IMPLEMENTED ACTION PLAN

Politecnico di Milano

Period 2020-2022

1. Research freedom

TASK	PROBLEM IDENTIFIED	OBJECTIVE	Current situation	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN AND NOTES
TASK 1.1	Difficulties in identifying opportunities for competitive funding for basic research	Create more funding opportunities for Researchers	Currently Researchers do not have the time to find all opportunities and analyze the details of all documents related to new funding calls.	Drafting of specific documents for each Department to inform all Researchers about news and opportunities on Horizon Europe programme	Research and Innovation Area	I quarter 2021	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.
TASK 1.2	Difficulties in identifying opportunities for competitive funding for basic research	More funding opportunities for Researchers	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%.	A total of 10 additional PhD positions fully funded by POLIMI are planned. Each Department will also be encouraged to devote some internal funds to further increase the number of PhD positions.	Board of Governors and University Senate decisions	IV quarter 2020	Number of PhD fellowships funded. The 2021 budget includes the costs related to the increase of PhD positions.
TASK 2	Limited dissemination capacity of	Targeted dissemination activities	The Research Office will devote a half-time staff	Proactivity in participation to (national and international)	Research and Innovation Area	IV quarter 2022	Enhanced visibility of POLIMI EU projects on the web and participation to targeted

	the results of research activities stemming from funded research		member to design targeted activities	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.			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.
TASK 3	Awareness on inclusiveness	Initiatives to guarantee an inclusive study and work environment, with enhanced awareness on gender identity, disability, culture and background	POLIMI has launched the project POP (Pari Opportunità Politecniche), which is a new strategic program to guarantee an inclusive study and work environment. The POP program is structured across five strategic lines of action: gender identity, culture, nationality and religion, sexual orientation, diverse abilities, and psychological wellbeing. The project was not included in the previous Action Plan, because the associated implementation funds were available only starting from 2019	Implementation of new initiatives, Activities related to the POP program will be implemented and strengthened to meet the principles of non-discrimination, equality, and respect across all aspects of University life. For each of the five lines (gender identity, culture, nationality and religion, sexual orientation, different abilities and psychological wellbeing), POLIMI will promote and organize a wide variety of training initiatives and services aimed at creating	POP Steering Committee	IV quarter 2020	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.

				an inclusive environment that enables students, Researchers and teaching and administrative staff to pursue their career successfully, inside and outside of the university.			
TASK 4	Improve the awareness of Departments on their research funding performance on public tenders	Improvement of self-assessment capabilities to enhance information on research performance Provide a tool for Department self-assessment about research funding performance	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 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	Research and Innovation Area	IV quarter of 2020	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

| Task 5 | PhD Agreements | To unambiguously establish rights and duties of PhD candidates, in particular in their relationship with the supervisor(s) | While current POLIMI regulations provide general rules, they do not establish clear indications on critical issues, including the supervisor-PhD candidate rights and duties and the management of the IP linked to the results of the PhD research. | To agree and approve the template of a PhD Agreement, to be signed at the beginning of the PhD career by candidates and supervisors. | PhD School | IV quarter of 2021 | provided to Researchers to improve their success rate. Departments will have a tool to monitor the European-level funding for research and mobility.

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. A final formulation of the Agreement will be prepared and approved to be ready for the candidates starting in 2022 (IV quarter 2021). |

2. Working conditions

TASK	PROBLEM IDENTIFIED	OBJECTIVE	Current situation	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN AND NOTES

| TASK 6 | Stimulate mobility through joint research programs | Increase opportunities and support to researchers interested in experiencing a period abroad through joint research programs | POLIMI has already structured and established a MSCA Masterclass in 2018 and 2019. The latter has been designed by the MSCA HELPDESK (as foreseen in the previous Action Plan) with the aim of attracting early-stage Researchers. POLIMI has initiated in 2019 an internal funding programme aimed at supporting fellowships to recipients of the Seal of Excellence (SoE). As such, POLIMI stands as one of the few universities in Europe where such an internal funding action is active (https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/seal-excellence/funding-opportunities-under-msca_en) | 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 | Research and Innovation Area | IV quarter 2021 | 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. |
| Task 7 | More spaces for collaborative work and knowledge sharing | New campus spaces | Improve the organization of working environments through the design and implementation of comfortable solutions for individual Researchers and Research Groups. . Support | A plan to restructuring current buildings and developing new buildings has been approved and financed. Construction activities are under way. | Rectorate | IV quarter 2022 | 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 |

			Departments in a Post-COVID reorganization of spaces.				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.
Task 8	Lack of a Gender Equality Plan (GEP)	Gender Equality Plan definition	There is still the need to work on cultural background, including unconscious biases, to enhance inclusiveness and fair access to opportunities.	Define an action plan to support the values of diversity, gender equality, and inclusiveness.	Equal Opportunities Unit and the Research and Innovation Area	III quarter 2021	The Gender Equality Plan will be defined. POLIMI is already 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 will build upon it.
Task 9	Increase welfare services	Increase current welfare services	Welfare policies are not an established practice in the public sector. Polimi decided to invest in this action to provide additional welfare opportunities.	To provide new welfare solutions to permanent and temporary personnel (both Researchers and Staff) to increase well being	Human Resources Area	IV quarter 2021	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.
Task 9.1	Increase well being and promote healthy lifestyle	Increase welfare and support wellbeing	Dedicated sport facilities and tailored arrangements for employees (and students) are still lacking in large public organizations	Create spaces and opportunities for sport activities on campus and provide tailored arrangements with external sport facilities for employees	Human Resource Area/ Campus life area	I quarter 2021	Finalize the agreement with Giurati Sport center and set up appropriate spaces for sport as part of the new campus development project.
Task 9.2	Favor paternity leave	*Provide incentives to Researchers and professors for voluntary 3 months paternity leave*	Increase opportunities for paternity leave		Campus Life Area	I quarter 2022	To assess the establishment of a research fund for men to enable them to take 3 months of paternity leave. Ho levato il discuss, dal momento che non mi sembrava che una

							discussione fosse un buon monitoring plan.

3. Training & Development

TASK	PROBLEM IDENTIFIED	OBJECTVE	Current situation	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN AND NOTES
Task 10	Professional Development	Increase opportunities for Researcher training.	Courses are organized by several offices of POLIMI Central Administration encompassing a variety of objectives	Organization of targeted courses for young Researchers at the postdoctoral level.	Research and Innovation Area – Strategic Development Unit (HR Division) - Scientific and Cultural Communication Office.	IV quarter 2020	Organization of courses focusing on a variety of topics, including, e.g., Research Communication, Oral and written communication, Soft skills, Public speaking.
Task 11.1	Career development actions for early stage Researchers	Enhance the strength of Early Stage Researchers CV with targeted initiatives	Talent development activities already implemented with the identification of the most promising CVs followed by interviews and 4 specific training sessions. For PhD candidates a "research skills" course is organized every year	Targeted support activities for Early Stage Researchers in the context of talent development activities	Research and Innovation Area	IV quarter 2022	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.
Task 11.2	Career development actions for early stage Researchers	Enhance the strength of Early Stage Researchers CV with targeted initiatives	Talent development activities already implemented with the identification of the most promising CVs followed by interviews and 4 specific training sessions. For PhD candidates a "research skills" course is organized every year	Targeted support activities for Early Stage Researchers in the context of talent development activities	Research and Innovation Area	IV quarter 2020	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.
Task 11.3	Career development actions for early stage Researchers	Enhance the strength of Early Stage Researchers CV with targeted initiatives	Talent development activities already implemented with the identification of the most promising CVs followed by interviews and 4 specific training sessions. For PhD candidates a "research skills" course is organized every year	Targeted support activities for Early Stage Researchers in the context of talent development activities	Research and Innovation Area	IV quarter 2021	Establishement of a Dashboard to monitor advancements of Researchers' CV. Define training needs, and produce guidelines for the Departments to illustrate Talent Development activities and ways to benefit from the support by Early Stage Researchers to be proactive to promote participation to individual grants opportunities.

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Task 11.4	Career development actions for Early Stage Researchers	*Training aimed at CV building for Early Stage Researchers*		Provide more opportunities for Early Stage Researchers in Career Planning	Research and Innovation Area	IV quarter 2022.	Organization of specific training paths for Researchers to increase their competitiveness and competences in terms of soft skills. Training sessions will be based on the specific needs of Researchers.
Task 11.5	Career development actions for Early Stage Researchers	*Organization of training session focused on ERC Grants preparation*		Enhance opportunities to Researchers aspiring to submit an ERC proposal.	Research and Innovation Area	I quarter 2020 - IV quarter 2022	Organization of events focused on IP, patents, startups , businees planes, and how to work with companies.
Task 12	Innovation Management competences	*To provide impulse in the management of research results*		Organization of training sessions on the topic	Research and Innovation Area	from I quarter 2020 - IV quarter 2022	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. In particular, 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

Task 13	Lack of effectiveness in research communication	*Definition of a set of requirements to improve research communication.* *Active involvement of local, national, and international communities in dissemination/communication activities related to research projects results*		Definition of a frame to understand how to support Researchers for an internal and external dissemination of their research results	Communication Area, Campus Life Area, Research & Innovation Area	IV quarter 2022	To define a framework yielding a clear view of Researchers needs and redesign communication channels for research dissemination and communication.

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- 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). 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
Task 14	Lack of effectiveness in research communication	*Focused Press Releases*	In the new organization of the POLIMI Central Administration, from 1st January 2020, a specific "Public Engagement Office" has been established.	Targeted communication activities	Public Engagement and communication Division – Scientific and Cultural Communication Office.	IV quarter 2021	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). |
| | | | | | | | o Individual Grants: specific focus on prestigious grants awarded to Polimi Researchers implementing specific activities to support researchers. |

4. Recruiting & Selection

TASK	PROBLEM IDENTIFIED	OBJECTIVE	Current situation	PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN AND NOTES
TASK 15	Gender gaps in selection committees	Opportunity for balanced composition of selection committees in public calls for Researchers and staff	A recommendation on the optimal composition of a Selection committee was drawn up and circulated across the Departments.	Monitoring of the application of the recommendation during selection procedures.	Human Resources Division	I quarter 2020 - IV quarter 2022	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.

Task 16	Regulations needs	Update of Regulations related to Recruiting	Regulations are related to national laws and rules	Upon monitoring the situation, the action will provide solutions to possible new aspects in the future	Human Resources Division	I quarter 2020 - IV quarter 2022	The action focuses on monitoring the regulations involving research personnel. The task will encompass the entire timeframe (from I quarter 2020 to IV quarter 2022). 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).