calls and other international opportunities for both ingoing and outgoing. Mobility represents a value for POLIMI in the personal and career development. The university reserves a percentage of positions available only for foreign researchers who wish to come in Italy and do research at POLIMI: internationalisation has become one of the founding values on which the University Strategic Plan is based.

Recognition of qualifications: The law on administrative procedures requires that academic qualification of researchers are duly certified and recognised at national level.

Postdoctoral appointments: Post-doctoral contracts in Italy are of two types: research grants appointments, that can be renewed yearly, and fixed-term researchers (3 years contracts extendible to 5) with teaching commitment. Tenure-track researchers' positions are the following career step and tenure is granted through promotion to associate professor after three years, provided the researcher has obtained the National Habilitation as associate professor and the committee review is positive.

All these contracts can be funded by research projects. Term and tenure-track researchers have compulsory teaching commitments, defined by the national law.

WEAKNESSES

Composition of selection committees sometimes do not reflect the recommendation of OTM-R because there is a high gender gap in some disciplines. However, whenever possible, different gender representation is required in the evaluation committees.

Specific activities need to be planned:

- to improve the quality of recruitment and professional growth, programmes have to be organised with the aim of strengthening the Ph.D. programme, in particular for interdisciplinary topics, and to stimulate talent development programmes for researchers;
- to favour equal opportunities in career promotions;
- to foster the equal opportunities programme, starting from gender policies;
- to underscore the value of diversity and encourage measures that favour inclusion;
- to support financial aid and merit-based scholarships.

Remarks (max 500 words)**How we can work on these weaknesses' points:**

Gender gap is still high in some disciplines. Our organization is implementing actions to increase the participation and the inclusion of women in research positions through the POP program. Moreover, the POP program addresses not only to gender equality but the difference inclusion at any level (cultural, gender, sexual orientation, different abilities).

Our feedback to "Others Recommendations":

1. Consider introducing actions that could increase the nation-wide awareness on the issues related to recruitment, that cannot be effectively solved due to rigid regulations and propose solutions to the government in a public conversation.

> National regulations do not allow to have a fluid recruitment process. The recruitment capabilities depend on the yearly financing by the Government that is coupled with the number of possible recruitments allowed, that depend on performance and on the number of retirements. Therefore, while a guidance may be identified, the situation over the years has changed greatly based on the financial availability of the Government. Recruitment for professors then is based on the habilitation to the position that is given three times per year.

As organization we are aware of the crucial difficulties that this system creates in the recruitment procedure. Through the Conference of Italian Universities Rectors (CRUI), we are proactive in trying to influence and provide guidance to the Ministry on the existing National Regulation on Academic recruitment (law 240, 2010), and we lobby with political institutions towards possible changes. At the moment a new proposal on the academic positions is under discussion at the Parliament level.

2. Consider putting more effort in advertising the positions in international context in order to provide competitiveness of the positions and thus, the quality of selected candidates. (SEE ACTION 62).

> We advertise positions in international context through Euraxess and on our website. In addition, the single professors/researchers promote their vacancies through their personal social and professional networks, as LinkedIn.

> Moreover, Polimi is part of ENHANCE, a European Alliance of Technical Universities that includes institutions as RWTH, TU, WUT, UPV and NTNU. As member of this network we will be able to foster the use of a common Database in order to promote open positions among the partners.

Working conditions*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

Professional Recognition: Italian laws recognise the professionalism of researchers and professors. Roles and competences are published on the national ministry website.

Environment: POLIMI is structured in 12 Departments. Each Department has managerial and organizational autonomy and works in the interest of the working researchers and staff by offering tools, infrastructures and spaces necessary to ensure work is carried out in the best way.

The university has started a program for campus sustainability, and planned the refurbishing and development of new research labs in both Milano campuses, to provide comfortable working environment. The process is underway: a rethinking of spaces has started.

Working conditions and career development

The academic career follows national legislation. All positions are assigned by public calls and a jury evaluation. ERC grantees coming from other universities may be enrolled without calls thanks to a national law that foresees the possibility of a permanent contract in the case the university has the budget.

POLIMI has a career development strategy to support researchers. Training sessions are organised at all levels to support researchers in acquiring skills in research funding. A Talent Development programme was realised to following ESR in the consolidation of their CV.

Currently, 136 researchers are supported. A specific course for Ph.D. students is offered every year.

Non discrimination: POLIMI has actively advocated actions against all types of discrimination.

In 2018 was established an Equal Opportunities Committee and implemented the **POP-project*** with the mandate to identify actions aimed at guaranteeing a professional environment for both researchers and students where diversity is fully respected and becomes a founding value. Since 2019 an annual gender budget is published to monitors gender gap at all levels.

In 2020 a division called "Equal Opportunities" has been created to offer services related to grant equal opportunities to students, researchers and staff.

Services provided: Nursery services for staff, free nursery for students, doctoral students, research fund support for the return from maternity leave for assistant and associate professors.

Mobility and sabbaticals: The sabbatical year can be asked for different reasons, among which scientific research activities in national or international institutions, and it is granted for the entire academic year and can be renewed in the following academic year. The leave for study reasons is granted for specific reasons of study or scientific research that require a stay longer than one month abroad, and can be used for shorter periods (less than one year).

Salary. The University abides to national rules in terms of salary. The current law mandates predefined salary increases based on evaluations performed every two years on the accomplishment of predefined duties in terms of teaching, research and university management participation. Administrative staff is evaluated each year through a performance-based systems that aims at encouraging high professional standards.

WEAKNESSES

1. Even though mobility is considered a value, the percentage of researchers taking this opportunity is still low
2. Due to the autonomy of Departments, it is hard to have good communication among all structures.

Remarks (max 500 words)

POP (Pari Opportunità Politecniche) has a dedicated website (<https://www.polimi.it/en/the-politecnico/university-projects/polytechnic-equalopportunities-pop/index.html>). The annual gender budget that monitors gender gap at all levels is also published on the website (<https://diversityandinclusion.polimi.it/en/report/>). Paternity leave policy has been introduced in 2021 as part of the POP program in order to cultivate a balanced culture within our community (see actions 39 and 47).

How we can work on these weaknesses' points:

1. Mobility experiences are still low in ESR profiles. Our organization is working on promoting mainly opportunities as: MSCA Post-doctoral fellowship (European and Global) and Erasmus Plus call. Currently within the PhD Program a period of mobility abroad is compulsory.
2. The University has tried to lead a constant communication with the whole Polimi Community especially during the COVID19 Pandemic, in order to avoid mismatches and isolation. The pandemic gave the opportunity to develop good practices of coordinated communication between all the departments.

Our feedback to "Others Recommendations":

1. Low salaries, imbalance of work/private life in the case of fellows, maternity leave period and lack of recognition - the weaknesses regarding these topics are well identified by the institution:

> The imbalance work/private life is an issue we are working on. Our organization has recently performed an excellent renovation of the "Giuriati" Campus Sport Center which represents a reference point for the Polimi community among students and researchers. Its proximity to the central campus easily encourages the community to spend spare time in the center between professional duties or at the end of the working day. The open and closed space allows people to spend time at open air and in reserved closed sport areas. In parallel the CRAL (recreative association for spare time, <http://cralpolimi.blogspot.com/>) offers periodically opportunities to our communities as workshop, trips, excursions, art exhibitions and fitness courses (see action 62).


Maternity leave periods and regulations are defined at Ministry level.

Salaries are defined at Ministry level. However, our researchers and professors have the chance to increase their economical income through the "third party takings".

2. Consider implementing the initiative on competitive low-budget, mini-projects that could help developing PhDs time and financial management skills, get them a recognition, increase confidence and get leadership skills.

> The single Departments of our University already have specific funding Programs addressed to PhD candidates and ESR that can be used for mobility, research and conferences.

In addition, starting from this year, 2022, the yearly endowment dedicated to PhD candidates has been increased – following a Ministry decree – from 3.000 € to 4.500€. This action is meant to encourage PhD candidates to increase specific activities aimed at fostering their mobility, international visibility, collaboration and participation at conferences.

Training and development* 

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS

Training actions are organised by the central administration to strengthen the skills of researchers and train them to ensure that their professional path benefits from it.

The training relates to funding programs, the drafting of abstracts, the drafting of the impact of projects, the communication and dissemination of research results.

Some of the courses are also provided in the form of MOOC's (<https://www.pok.polimi.it/>)

The University provides also courses on teaching methods and tools for new professors joining the staff. In addition, during the pandemic a large effort has been devoted to support teachers in making an effective use of online technologies for their teaching, followed in the Fall of 2020 by courses on how to provide more effective lectures in extended classrooms using different tools available and the new resources provided in the classrooms.

Supervision: The doctoral studies establish a commitment to a good relationship between the doctoral students and supervisors.

Supervision is also facilitated within activities for the MSCA actions where a yearly masterclass is organised and the central staff supports external applicants to establish research relationships with the corresponding Departments.

WEAKNESSES

1. Researchers ask for more customised training for what concerns the analysis of the new European Framework programme for Research and the compliance of the research topics with the clusters. Collaboration with the international system has to be strengthened in order to provide more opportunities and to reinforce Researchers in international partnerships and consortia.
2. Training of doctoral supervisors is not yet formalized.

Remarks (max 500 words)

How we can work on these weaknesses' points:

1. At university level we periodically organize training sessions and coaching activities to assist and support especially within EU funding frameworks Researchers in the: analysis of project ideas, matching of competencies and possible funding calls, support on project writing and during the application. In order to strengthen the Academic profile of our researchers and help international collaboration, the Research Office has worked on establishing partnership with Technological European Universities, as UPM, ICL, and TUM, with the aim of creating researchers exchanges, networking activities and co-organized training sessions (see action 34).
2. At level of PhD School we are working on a training program addressed to PhD Supervisors aimed at helping them to foster a positive mentoring attitude towards the supervised PhD candidates.

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

The global pandemic that affected Italy and the world at the beginning of 2020 created a situation of operational difficulty which meant that priorities needed a review. Some activities have been postponed in order to guarantee and manage distance learning for 43,000 students and also to guarantee all services of the administration in the best possible way.

The activities linked to the HRS4R have merged into other actions, and in particular, into the three-year Rector strategy. The intention is to create a general awareness and proactivity towards issues related to the improvement of the individual and the work environment.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

In 2017 the Rector changed, the working group changed twice (once in 2017 and once in 2020). Despite the circumstances have changed due to the pandemic and the needs, it has strengthened the willingness to work to ensure that the University's founding values, which correspond perfectly with those of HRS4R process, will be strengthened and have the right visibility thanks to the dissemination of the Strategic Plan and of all activities undertaken during this period. At the same time in 2023 the University Rector will change; new priorities will be fixed: actions foreseen until 2025 are all related to processes already started and these will not undergo any change.

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

The Strategic Plan for 2020-2022 is ongoing and already considers the pandemic: we are working in order to meet all our objectives.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered 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 implementation ratings.

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Supporting Researchers in their Active participation to brokerage events to explore possible joint proposals	1. Research freedom 4. Professional attitude 7. Good practice in research 26. Funding and salaries	IV quarter 2019	Research Area	Number of Brokerage events attended to find new possible partners and number of proposals presented at the brokerage events
	Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Activities related to the involvement of researchers in new opportunities gave several results in the 2017. Polimi, through the support of Research Service participated to 13 interactive events in Europe. During these events, a member of the Research Service and professors involved in the specific research topics of the brokerage events presented their Research ideas. New partnerships were born after these events not only for H2020 funded projects. Thanks to the positive results Research Service continued to propose this activity and participate actively to brokerage events. In 2018 Polimi researchers were involved in 5 events and so also for 2019. With this activity researchers gained several opportunities to meet colleagues from other universities and start discussions for H2020 funding applications but also for joint publications or agreements between universities with several purposes.</p>

Action 2

Preliminary project ideas analysis as Research Intelligence action to optimize the participation in European calls

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 4. Professional attitude 7. Good practice in research	IV quarter 2018	Research Area	Number of meetings for proposal clinics to stimulate the participation to H2020 projects and maximize success probability in each Department
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	Research Service developed strategic activities to support researchers in their project ideas. In particular, specific meetings for proposal clinics were organised at the departmental level. This action gave researchers the opportunity to optimise their effort in project applications and increase the success rate. The action was realised fully in 2017 as a new opportunity and in 2017 several meetings were organised in all 12 Departments. Meetings were organised as follows: a training session on the H2020 framework and funding and tips on how to write a competitive proposal. The session was followed by an individual meeting for the clinic on a project proposal idea. Since all departments received the training, based on the project ideas researchers were working on, and two requests emerged so 2 meetings were organized in 2018 for 2 Departments (with the same formula: training +clinics) and several individual meetings in 2019 in other 2 Departments.

Action 3

Continuing development of Talent development activities for young researchers with a dedicated MSCA Helpdesk to increase participation in MSCA calls and increase awareness in mobility actions

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 7. Good practice in research 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 30. Access to career advice	IV quarter 2022	Research Area	Increase the participation in calls and in term of numbers of projects funded (numbers compared to the previous 2 years)
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>With a joint effort and a strong commitment from the Rectorate Research Service through the MSCA Helpdesk organised activities to host for the first time a Masterclass for MSCA projects. The idea was to open a public call for researchers abroad, select the best CVs, invite them at Polimi for three days, organise training sessions to present Polimi as host institution, to train on how to write a good MSCA project, to organise meeting with selected supervisors. The pilot projects gave good results, and it was repeated in 2019. Polimi will continue this action also for the next year investing an amount of annual budget in this kind of projects that are strategical for the attraction and for the mobility of Researchers. Results in details were the following: 2018 - call H2020 -MSCA-IF-2018: 35 projects submitted – (6 grants + 9 SoE); 2019 – call H2020 -MSCA-IF-2019: 35 projects submitted – (4 granted, 6 SoE); 2020 - call H2020 -MSCA-IF-2020: 49 projects submitted – (6 granted, 17 SoE); call 2021 (6 granted, 12 SoE)</p>

Action 4

Continuing development of Talent development activities for young researchers organizing an active support with a MSCA Masterclass programme

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
3. Professional responsibility			Launch of a parallel
4. Professional attitude			action to attract
22. Recognition of the profession			young researchers
25. Stability and permanence of employment	IV quarter 2025	Research Area	with a specific programme related to MSCA
26. Funding and salaries			(programme
28. Career development			MSCA IF@POLIMI)
29. Value of mobility			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>A special service was structured in order to offer specific support to Early Stage Researchers. An FTE is actively involved in MSCA Helpdesk, which has the goal to help researchers to apply for funding (helping in the administrative matters, in the review of projects, and in the Tutor-Researcher relationship) and to attract young researchers from abroad, organising yearly Masterclasses. See the official webpage: https://www.polimi.it/en/faculty-and-staff/calls-and-competitions/call-for-msca-pf-master-class-polimi/ It is intended to repeat this action every year with the aim to increase awareness and improve performances in this funding scheme.</p>

Proposed ACTIONS

Action 5

Increasing awareness of funding opportunities and customized mailing service for each research area

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
4. Professional attitude			Creation and delivery of
8. Dissemination, exploitation of results	IV quarter 2017	Research Area	customized newsletters for each
24. Working conditions			University
38. Continuing Professional Development			Department

Current Status

Remarks

COMPLETED

To increase awareness of funding opportunities, Polimi decided to use the Research Professional tool. Introducing Research Professional we reached the following objectives: 2017: 42 customised newsletters produced by Research Office using Research Professional and sent to all Departments. 2018: 48 customised newsletters produced and sent to all Departments. 2019: 48 customised newsletters produced and sent to all Departments. 2020: 24 customised newsletters produced and sent to all Departments. With the pandemic the work related to the newsletter switched in a proactive search of calls for funding related to COVID-19

Proposed ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Creation of an inter-disciplinary study unit dedicated to Social Sciences and Humanities for Science and Technology to integrate social studies to the scientific and technical research	1. Research freedom	II quarter 2017	Rectorate	Creation of the META study unit, collecting 30+ faculty members of Politecnico di Milano. Promotion of the unit, through periodic meetings on Ethical aspects and Sociological impact of research.
	2. Ethical principles			
	3. Professional responsibility			
Current Status	Remarks			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	META Group has been founded at the end of 2016, collecting 30+ faculty members of Politecnico di Milano. It launched a series of events and activities in 2017. The aim is the promotion of the unit, periodic meetings on ethical aspects and sociological impact of research open to all members of Politecnico. Founders are professors Paolo Volontè (Design Dept.), Viola Schiaffonati (Electronics, Information and Bioengineering Dept.) and Simona Chiodo (Architecture and Urban Studies Dept.). During the last 2 years, the managing committee was enriched with new researchers arrived at PoliMi from abroad: Giovanni Valente, Stefano Crabu and Daniele Chiffi. The META Group has a website where all activities are listed: http://www.meta.polimi.it/

Action 7

Organisation of events to raise awareness and discuss on Ethics issues

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles 3. Professional responsibility 23. Research environment	III quarter 2017	Research Area	Organization of a first large Conference by the META study unit and the Research Ethical Committee with the aim of fostering a culture of research attentive to the ethical aspects of innovation, see the website
Current Status	Remarks		
COMPLETED	The META Group has increased the interest on ethical issues inside the University reaching all researchers and creating collaborations with other groups in national and international universities. The first experiment of involvement of the whole university community was the conference organized by the META Group and the		

Proposed ACTIONS

Current Status	Remarks
	<p>Research Ethical Committee with the aim of fostering a culture of research attentive to the ethical aspects of innovation. Other events organised are listed below:</p> <ol style="list-style-type: none"> 1. Conference: "Ethics for Technological Innovation", PoliMi, October 19, 2017 2. Workshop: "Philosophy and Mathematics for Medicine", PoliMi, May 10, 2018 3. Conference: "First Irvine-Munich-PoliMi-Salzburg Conference in Philosophy and Foundations of Physics", Salzburg, September 3-4, 2018 4. Workshop: "Time in Physics", Salzburg, September 4-5, 2018 5. Conference: "Analogical Reasoning in Science and Mathematics", Munich, October 26-28, 2018 6. Conference: "Putting Ethics into Work: Educating the Future Professionals in Engineering, Architecture and Design", PoliMi, November 8, 2018 7. Workshop: "Philosophy and Technologies of Simulation", PoliMi, November 22-23, 2018 8. Workshop: "Etica per la Tecnologia: Come affrontare consapevolmente le sfide di tutti i giorni", PoliMi, March 4, 2019 (in italian) 9. Workshop: "Interpreting Quantum Mechanics: Old and New Philosophical Problems", PoliMi, March 11, 2019 10. Workshop: "Are Science and Technology Gendered? Insights from Philosophy and Sociology", PoliMi, March 28, 2019 11. Lecture "Veicoli autonomi e diritto: la manopola etica", PoliMi, December 4, 2018 12. Lecture "Improving Environmental Health Through Citizen Science and Collaborative Research: New Challenges for Knowledge Making", PoliMi, January 16, 2019 13. Summer School "EMPOWERING IMAGINATION", IdeaLeague 2018. 14. Workshop: "Assertion and Proof (WAP 2019)", Lecce, September 12-14, 2019 <p>A full list of all events organised is available on the website of the unit: https://www.meta.polimi.it/events/</p>

Proposed ACTIONS

Action 8

 Organisation of specific training action for PhD candidates and Post Doc on ethics issues

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	IV quarter 2018	Research Area - PhD School	Training sessions, seminars, and courses "Ethics in Research" and "Ethics, Technology and Society" for PhD candidates and postdoc researchers
3. Professional responsibility			
23. Research environment			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	Considering the importance of Ethical issues; Polimi decided to organise several training sessions, seminars, and courses “Ethics in Research” and “Ethics, Technology and Society” for PhD candidates and for post-doc researchers. The following sessions were scheduled: - ETHICS IN RESEARCH (proff. Aliverti Andrea and Hughes Jonathan): held on the 05th feb 2018, and on the 09th feb 2018. - ETHICS, TECHNOLOGY, AND SOCIETY (prof. Schiaffonati Viola): held on the 12th feb 2018, and on the 16th feb 2018. For PhD candidates and Postdocs together an event on “Ethics in H2020” was organised on April 16th 2019 with the National Contact Point.

Action 9

Organisation of courses both for students and researchers to the discussion on ethics principles promoted by the university

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	IV quarter 2025	Research Area / Metid	Preparation of courses at the Bachelor and Master level, and MOOCs for students and researchers, aimed at introducing training on Ethics. Monitoring the number of activated modules, and number of students and researchers who attended them.
3. Professional responsibility			
23. Research environment			
24. Working conditions			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>The PoliMi Open Knowledge is the MOOC programme of Politecnico di Milano: - MOOCs for Students – MOOCs For Bachelor of science: to improve the preparation for Bachelor of Science or consolidate the high school skills before starting courses at Politecnico di Milano. - MOOCs For Master of science: to improve the preparation for Master of Science or align skills to the ones required by Politecnico di Milano. - From University to job: to strengthen and enhance the soft skills to smooth steps into the job scene. - MOOCs For Citizens: to open up the expertise of Politecnico di Milano for the benefit of a general audience, promoting conscious citizenship in compliance with the third mission of universities. - MOOCs For Teachers: to support teaching innovation in both Higher Education institutions and schools - MOOCs For Researchers: to support researcher to develop transversal skills useful for their activities. For this specific purpose, training sessions aimed at introducing training on Ethics were organised. The platform used is the following: https://www.pok.polimi.it/ It is intended to repeat this action every year with the aim to increase awareness on the topic.</p>

Action 10

Active support in the project development at the proposal stage for what concerns ethics section in H2020 projects

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 38. Continuing Professional Development	IV quarter 2025	Research Area	Continuous support to researchers in preparing the documents and secretarial support to the Ethical Research Committee
Current Status	Remarks		
IN PROGRESS	<p>The Ethical Research Committee has its secretary in the Research Service. The Secretary is the main contact point for Researchers that need explanations and information about Committee procedures and applications for the process. Continuous support is provided by mail and phone. The person in charge who helps researchers is also in charge to follow Ethical Committee meetings and invitation of researchers in presenting their project and ethics issues. Information are available here: https://www.polimi.it/en/scientificresearch/contacts/ethical-committee/ It is intended to repeat this action every year with the aim to increase awareness on the topic.</p>		

Proposed ACTIONS

Action 11

Increase the dissemination of internal research activities through communication actions on ERC projects

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			Dissemination through the Departments of selected research projects, and of the main research results achieved.
4. Professional attitude			Monitoring through number of views /contacts on the published material.
7. Good practice in research			Creation of a charter of services offered to researchers for H2020 projects communication.
8. Dissemination, exploitation of results	IV quarter 2019	PUBLIC ENGAGEMENT & COMMUNICATION	
9. Public engagement			
28. Career development			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Considering the need of Researchers within H2020 projects to provide dissemination and communication of results and give visibility to the work funded by EC, the Communications Offices created a chart of services. In particular Researchers and Departments in general received a list of possible activities for H2020 projects communication: a first draft of the chart was submitted to the Departments' Heads in order to collect their advices. The final version was published on the intranet, shared with the Departments' Heads and presented in each Department by the Head of Communication and External Relations Area. Dissemination events: - 2017: 1 ERC week, 1 Wind Tunnel Open Day, 16 meetings with the Rector in research laboratories. - 2018: 13 meetings with the Rector in research laboratories, 1 inauguration of LLM lab. - 2019: 5 meetings with the Rector in research laboratories, 2 meetings with the Rector about strategic research topics, 1 inauguration of the ERC Technobiology Labs, 1 meeting with the Rector, researcher and PhD candidates focused on interdisciplinary projects. The list of Services includes all possible activities that can be realised for a project considering the target and the final purpose of the project itself.</p>

Action 12

Visibility and awareness of research related to ERC Project through seminars

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility	IV quarter 2018	PUBLIC ENGAGEMENT & COMMUNICATION	Events dedicated to internal staff for the presentation and dissemination of research projects
4. Professional attitude			
6. Accountability			
28. Career development			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Events were organised for internal staff to provide visibility of projects. In particular the work was organised to launch open discussion on the following specific topic of “Smart cities” in order to make more effective the dissemination of common research lines across different Departments and regarding the following topics: - Energy Efficient, Sustainable Environment, Urban Health and Resilient Cities; - Smart Living, Safety & Security, Social Inclusion; - Smart and Sustainable Mobility, Active Transport, Smart Gov, Big Data and Urban Analytics; - Valorisation of Cultural and Tourist Heritage, Complex Construction and Healthcare Facilities; In addition the following activities were realised: - Participation of testimonials from ERC winners in the PhD school -research skills course in order to provide valuable example of winning career plans; - Participation of Testimonials at the event organized by the Cariplo Foundation and dedicated to ERC accompanying measures - December 2018; - Participation at ERC birthday event with the exhibition of funded project’s posters; - Promotion through Articles in Polimi Alumni Magazine; - Definition of a communication campaign with press releases on funded ERC projects.</p>

Action 13

Increase the visibility of research visibility of research related to ERC projects through the website

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
3. Professional responsibility			
4. Professional attitude			News about research
6. Accountability	IV quarter 2025	PUBLIC ENGAGEMENT & COMMUNICATION	Projects published on the University intranet
9. Public engagement			
28. Career development			
29. Value of mobility			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>All projects are listed in the following webpage: https://www.polimi.it/?id=6413 All information related to funded projects are disseminated also through the Press Releases and the Press Reviews, available on the intranet (in Italian only). Guidelines for the communication were published in 2018, describing all services offered for the communication activities of H2020 research projects. News on projects funded are still published on the website of the university. Press releases are also sent for publication on international networks websites (i.e. Science Business, etc.)</p>

Action 14

Increase the research communication activities to promote the research performed by each Department

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
3. Professional responsibility			
4. Professional attitude			Coordination of a network of Departmental staff dedicated to Communication activities
6. Accountability	IV quarter 2018	PUBLIC ENGAGEMENT & COMMUNICATION	
9. Public engagement			
28. Career development			
29. Value of mobility			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	Considering the autonomy of Departments in organizing their activities at the central level, specific Units were created in each Department, under the name of "UOF Comunicazione" (Communication Unit) with formal responsible staff. The Unit has in charge of all activities related to the communication aspects of funded projects and helps researchers in the dissemination activities. Projects WPS that foresee dissemination and communication activities are realised with the active help of the Unit. The Units are still active and work closely with the Central Administration.

Action 15

Organisation of formal visits and ceremony to the Labs created in the implementation of ERC projects (and cofounded by the Rectorate)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
3. Professional responsibility			
4. Professional attitude			Organization of official visits to research laboratories and Departments
6. Accountability	IV quarter 2018	PUBLIC ENGAGEMENT & COMMUNICATION	
9. Public engagement			
28. Career development			
29. Value of mobility			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Considering the strategical importance of ERC projects and the investment of POLIMI in the creation of new innovative laboratories where ERC project are realised, official visits of the Rector were organised in these Laboratories and in Departments in general. Visits were scheduled as follows: - The 23th May 2018: Department of Chemistry, Materials and Chemical Engineering "Giulio Natta" (DCMC) - The 12th June 2018: Department of Design (Design) - The 5th July 2018: Department of Electronics, Information and Bioengineering (DEIB) – The 10th July 2018: Department of Architecture and Urban Studies (DASTU) - The 10th July 2018: Department of Management, Economics and Industrial Engineering (DIG) - The 13th September 2018: Department of Aerospace Science and Technology (DAER) - The 18th September 2018: Department of Physics (DFIS) – The 19th September 2018: Department of Architecture, Built Environment and Construction Engineering (DABC) - The 19th September 2018: Department of Mathematics Francesco Brioschi (DMAT) - The 27th September 2018: Department of Civil and Environmental Engineering (DICA) - The 24th October 2018: Department of Energy (DENG) - The 25th October 2018 Department of Mechanical Engineering (DMEC)</p>

Action 16

Organisation of events and testimony of ERC PIs to increase visibility of ERC Research output

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
3. Professional responsibility			
4. Professional attitude			
6. Accountability	IV quarter 2018	PUBLIC ENGAGEMENT & COMMUNICATION	Events on ERC projects disseminations
9. Public engagement			
28. Career development			
29. Value of mobility			
Current Status	Remarks		
COMPLETED	Testimonials from ERC winners in the PhD school - research skills course; Participation with testimony of advent funded projects organized by the Cariplo Foundation - December 2018; Exhibition of Posters of ERC birthday projects; Articles in Alumni Polimi Magazine; Press releases on funded ERC projects		

Proposed ACTIONS

Action 17

Data management plan support implemented and open data management policy defined

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2024	Research Area-ICT SERVICES- HR & ORGANIZATIONAL DEVELOPMENT	Publication of the Policy
3. Professional responsibility			
4. Professional attitude			
6. Accountability			
8. Dissemination, exploitation of results			
9. Public engagement			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>An informal group supporting research data management composed of members of the ICT and ASAB (Archives and Library Systems) areas was established; furthermore, also a helpdesk has been activated (dmphelpdesk@polimi.it) and advertised during meetings held in the 12 Departments. The Helpdesk is actively involved in researchers' support during DMP definition and drafting. The group prepared guidelines for developing a DMP, after interviewing several project coordinators to better understand the specific needs. Guidelines are published in the intranet section of Polimi website. The group supported various project coordinators from different disciplines (e.g. mechanics, energy, management) in drafting DMP for their projects. A formal policy on research data has not yet been developed. A first draft was drawn up the Rectorate together with Technology Transfer Office. Polimi still needs to work to define it.</p>

Action 18

Organisation of seminars on Open access to increase awareness through all Researchers' community

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 3. Professional responsibility 4. Professional attitude 6. Accountability 8. Dissemination, exploitation of results 9. Public engagement	IV quarter 2018	CAMPUS LIFE AREA	Dissemination and presentation of Open Access Policy of Politecnico di Milano to the Departments and Continuous monitoring of its application by researchers
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Open Access Policy was officially presented in the 12 Departments in 2016 and repeated in 2018. Meeting were organised from the OA staff and the Departments Secretary. In 2018 the Departments visited were 10. The dates below: DAER – 4th May 2018 DICA – 29th May 2018 DCMC – 20th June 2018 DEIB – 27th June 2018 DESIGN – 11th July 2018 DIG – 18th July 2018 DENG – 11th Sept 2018 DESIGN – 3rd Oct 2018 (a second and more specific presentation was requested) DMEC – 22th Nov 2018 DFIS – 29th Nov 2018 Other useful activities were organised to help researchers in their work. They are listed below: - Weekly copyright monitoring of the products inserted in IRIS RE.PUBLIC in open mode (https://re.public.polimi.it/) - Periodic statistics (at least once a month) of products inserted in Iris RE.PUBLIC repository in open mode - Statistics on deposits for each department included in the presentations</p>

Action 19

Organisation of dissemination actions on Open Data Policy

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			
4. Professional attitude			
6. Accountability	IV quarter 2018	Research Area - ICT SERVICES	Events will be launched to promote the Policy
8. Dissemination, exploitation of results			
9. Public engagement			
Current Status	Remarks		
COMPLETED	Course "The dissemination of research results in H2020 and Open Science policies in Europe". Event realised on the 13th October 2017, NOAD Open Aire.		

Action 20

Official trial of tools to use in order to work better on Open Data Policy management

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			
4. Professional attitude			
6. Accountability			
7. Good practice in research	IV quarter 2018	ICT SERVICES	Trial of an open science tool for projects and data management
8. Dissemination, exploitation of results			
9. Public engagement			
Current Status	Remarks		
COMPLETED	Trial of the tool chosen (Mendeley) was completed on time. Research groups have been involved in the entire experimentation. The trial had the aim to choose the best solution for the University with a direct involvement of Researchers who will be in charge of the use once implemented.		

Proposed ACTIONS

Action 21

To provide specific support and training on how to write a Plan for the Exploitation and Dissemination of Results for all Researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
3. Professional responsibility			
4. Professional attitude			
7. Good practice in research	IV quarter 2018	Research Area - Libraries	Support for the use of the tool and training sessions
8. Dissemination, exploitation of results			
9. Public engagement			

Current Status Remarks

COMPLETED	On demand support and awareness of the tool was provided by the informal group involved on these topics. An appropriate email address was activated (dpm@polimi.it)
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Action 22

To provide specific a tool useful for the self-evaluation of the impact of international publications within the context of the Italian national evaluation agency

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2019	ICT SERVICES-Rectorate	Release of a tool for an automatic estimate of the impact of publications through the impact factor and number of citations, following the guidelines of the Italian National Agency for the Evaluation of the University and Research Systems
3. Professional responsibility			
4. Professional attitude			
6. Accountability			
7. Good practice in research			
9. Public engagement			
11. Evaluation/ appraisal systems			
16. Judging merit (Code)			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	An automatic function was implemented in our Research Catalogue that allows to calculate data needed and to evaluate performances in order to fill the gaps on time and to push new actions if necessary.

Action 23

Continuous improvement and optimisation of spaces for Researchers activities to guarantee better management of resources and improve life quality in the campuses

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2023	Rectorate	Multi-year development of building projects
4. Professional attitude			

Current Status	Remarks
IN PROGRESS	Project has been developed and approved. Several solutions have been applied and at the moment the Leonardo Campus is going to be renewed. Many buildings and common spaces are renewed. In some cases, work is still in progress but it is planned to be finished in 2023

Action 24

Increasing availability of spaces related to the research discussion and increasing of Laboratories space

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 4. Professional attitude	IV quarter 2020	Rectorate	a) Arrangement of new laboratories for the Physics Department. Arrangement of a common research discussion space for PhD candidates and Postdoc researchers. b) Monitoring through the number of square meters of new laboratories and common discussion spaces.
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	a) Physics laboratories were realized on time. The identified space for PhD and Postdoc students was assigned for other purposes. At the moment PhD School is waiting for a new room to realize the common research discussion space for PhD candidates. b) It was not possible to create a common area for students for logistical and security reasons. New laboratories under construction were completed in 2020 for the Architecture School and research.

Action 25

Implementation of an Individual placement programme at the Ph.D. level

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			Number of PhD Candidates supported;
4. Professional attitude			PhD course on
21. Postdoctoral appointments (Code)	IV quarter 2020	Career Service / PhD School	"Industrial Skills"
28. Career development			
30. Access to career advice			

Current Status	Remarks
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Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>In 2017 PhD candidates supported by Career Service were 56 (support in terms of CV revision, interviews and support in job search). 14 of them already achieved the title, and the other 42 enrolled at the third year of doctorate. 46% found an industry job after this experience. The most relevant sectors: consulting, chemistry, design, automotive and someone as a freelancer. 2018 - 29 PhD divided into 18 that achieved the title (some in POST-DOC roles) and 11 enrolled in the third year of the doctorate; 79.3% found a job in the company or university after this action. Also, in this case the most relevant sectors were consulting, chemistry, design, automotive and someone as a freelancer. 2019: 30 participants (3rd year PHD students and PHD) in the Placement Path for PHD. Of these, a number of 24 are employed, and 12 are working in companies. 2020: 15 participants (3rd year PHD students and PHD). Of these, a number of 10 are employed and 8 are working in companies. Industrial skills training courses were organised within the PhD school programs and they were followed by several students, as follows: 2017: 36 students 2018: 20 students 2019: 34 students 2020: 35 students Activity is now performed every year.</p>

Action 26

Increasing of MSCA Helpdesk activities in terms of number of MSCA project presented.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
4. Professional attitude			Activity set up and support service implementation.
26. Funding and salaries	IV quarter 2025	Research Area	Number of proposals submitted with the central office support
28. Career development			
29. Value of mobility			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>2018 assistance: ITN> submitted: 87 proposals (11 proposals actively supported, revised and submitted); granted proposals: 8; success rate: 9% IF> 33 proposals supported, revised and submitted; granted proposals: 6; success rate: 18% COFUND> 3 supported, revised and submitted; proposal granted: 0 RISE> 7 proposals submitted; granted proposals: 2; success rate: 28% 2019 assistance: ITN> submitted: 70 proposals submitted (12 proposals actively supported, revised and submitted); granted proposals: 12; success rate: 17% IF> 35 proposals supported, revised and submitted; granted proposals: 4; success rate: 11,42% COFUND> 2 supported, revised and submitted; proposal granted: 0 RISE> 9 proposals submitted; granted proposals: 5; success rate: 55% 2020 assistance: ITN> submitted: 70 proposals submitted; 17 proposals supported, revised and submitted; granted proposals: 10; success rate: 14%; IF> 49 proposals submitted; 46 proposals supported, revised and submitted; granted proposals: 6; success rate:: 12% RISE> 6 proposals submitted; granted: 0 COFUND> 3 proposals supported, revised and submitted as partner; granted proposals: 1 as partner Research Office will continue to deliver Msca helpdesk support services in the upcoming years.</p>

Action 27

Tracking the research experiences abroad of young researchers to map the potentially fruitful partners for future collaborations

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
4. Professional attitude			
7. Good practice in research		ICT SERVICES- Undergraduate and Graduate Students Services	
16. Judging merit (Code)	IV quarter 2018		Implementation of a Tool to map the activities abroad of PhD candidates, to record research visits and stages
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
	Current Status	Remarks	
	COMPLETED	A specific tool to track activities performed abroad by PhD candidates was Tool successfully implemented. 22624 days abroad have been mapped during 2018, fully in line with a stay of about 3 months abroad in their career. This action is in line with the objective to push international collaboration and mobility for Early Stage Researchers and to promote mobility as a value for the profession.	

Proposed ACTIONS

Action 28

Publication on the Website of a specific list of mobility opportunities

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2018	Communication Area- International Relation Office	Implementation of a webpage containing the mobility opportunities for professors within the Erasmus+ projects
4. Professional attitude			
6. Accountability			
8. Dissemination, exploitation of results			
28. Career development			
29. Value of mobility			
Current Status	Remarks		
COMPLETED	International Relation Office together with the Communication services created a webpage dedicated to all opportunities coming from Erasmus+. All opportunities are collected in order to provide a clear frame and to promote mobility. The webpage is continuously updated. The webpage created is at the following address: https://www.polimi.it/il-politecnico/progetti-diateneo/progetti-internazionali/ Direct link is: https://www.polimi.it/il-politecnico/progetti-diateneo/progetti-internazionali/progetti-di-mobilita/		

Proposed ACTIONS

Action 29

 Implementation of specific MOOCs for Professional Development needs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			Realization of new MOOCs on Flipped Classroom Methodology; Open Educational Resources (OER); Active Learning; number of Digital Education events
3. Professional responsibility			
4. Professional attitude			
16. Judging merit (Code)	III quarter 2017	METID-Communication Area	
19. Recognition of qualifications (Code)			
39. Access to research training and continuous development			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	Design, development and launch of 4 MOOCs for teachers' professional development: 1. Flipped Classroom MOOC: 9 editions (2017-2019) 1180 people enrolled 2. Using OER in Teaching: 9 editions (2017-2019) 737 people enrolled 3. Active Learning MOOC: 7 editions (2017-2019) 687 people enrolled 4. Assessment MOOC: 4 editions (2017-2019) 404 people enrolled Total amount of 3008 people enrolled # Management and monitoring of the 4 MOOCs After the first edition in 2017, activities are still performed by Metid.

Action 30

Organisation of Seminars on innovative teaching methodologies to help researchers in their research activity

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			Number of seminars and workshops for researchers and professors organized and participation level
4. Professional attitude			
19. Recognition of qualifications (Code)			
22. Recognition of the profession	IV quarter 2019	METID	
24. Working conditions			
38. Continuing Professional Development			

Proposed ACTIONS	Current Status	Remarks
	COMPLETED	<p>Seminars: 13 events with international experts organized involving around 150 teachers Workshops for professors (more than 150 enrolments) 4 editions organized: - 2017 – 1 edition of 6 workshops - 2018 - 2 editions of 6 workshops one dedicated to Faculty members of the School of Design - 2019 – 1 edition of 6 workshops (January/February) Workshops for researchers (145 enrolments) 4 editions: - 2019 – 2 editions in parallel in June/July and 2 in October/November EDUTONIC (62 enrolments) Informal events launched in 2019, where professors can present, share and discuss with colleagues their experience in experimenting innovative teaching approach/methodology - 2019 – 4 events. First cycle of the activities have been successfully performed. METID is still in charge of this action.</p>

Proposed ACTIONS

Action 31

Organisation of session related to innovative teaching methodologies for PhD candidates

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			
4. Professional attitude			Realization of new PhD course
33. Teaching	IV quarter 2019	PhD School - METID	"Innovative Teaching Skills"
38. Continuing Professional Development			

Current Status

Remarks

COMPLETED

Two editions of the course organized in 5 workshops (1 hour dedicated to a real case study from an innovative teacher, 2 hours as thematic workshop). Students had to attend and pass at least one MOOC of the series MOOCsForTeachers and prepare a final project work to be discussed during the exam. 1 edition in 2018: 44 students enrolled 2 editions in 2019: 24 students enrolled. Activity is still performed by METID.

Proposed ACTIONS

Action 32

Definition of a yearly catalogue of training sessions for all researchers offered also from PhD School with sessions related to communication and dissemination aspects, funding and ethics in research.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research			Definition and realization of yearly programs for training path that will involve PhD candidates and post-doc researchers
8. Dissemination, exploitation of results			
38. Continuing Professional Development	IV quarter 2017	Research Area	
39. Access to research training and continuous development			

Current Status

Remarks

COMPLETED

In 2017 PhD candidates supported were 96 . In 2018 the same support was provided to 101 PhD Students. In 2019 PhD candidates supported with training paths were 161

Action 33

Organisation of specific Training session on soft and transferable skills

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results	IV quarter 2018	PhD school	PhD courses on Scientific and Professional Communication; Scientific Dissemination; Ethical aspects in Research and Technology; Decision Making
28. Career development			
31. Intellectual Property Rights			
Current Status	Remarks		
COMPLETED	Scientific Communication in English / 16.4.2018 – 15.6.2018 / 120 PhD candidates Professional Communication / 16.1.2018 – 6.2.2018 / 34 PhD candidates Communicating Scientific Research / 1.3.2018 – 30.6.2018 / 36 PhD candidates Ethics in Research / 5.2.2018 – 9.2.2018 / 25 PhD candidates Ethical, Technology and Society / 12.2.2018 – 16.2.2018 / 27 PhD candidates Methods and Models for the Decision Making / 1.2.2018 – 22.3.2018 / 20 PhD candidates Industrial Skills / 21.5.2018 – 31.5.2018 / 34 PhD candidates Innovative Teaching Skills / 5.4.2018 – 12.5.2018 / 36 PhD candidates Activities are still organised by the PhD school		

Proposed ACTIONS

Action 34

Managing relationships with foreign research organizations aimed at good practices exchange in Talent Development

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	IV quarter 2018	Research Area	Meetings with other European offices and international strategic partners involved in talent development activities
28. Career development			
30. Access to career advice			
Current Status	Remarks		
COMPLETED	2017: UCL, Imperial College London, Istituto Tecnico Lisbona, University College Cork, NTNU, Leeds University, KU Leuven. 2018: UCL, Rotterdam University, Leitat Barcelona, Parigi Diderot, Paris Sorbonne, Imperial College London, Geneve University, University of Malta. 2019: Imperial College, EPFL, UPM, IRB Barcelona, Paris Diderot, University of Lyon, Université PSL. Since 2020 meetings were organised remotely due to the pandemic. In 2022 Research Office started to organise several new visits and joint activities with foreign university to push ESR joint actions.		

Action 35

Proposed ACTIONS

Action 35	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Definition of a specific Plan for collecting and promoting external communication of research activities and of research results through multiple channels	5. Contractual and legal obligations 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement	IV quarter 2018	Research Area	University will be communicated through: - Press releases dedicated to research projects - News on all institutional social media channels - News on the University website - Research Newsletter for External audiences - Communications of the H2020 projects on the University website - Organization of visits to research laboratories open to the public (PolimiOpenLabs) - Events dedicated to children and teenagers - Coorganization with other

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			universities and institutions of MeetMeTonight, the European Researchers' Night of Milano - Videos presenting research activities - Videos where professors and researchers of the university comment on topics relevant to their field - Press review - Views of social media posts - Number of news published on the website - Number of events - Views of videos - Number of newsletters
Current Status	Remarks		
COMPLETED	2017: 54 press releases on research activities 2018: 47 press releases on research activities Number of posts on the official social media channels:		

Proposed ACTIONS

Current Status	Remarks
	<p>www.facebook.com/polimi (123.0000 follower -December 2018) 2017: 83 posts 2018: 107 posts</p> <p>www.twitter.com/polimi (30000 followers - December 2018) 2017: 57 tweets 2018: 71 tweets</p> <p>www.linkedin.com/school/polimi (229000 followers - December 2018) 2017: 18 updates 2018: 23 updates</p> <p>Published Videos 2017: 44 videos published on Youtube 2018: 42 videos published on Youtube, Facebook, LinkedIn, IGTV News on the university website 2017: 42news published 2018: 49 news published 2018:</p> <p>Redesign of the Research section with a specific focus on H2020 projects Events Organization of visits to research laboratories open to the public (PolimiOpenLabs) 2017: 4 events 2018: 9 events Events dedicated to children and teenagers in collaboration with Focus Junior magazine 2017: 4 events 2018: 3 events Co-organization with other universities and institutions of MeetMeTonight, the European Researchers' Night of Milano. 2017: 2 days of interactive labs, shows, scientific talks, exhibitions, more than 100 Polimi researchers involved 2018: 2 days of interactive labs, shows, scientific talks, exhibitions, more than 250 Polimi researchers involved. Number of newsletters: 2017: 7 issues 2018: 8 issues Press review 2017: 618 press articles (AVE: 2.254.270 EURO) Press review 2018: 746 press articles (AVE: 6.776.953 EURO)</p> <p>Reach of social media posts. Facebook 2017 average reach: 9.495 2018 average reach: 12.593 LinkedIn 2017 average reach: 41.000 2018 average reach: 50.517</p> <p>Twitter 2017 average reach: 2.838 2018 average reach: 4.735 Views of videos 2017 average views on Youtube: 1.348 2018 average views on Youtube, Facebook, LinkedIn, IGTV: 10.057 Number of news published on the</p>

Proposed ACTIONS

Current Status	Remarks
	<p>website 2017: 42 2018: 49 2018: Redesign of the Research section Participants in the events MeetMeTonight 2017: 2 days of interactive labs, shows, scientific talks, exhibitions, more than 100 Polimi researchers involved 2018: 2 days of interactive labs, shows, scientific talks, exhibitions, more than 250 Polimi researchers involved. Organization of visits to research laboratories open to the public (PolimiOpenLabs) 2017: 1800 participants 2018: 3500 participants Events for children and teenagers 2017: 800 participants 2018: 933 participants Newsletters' recipients 2017: 27500 recipients 2018: 32000 recipients All activities were performed successfully and reached the objective to increase communication of Research. All activities, after the first cycle were adopted and performed on a yearly basis by the Area.</p>

Action 36

Difficulties in identifying opportunities for competitive funding for basic research: create more funding opportunities for providing customised lists of Horizon Europe calls

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2023	Research and Innovation Area	Drafting of specific documents for each Department to inform all Researchers about news and opportunities on Horizon Europe programme

Current Status	Remarks
NEW	This goal will be achieved through a joint collaboration with Researchers. We will rely on our mapping of competences and properly position all POLIMI research topics within the Horizon Europe program. This should ensure a timely planning of project proposals and high-quality participation in Horizon Europe. The document will provide information, opportunities and deadline calls tailored to the research topics of each Department.

Proposed ACTIONS

Action 37

Difficulties in identifying opportunities for competitive funding for basic research: Opportunity to increase the number of available PhD scholarships

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 12. Recruitment	IV quarter 2022	Board of Governors and University Senate decisions	To increase the number of PhD grants yearly funded by the Research Ministry, POLIMI directly funds 110 scholarships. We plan to increase this number by 10%.

Current Status

Remarks

NEW

Number of PhD fellowships funded. The 2021 budget includes the costs related to the increase of PhD positions.

Action 38

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 38

Organisation of specific activities to stimulate the dissemination capacity of the results of research activities stemming from funded research

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results 31. Intellectual Property Rights	IV quarter 2023	Research and Innovation Area	Proactivity in participation to (national and international) dissemination events; Proactivity in the use of the digital communication channels to disseminate news on research results to a wide audience. Definition of clear tools and channels from the Departments to the Research Office for research communication.
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	Enhanced visibility of POLIMI EU projects on the web and participation to targeted events. The website will be redesigned to this end and include an area devoted to: - A data-bank of past actions within H2020; - Promote activities within Horizon Europe; - well-defined communication channels and targets to emphasize research results; - Information will be collected from the Research Office and the Departments through a defined process.

Action 39

Awareness actions on inclusiveness

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	IV quarter 2025	POP Steering Committee	Implementation of new initiatives, Activities related to the POP program will be Implemented and Strengthened to meet the principles of nondiscrimination, equality, and respect across all aspects of University life. For each of the five lines (gender identity, culture,
24. Working conditions			
27. Gender balance			

Proposed ACTIONS

Current Status	Remarks
NEW	Publication of an annual report that provides information on all activities and initiatives performed during the year. A specific division of the Central Administration will monitor the implementation of the services defined, and monitored by the Steering committee.

Action 40

Provide instruments Improve the awareness of Departments on their research funding performance on public tenders

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter of 2020	Research and Innovation Area	A dashboard focused on EU projects was established by the Research Office in 2019. This action aimed at improving the knowledge of Research Office about the research funding capabilities of POLIMI Department to design
4. Professional attitude			
7. Good practice in research			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			strategies to increase success rates. Creation of the "European projects" section within the dashboard of Department Directors, including indicators to analyse departmental performances in research
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	Analysis of past performance, success rates, as well as possible shortcomings associated with past submissions and projects, will be used in designing an effective path for participation of Departments to funding opportunities. Implementation of a dashboard for Department Directors with aim of providing information on key indicators and activities associated with each Department. A specific section in the dashboard will analyze the participation in "European projects". The latter will include a variety of data including, e.g., indicators. This tool will (a) support the design of strategies for future participation and (b) yield enhanced awareness about research areas/topics that are most successful, and (c) enable one to identify the kind of support that needs to be provided to Researchers to improve their success rate. Departments will have a tool to monitor the European-level funding for research and mobility.

Action 41

Definition of a PhD Agreements: to unambiguously establish rights and duties of PhD candidates, in particular in their relationship with the supervisor(s)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations			To agree and approve the template of a PhD Agreement,
24. Working conditions	IV quarter of 2022	PhD School	to be signed at the beginning of the PhD career by candidates and supervisors.
37. Supervision and managerial duties			
40. Supervision			

Current Status	Remarks
NEW	This action is relevant to clearly establish the rights and duties of Ph.D. candidates, with emphasis on their relationship/feedbacks with the supervisor(s). The action is keyed to the set-up of a template of a Ph.D. agreement to be signed by candidates at the beginning of their Ph.D.career. the Agreement applies for the candidates starting in 2022.

Action 42

Stimulate mobility through joint research programs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 18. Recognition of mobility experience (Code) 21. Postdoctoral appointments (Code) 28. Career development	IV quarter 2023	Research and Innovation Area	To consolidate and further enhance the MSCA Masterclass Programme to increase mobility of Researchers. To increase opportunities of mobility for internal researchers in International Universities
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	This action provides opportunity and support to researchers interested in experiencing a period abroad through joint research programs. The action aims at setting the Masterclass programme for 2020 and 2021 to attract an increased number of Researchers from abroad. This program is combined with an internal funding programme to support positions for recipients of the SoE. As an additional benefit, these actions are designed to enhance the career perspective of POLIMI Researchers who will have the possibility of being engaged as tutors of the successful fellows.

Action 43

Definition of More spaces for collaborative work and knowledge sharing in order to improve interaction among researchers and improve quality in working conditions

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	IV quarter 2023	Rectorate	A plan to restructuring current buildings and developing new buildings has been approved and financed. Construction activities are under way.

Current Status	Remarks
NEW	A renewal of campus spaces is under way. The Renzo Piano project has been completed. Further projects are related to Faculty and students' spaces in the Bovisa and Leonardo Campus. Renovation of Department spaces is under way. New gardens, new buildings and spaces will host Researchers in their daily activities. New classrooms are envisioned to be equipped with state-of-the-art technology for blended programs and additional active learning activities.

Proposed ACTIONS

Action 44

Lack of a Gender Equality Plan (GEP)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	IV quarter 2022	Equal Opportunities Unit and the Research and Innovation Area	Define an action plan to support the values of diversity, gender equality, and inclusiveness.
27. Gender balance			

Current Status

Remarks

NEW

The Gender Equality Plan is in place. POLIMI is also equipped with an annual gender budget and closely monitors the situation at the level of students, Researchers, faculty, and staff in terms of gender proportions and career paths and provides a set of actions to identify and bridge gaps. The GEP is built upon it. POP: paternity leave policy has been introduced in 2021 as part of the POP program in order to cultivate a balanced culture within our community

Action 45

Promote and Increase welfare services for all researchers and administration staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	IV quarter 2025	Human Resources Area	To provide new welfare solutions to permanent and temporary personnel (both Researchers and Staff) to increase well being
26. Funding and salaries			

Current Status	Remarks
NEW	Services for all Researchers and staff will be ensured for 2020 and 2021. These will include: - Welfare personal credit to use for several purposes; - Health integrative insurance for all staff and Researchers; - Agreements on discounted subscription rates for employees for local transportation and service providers; - Nursery and summer camps for children. The HR office is also actively engaged in identifying additional opportunities to be offered to temporary staff and Researchers.

Action 46

Increase well being and promote healthy lifestyle

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	From I quarter 2021 till IV quarter 2025	Human Resource Area/ Campus life area	Create spaces and Opportunities for sport activities on campus and provide tailored arrangements with external sport facilities for employees
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>Finalize the agreement with Giurati Sport center and set up appropriate spaces for sport as part of the new campus development project. The imbalance work/private life is an issue we are working on. Our organization has recently performed an excellent renovation of the “Giurati” Campus Sport Center which represents a reference point for the Polimi community among students and researchers. Its proximity to the central campus easily encourage the community to spend spare time in the center between professional duties or at the end of the working day. The open and closed space allows people to spend time at open air and in reserved closed sport areas. In parallel the CRAL (recreative association for spare time, http://cralpolimi.blogspot.com/) offers periodically opportunities to our communities as workshop, trips, excursions, art exhibitions and fitness courses</p>

Proposed ACTIONS

Action 47

Favor and promote paternity leave

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	From I quarter 2022 till IV quarter 2023	Campus Life Area	Provide incentives to Researchers and professors for voluntary 3 months paternity leave
10. Non discrimination			
24. Working conditions			

Current Status

Remarks

NEW

To assess the establishment of a research fund for men to enable them to take 3 months of paternity leave.

Action 48

Support Professional Development for ESRs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	From IV quarter 2020 till IV quarter 2023	Research and Innovation Area – Strategic Development Unit (HR Division) - Scientific and Cultural Communication Office.	Organization of targeted courses for ESRs at the postdoctoral level
Current Status	Remarks		
IN PROGRESS	Organization of courses focusing on a variety of topics, including, e.g., Research Communication, Oral and written communication, Soft skills, Public speaking.		

Action 49

Implementation of a targeted support related to Career development actions for early-stage Researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	IV quarter 2023	Research and Innovation Area	Targeted support activities for Early Stage Researchers in the context of talent development activities

Current Status	Remarks
NEW	Talent development activities already implemented with the identification of the most promising CVs followed by interviews and specific training sessions. -Training for Ph.D. candidates: a "Research Skills" course with sessions related to projects writing and fundings management, as well as soft skills to increase competencies for their personal and professional growth; -Training on ERC starting grant proposal writing. Specific support activities for Early Stage Researchers in the context of talent development activities: definition of a career plan for 30 Early Stage Researchers to strengthen their CV. An increase in their performances will be assessed upon considering conference presentations, project submissions, visits abroad, awards, and number of publications on peer-reviewed Journals.

Proposed ACTIONS**Action 50**

Definition of a career plan model for ESRs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
4. Professional attitude			
7. Good practice in research			
12. Recruitment			
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)	From IV quarter 2020 till IV quarter 2023	Research and Innovation Area	Enhance the strength of Early Stage Researchers CV with targeted initiatives
22. Recognition of the profession			
28. Career development			
37. Supervision and managerial duties			
38. Continuing Professional Development			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Specific support activities for Early Stage Researchers in the context of talent development activities: definition of a career plan for 30 Early Stage Researchers to strengthen their CV. An increase in their performances will be assessed upon considering conference presentations, project submissions, visits abroad, awards, and number of publications on peer reviewed Journals.

Action 51

Monitoring activity on Advancements of ESRs' CV and update of the internal monitoring tools

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2023	Research and Innovation Area	Establishment of a Dashboard to monitor advancements of
3. Professional responsibility			Researchers' CV. Define
4. Professional attitude			training needs, and produce
7. Good practice in research			guidelines for the
17. Variations in the chronological order of CVs (Code)			Departments to illustrate Talent
22. Recognition of the profession			Development activities and ways to
28. Career development			benefit from the support by Early Stage
30. Access to career advice			Researchers to be proactive to promote
			participation to Individual grants opportunities.

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	

Action 52

Organisation of specific Training actions aimed at CV building for Early Stage Researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	IV quarter 2023	Research and Innovation Area	Organization of specific training paths for
30. Access to career advice			Researchers to increase their competitiveness and
38. Continuing Professional Development			competences in terms of soft skills.

Current Status	Remarks
NEW	Training sessions will be based on the specific needs of Researchers.

Proposed ACTIONS

Action 53

Organization of training session focused on ERC Grants preparation

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
28. Career development			Organization of events focused on IP, patents, startups , businesses planes, and how to work with companies.
29. Value of mobility			
30. Access to career advice	IV quarter 2023	Research and Innovation Area	
37. Supervision and managerial duties			
38. Continuing Professional Development			
Current Status	Remarks		
NEW			

Action 54

Increase and stimulate Innovation Management competences through specific training actions

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 38. Continuing Professional Development	IV quarter 2023	Research and Innovation Area	Organize events to increase the use of tools that POLIMI offers to Researchers to increase their performances in finding funding opportunities, analyse their own research performance, and compare it with other peers.
Current Status	Remarks		
NEW	Researchers will be practically introduced to the following tools: Research Professional and Scival. Training sessions will be repeated with small groups of Researchers twice a year		

Action 55

Proposed ACTIONS

Action 55

Lack of effectiveness in research communication: Definition of a set of requirements to improve research communication

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2024	Communication Area, Campus Life Area, Research and Innovation Area	Definition of a frame to understand how to support Researchers for an internal and external dissemination of their research results
3. Professional responsibility			
7. Good practice in research			
8. Dissemination, exploitation of results			
9. Public engagement			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	<p>To define a framework yielding a clear view of Researchers needs and redesign communication channels for research dissemination and communication.</p> <ul style="list-style-type: none"> • Participation to events at local level (Communication Area); • Participation in dissemination events at national level (Research Area); • Organization of science communication activities for children and schools (Communication Area); • Organization of science and technology communication activities with companies and Alumni (Alumni); • Open laboratories initiatives (Communication Area + Department Communication Offices) • Initiatives linked to city museums (Communication Area + Researchers); • Sport initiatives for citizens (Campus life + Communication Area). <p>The active involvement of several Areas and Offices will favor mobilization of internal staff to increase participation and interest (IV quarter 2022). Events will be followed by evaluation questionnaires to assess satisfaction of participants and to collect feedback to improve public engagement initiatives, in terms of content, format, or additional elements.</p>

Action 56

Increase the effectiveness in research communication:
Focused Press Releases

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	IV quarter 2023	Public Engagement and communication Division – Scientific and Cultural Communication Office.	Targeted communication activities.
3. Professional responsibility			
4. Professional attitude			
7. Good practice in research			
8. Dissemination, exploitation of results			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	Targeted communication activities will be promoted, including: - COVID: Due to the pandemic situation we are experiencing, a COVID-19 Research Update Magazine is produced and upgrades are foreseen to inform a wider public about research efforts led by POLIMI Researches to fight the Virus (IV quarter 2020 -IV quarter 2021). - New Website: a website will be established focusing on Research topics foreseen in the National Recovery plan and enhance visibility of Researchers working on those themes(I quarter 2021 – IV quarter 2021). - Individual Grants: specific focus on prestigious grants awarded to Polimi Researchers implementing specific activities to support researchers.

Proposed ACTIONS

Action 57

Gender gaps in selection committees: Opportunity for balanced composition of selection committees in public calls for Researchers and staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination			
13. Recruitment (Code)	IV quarter 2024	Human Resources Division	Monitoring of the application of the recommendation during selection procedures.
14. Selection (Code)			
27. Gender balance			

Current Status	Remarks
NEW	Monitoring of the application of the recommendation during selection procedures. This information is included in the gender budget report which is produced yearly and is available on the POLIMI website. This action is extremely important due to the fact that an OTM-R policy is not available and is also impossible to provide to national law constraints.

Action 58

Regulations needs: Update of Regulations related to Recruiting

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)			The action focuses on monitoring the regulations involving research personnel
14. Selection (Code)			
15. Transparency (Code)	II quarter 2023	Human Resources Division	
16. Judging merit (Code)			
22. Recognition of the profession			

Current Status	Remarks
IN PROGRESS	The task will encompass the entire timeframe (from I quarter 2020 to IV quarter 2023). In 2020 the following regulations have been updated: - Regulation governing the methods of recruiting fixed-term Researchers; - Regulation for the calls of associate and full professors; - Regulations for the teaching commitment of POLIMI Researchers; - Regulations related to research fellowships associated with internal funding programmes (2021).

Proposed ACTIONS

Action 59

Regulations needs: Update of Regulations related to Ethics and professional aspects

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 24. Working conditions	IV quarter 2023	Human Resources Division	Monitoring dissemination actions of support on ethical and professional standards

Current Status

Remarks

NEW

The support provided by our organization on ethical and professional standards is going to be promoted and disseminated among the researcher's community in order to extend the general awareness of the actions taken by the University and the developed support opportunities. Examples of actions: communication from HR department to any category (from PhDs to professors); clear references and information from the institutional website; at Department level make sure that a contact person is well informed in order to guide and suggest the "user" to the correct structure and service.

Action 60

Feasibility study on a possible enlargement of PoliPsi beneficiaries

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	IV quarter 2024	CUG	Feasibility study realization for the implementation of the PoliPsi support to the Post Doc and all researchers

Current Status	Remarks
NEW	The support is currently provided by PoliPsi for Students and PhD candidates. It is self-financed by the University. To provide access to the service to all researchers, the Central administration need to undertake a feasibility study to understand both financial resources and professional services (external psychologists) needed. In the meanwhile, a work-related distress counseling Desk is active for administrative staff and may be used also for researchers: it foresees up to 5 meetings with a dedicated external psychologist on distress and problems related to work.

Proposed ACTIONS

Action 61

Anonyme claim process

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
10. Non discrimination	IV quarter 2023	Students and Researchers Discipline Committee	Ensure the anonymity of the whistleblower
24. Working conditions			
36. Relation with supervisors			

Current Status

Remarks

NEW

The procedure foreseen for claims on ethical and professional issues includes the possibility to process anonymous claims. This is enforced under the anticorruption laws, with an account for writing to anticorruzione@polimi.it, who will guarantee the anonymity of the whistleblower, with a very detailed description of the issue. As a future action, we plan to activate a more general email account for whistleblowing, guaranteeing the anonymity of the whistleblower for all types of issues related to Ethics and behavior.

Proposed ACTIONS

Action 62

Increasing the promotion of open calls at national / international

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
4. Professional attitude	IV quarter 2023	Departments	Monitor the use of channels for promotion
23. Research environment			

Current Status	Remarks
NEW	In order to provide competitiveness of the positions at national and international level we will advertise positions in international context through Euraxess and on our website. In addition, the single professors/researchers promote their vacancies through their personal social and professional networks, as LinkedIn. Moreover, being Polimi part of ENHANCE (a European Alliance of Technical Universities who includes institutions as RWTH, TU, WUT, UPV and NTNU) we will be able to foster the use of a common Database in order to promote open positions among the partners.

Unselected principles:

20. Seniority (Code) 32. Co-authorship 34. Complains/ appeals 35. Participation in decision-making bodies

The extended version of the reviewed HR Strategy for your organisation for the next 3 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 *:

URL *:

<https://www.polimi.it/en/scientific-research/research-at-the-politecnico/aims-and-results/>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The process of the implementation of the OTM-R principles enjoy a high consideration within POLIMI. The Human Resources Area works daily with the Rectorate in order to improve processes and ensure that we are more attractive for european Researchers. The transparency and merit-based values represent important elements for the growth and visibility of the University that wants to make transparency its main strength.

The process is carried out by the Human Resources Area which annually reviews the internal regulations in light of the national laws governing the matter.

As a public university POLIMI does not have the possibility to change the rules of recruitment as well as the salary conditions but works constantly to guarantee high standards.

Currently, POLIMI's OTM-R policy is fully embedded into the HR strategy, the Strategic Plan of the Rectorate, the Central Administration objectives and regulations. During the monitoring activity of period 2017-2019, Polimi HR Area has updated the internal regulations in order to better comply and improve recruitment policies.

The implementation of the OTM-R principles is completely integrated under POLIMI Strategy for the period 2020-2022, and the HRS4R Working Group will lead this process as well.

POLIMI will systematically verify the OTM-R checklist in order to improve its recruiting policy. Some difficulties have been already identified as POLIMI is a public University and has to comply with strict national regulations. At the same time to maintain a high level of recruitment external funding is needed, in addition to general national funding.

POLIMI 's recruiting, for positions related to R2, depends on the capacity to attract external funding for research projects. With the availability of funds, POLIMI has to opportunity to select and attract more international Researchers. The HRS4R award provides more opportunities and visibility.

Selection committees are supported by providing written guidelines. The call, for Ph.D. and Postdoc Fellows, indicates the main evaluation criteria, and the first meeting of the committee must specify and publish how these criteria are evaluated and weighted. For Associate and Full Professors, the first meeting of the selection process that specifies the criteria published in the call, takes place without having seen the candidates list and CV.

All this guarantees transparency in the definition of the criteria.

Internal rules mandates that the selection committees for Associate and Full professors include a majority of international experts.

All steps related to the recruitment process are published online and all participants to the selection are informed about the results. Detailed evaluations are publicly available. An OTM-R policy is not foreseen in our Institution due to the fact that National Regulation do not allow any other policy out the mentioned regulation.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

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

Politecnico di Milano recognition history starts in 2014 when for the first time the University decided to adhere to the "*Human Resources Strategy for Researchers*" program. In the same year an extensive survey was carried out identifying critical areas to prioritize for a strategy implementation. The most relevant issues were related to social security, working conditions and attractiveness towards researchers. Since then the University defined an action plan and was awarded the excellence certificate twice. Now Politecnico di Milano is working for the new renewal, embracing the earlier experience with a sharp vision for the goal.

In order to proceed with the strategy implementation, the Governance decided to institute a working group representative of the whole research community: PhDs, temporary and full researcher, associate professors, full professors and the Institutional representative. The group is supported by the Research Service which operates as Secretariat of the Working Group and manages all monitoring activities by coordinating other offices contributions. The ongoing dialogue between the Research Service and working groups is a strength for the university functioning process. It allows to map and identify under-covered and under-investigated areas and brings to the attention of the decision-makers relevant issues for the achievement of the goals.

The new Working Group acting at the beginning of the 2020 is composed by: Institutional Representative - Donatella Sciuto, Executive Vice Rector and Research Delegate; Paolo Biscari, Head of PhD School; Manuela Antonelli, representative for the Associate Professors; Researcher - Maurizio Zani, representative for the Researchers (assistant professors); Anna Linda De Rosa, representative for the Research Fellows; Riccardo Peli, representative for the PhD students.

A new Steering Committee is nominated (May 2022) to define strategies for the work to be implemented within the process and align the University strategy to the principles of the European Charter for Researchers and Code. The Steering Committee will provide with advice and recommendations to the Working Group for new possible topics related to the four main areas of the HRS4R process. It also supervises the work performed by the working group and by the administration areas. It is the direct link with the academic Senate to anticipate possible requests and transmit to the Working Group the needs arising to be translated into possible actions.

Politecnico di Milano strengths and weaknesses in relation to HRS4R objectives and working group composition for HSR4R strategy are summarised in the following.

The Strategic Plan 2020-2022 focused on the following three pillars: **The individuals; Global Campus, Impact**. Following these pillars, all activities and actions related to HRS4R were consequently adapted to ensure that the work carried out in these three years is coherent with both the overall strategy and vision. The actions are parts of the intense activity of the University aimed at improving: a) internal processes, b) performance, c) the environment in which researchers and students live, d) the quality of the services offered, e) the possibility of experiencing a more international environment and open as possible.

To achieve the intended goals both in the *INDIVIDUAL* and in the *IMPACT* dimensions we can find the values of *the European Chart for Researches*.

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 will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

In order to guarantee the implementation of the process, a specific working group was created with the following tasks assigned:

- Participate at the Meetings.
- Analyse the needs and suggestions coming from Departments and Central Administration Areas.
- Participate in the design of the Improved Action Plan submitted and its indicators- Implement the actions foreseen at the Action Plan 2020-2022.
- Follow up on the deployment of the specific actions selected to meet the objectives.
- Communicate the results of the process to the Governing Bodies.

Meetings were organised in person until the pandemic situation when all meetings were virtual. These meetings are always followed by a follow-up made by the Secretary.

A new Steering Committee is nominated (on the 6th June 2022) to define strategies for the work to be implemented within the process and align the University strategy to the principles of the European Charter for Researchers and Code. The Steering Committee will provide with advice and recommendations to the Working Group for new possible topics related to the four main areas of the HRS4R process. It also supervises the work performed by the working group and by the administration areas. It is the direct link with the academic Senate to anticipate possible requests and transmit to the Working Group the needs arising to be translated into possible actions.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

All members of the Working Group are responsible for designing the activities defined in the Action Plan. Together with the Secretary, monitoring is carried out and the various members of the Working Group provide their contribution by collecting the information in their possession and requesting it from the structures concerned.

They have an active role in the preparation of the reports, therefore the measurement of the objectives is essential to ensure that the information reported is consistent with reality and with what has been done. Actions realised, and their report, are shared with the internal bodies. In particular, two steps are foreseen: the first in the internal Research Committee which provides opinions and suggestions on the value and impact of the actions and proposes improvements. The second step instead takes place in the Academic Senate. This step guarantees broad communication and through the following institutional dissemination channels, the documentation is sent to all academic and administrative staff. So far, this process has allowed us to involve the main stakeholders. For the future, it is foreseen the active involvement of a contact person for each department who can act as an "antenna" for the actions that require greater involvement.

The annual survey conducted by POLIMI – addressed to the whole POLIMI community – will also include questions related to the European Charter for Researchers and its principles.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

*



Detailed description and duly justification (max. 500 words)

The Vice-Rector is directly involved in the activities for the implementation of the European Researcher's Charter and ensures that the University strategic plan is consistent with the principles of the Charter and Code of Conduct. At the same time, the presence of the Head of the Doctoral School in the working group means that there is a constant alignment between the proposed actions and what has been achieved by the Doctoral School itself. The activities are carried out involving, where necessary, managers of the areas and specific offices.

The main office involved is the Research Service which also deals with the career paths of ESR.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

The Working Group will be responsible for the following activities:

1. Definition of the dates and places for the Working Group regular and extraordinary meetings.
2. Conduct the internal assessments that will be the main input for the design of the action plans.
3. Design of the Action Plan and its modifications for the final approval by Governing Bodies.
4. Taking measures to keep the Action Plan schedule and review of indicators. Involve in meetings all the Heads of Offices where actions are not clear and were new measures, to ensure a good result, are needed.
5. Overseeing the proper integration of results in the overall Action Plan.
6. Agree on new possible action to increase the engagement in the Strengthened HRS4R process.
7. Risk detection and mitigation strategies and countermeasures.

The Steering Committee will address the actions that will be implemented by the Working Group. Moreover, it will monitor the full process and will be the guarantee body about the proper alignment of the work performed and the principles.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The Secretary, Research Service, has built during the last year a strong network with other offices creating a task force for reporting. All deadlines are monitored and the process is managed constantly. Offices involved are constantly informed about deadlines and activities and, in case of delay in the implementation, are invited to set up a contingency plan. The idea is to always try to get activities done, by allocating the appropriate resources in the planning phase.

Finalizing in the best way all activities also provides the opportunity to start new ones having solid foundations. The realization of the HRS4R process is perceived as an opportunity rather than a burden.

The working group will constantly monitor the activities performed and will communicate to the Steering Committee possible mismatches. The Steering Committee will discuss and in put in place corrective actions.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

POLIMI today represents a model for the Italian university system for the innovative actions it proposes and for the results that have been achieved through these actions in recent years. The level of excellence, prestige, and internationality are in many cases due to far-sighted policies relating to the careers of researchers, therefore in the field of Talent development, but also to the attention in creating a workplace and exchange focused on people, which represent the main wealth of our University.

The new Steering Committee will monitor the full process and will be the guarantee body about the proper alignment of the work performed and the principles.

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

Following the Site Visit received on April 12th 2022 and the reception of the Recommendations redacted by the Assessors through the Consensus Report, Politecnico di Milano has started an internal discussion with the involved actors in order to combine the received feedback with the ongoing activities.

As a result of this process, we have immediately implemented the Action Plan as follows: updating of the narrative parts according to the Recommendations received; updating the existing actions and adding the new ones. The final contents, hereby uploaded, have been evaluated, revised and accepted by the Official bodies of the University, following the full internal process approval, and published on the official Polimi website.