

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

“A Human Resources Strategy for Researchers incorporating the Charter and Code”

GAP ANALYSIS

Politecnico di Milano

Politecnico di Milano is a state scientific-technological university established in 1863, which trains engineers, architects and industrial designers. Education is offered at bachelor, master, and PhD level. Currently more than 1.200 professors and researchers work at University, and 40,000 students study in 7 different campuses.

Politecnico di Milano is one of the leading Italian research centres characterized by the combination of theoretical bases of excellence and first-class research infrastructures providing the possibility of wide variety of experimental research. Polimi is organized in 12 Departments including all main areas of engineering, architecture and industrial design.

University bodies are the following:

Academic Senate

Is the body that directs and programmes the development of the University, with special regard to teaching and research, and supervises the overall operation of the institution.

Board of Governors

Is the body that operates in line with the policy choices and criteria for the use of resources established by the Academic Senate. It has regulatory functions of guidance and control of the administrative, economic and property management of the University.

Board of Auditors

Is the independent body of consultancy and control that addresses the correctness of Politecnico's administrative management.

It is composed of three effective members and two deputies, of which one effective member, acting as President, is chosen among administrative and accounting magistrates and State lawyers; an effective member and one deputy, appointed by the Ministry of Economy and Finance; an effective member and one deputy appointed by the Ministry and chosen among managers and officers of the Ministry itself. At least two members have to be registered auditors.

University Assessment Commission

The Politecnico di Milano University Assessment Commission is the structure which directly supports the Rector.

This body assesses the effectiveness and efficiency of the activities carried out by the university, controlling the correct use of public resources, the productivity of research and didactics as well as the impartiality and good performance of the administrative action with appropriate means

Director General

The Director General ensures the legality, impartiality, transparency and the smooth running of the university's administration, and is responsible for the administration. The Director General is also involved in the planning, management, direction, coordination and supervision of the technical and administrative staff.

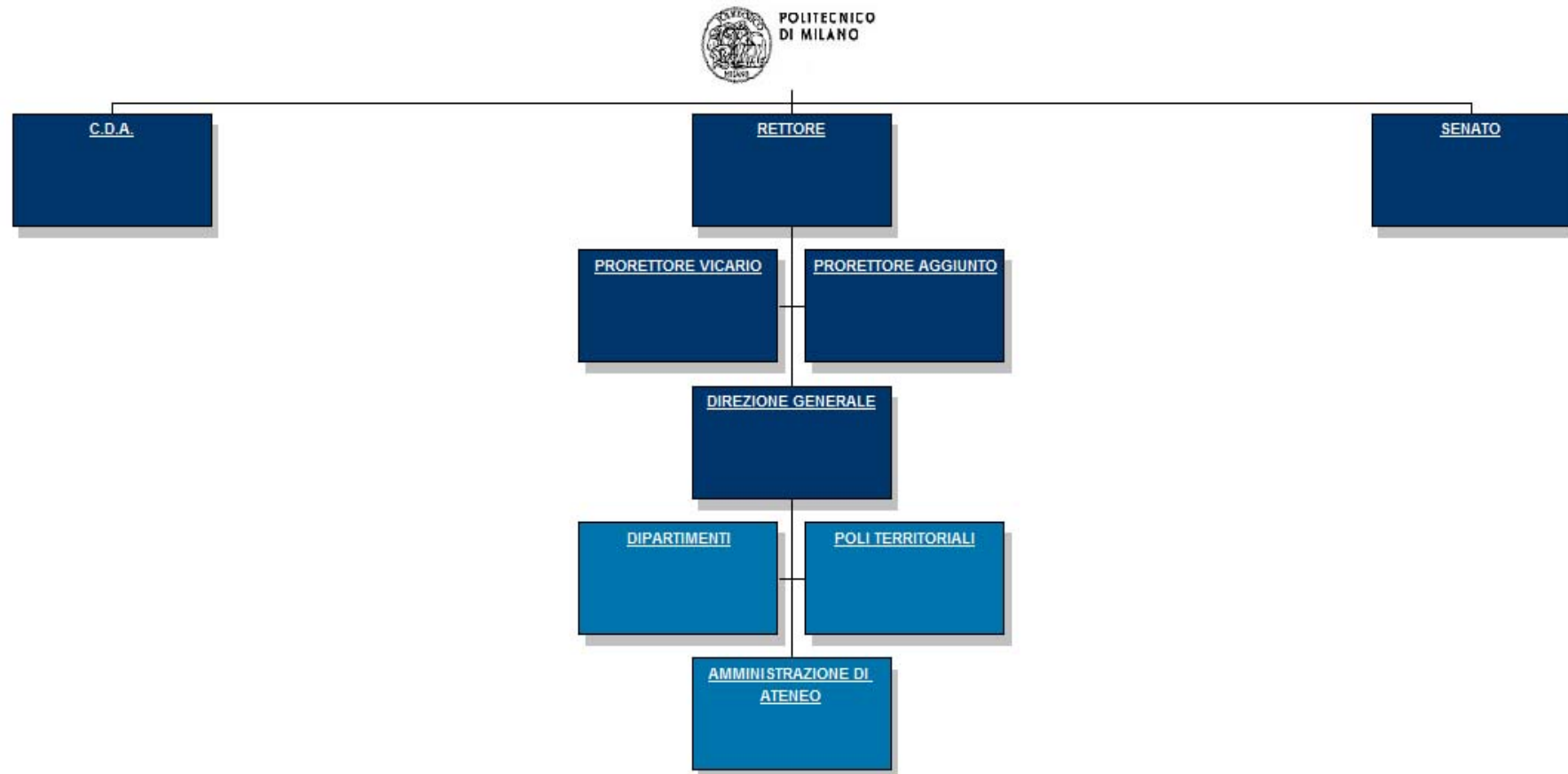
School of Doctoral Programmes (Doctoral School/PhD School)

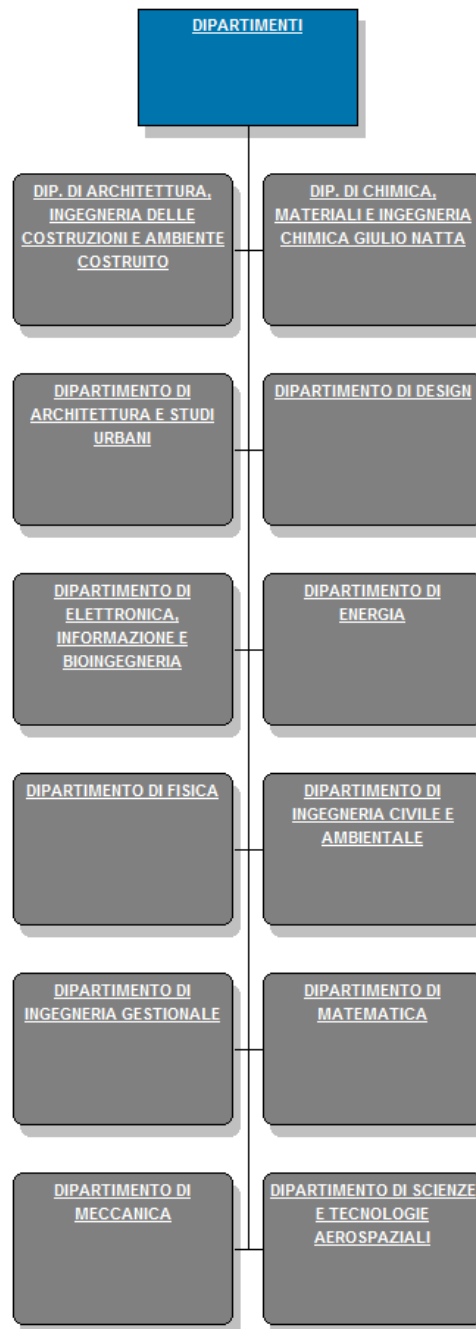
- promotes, organises and manages activities related to research doctorates and post-graduate specialization;
- its operation is defined by special regulations;
- the Board of Directors, Council and Reference Committee are bodies of the Doctoral School;
- a PhD School Secretariat manages all examination processes and scholarships, enrolments and careers.

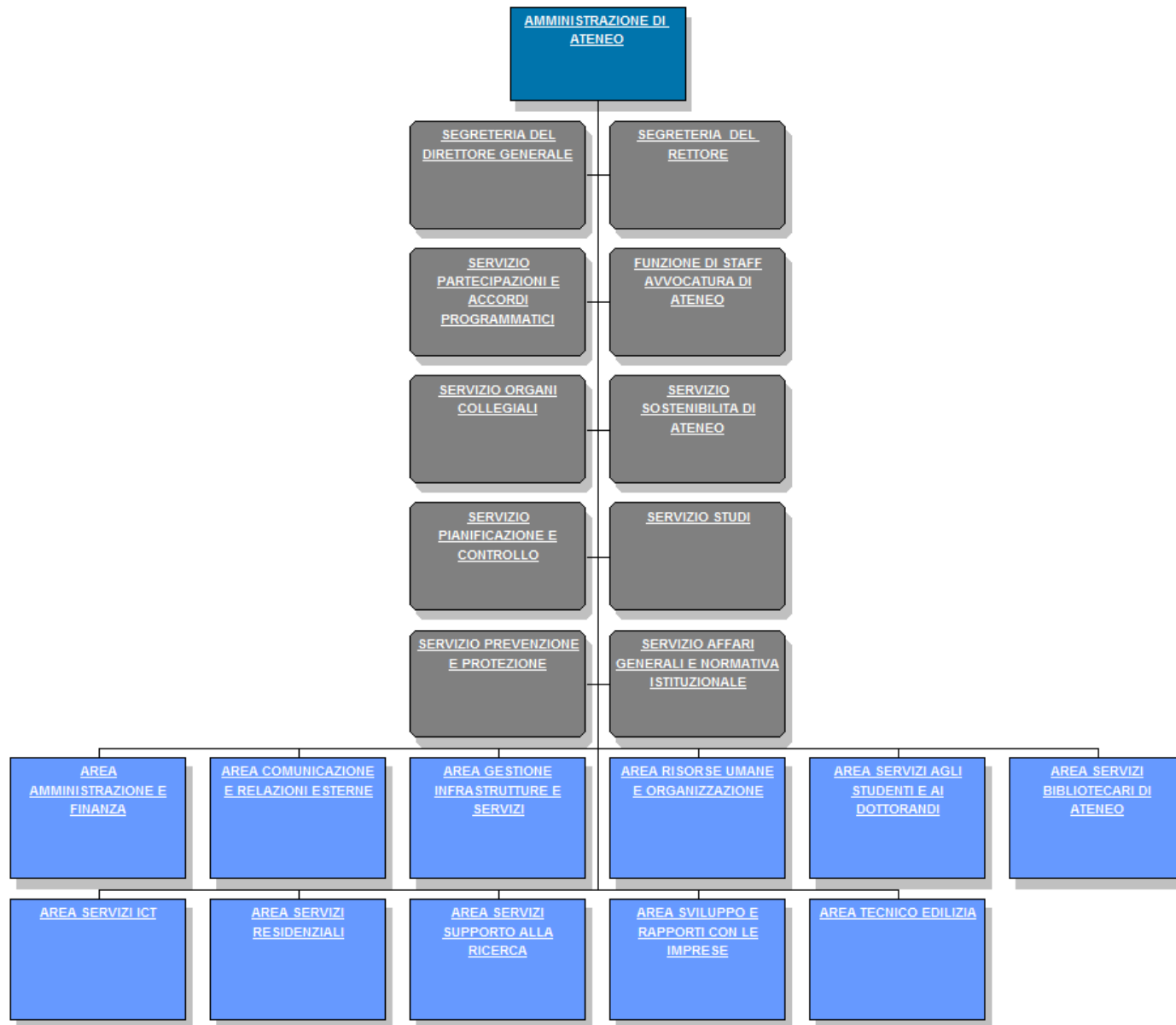
Departments

- represent the institutional homes for conducting research activities in related sectors as indicated in their own scientific projects, regarding contents and/or methods as well as the development of the corresponding educational activities and skills throughout the university;
- are centres of responsibility, they are autonomous in the management of their budget and in the drafting of their financial statements;
- all professors and researchers are hosted by a Department and they can be granted an option to change Department according to the General Regulations of the University. Research fellows and External professors are also hosted by a Department where their research and teaching are relevant.

University structure:







The working group set up to analyse the current situation in our University focused its attention on the key points identified in the questionnaire.

The working group has been nominated by the Rector (with a Rector Decree) using the criteria of gender equality, experience, age, scientific research areas, department, representation of the different stakeholders groups.

The members of the group are:

- Institutional Representative - Donatella Sciuto;
- Head of PhD School - Barbara Pernici;
- Associate Professor - Tiziana Poli;
- Researcher - Maurizio Zani;
- Research Fellow - Marco Bianconi;
- PhD Candidate - Carlo Emilio Standoli.
- The bodies involved in the process are the Academic Senate, Research Committee, Human Resources Committee.

The administrative offices (i.e. the Research office, the Human Resources office, the students office, and the PhD office) have been involved in providing relevant information on the areas covered by the gap analysis.

The document is structured as follows:

- Survey results
- Legislation
- Glossary
- Analysis

This document is based on a survey undertaken between 25th June and 11th July of PhD Candidates, research fellows, researchers (permanent and fixed term), and all professors categories.

The Rector provided a communication on the 16th June during an Academic Senate session, in which all Directors of Departments were informed about the survey.

The survey was provided by email to all Researchers (Professors, researchers, research fellows and Phd Students). Research office sent two reminders before the expiration.

The Survey was accessible from the home page of the Intranet section of institutional website. Also a news was published in the intranet news section as long as the survey was accessible.

The working group was composed by a representative of each category of Researchers: they had the task to discuss with their peers about the content of the survey and outputs.

The PhD School Director, who was a member of the working group, discussed about the survey and outputs within the Board of the School, which is composed by all coordinators of doctoral courses of Politecnico di Milano.

All Directors of the 12 Departments of Politecnico di Milano discussed about the survey and the hereby document in draft version with their Department colleagues.

The total number of answers received is 445 (13%).

We are aware of the low number of answers, but it seems to be in line with other online surveys provided within the University in the last years (i.e. yearly Customer Satisfaction and others). Unlike some other universities did, we decided to not provide the survey to technicians and administrative personnel, since they are not directly involved in policies related to Researchers working conditions, knowing that this would have provided a larger number of answers.

More specifically, the percentages were the following:

Role	%
Full Professor	10,5%
Associate Professor	10,1%
Researcher	21,0%
Research Fellow	13,2%
phD Student	10,1%
Total	13,0%

The questionnaire format was one already adopted by other Italian Universities for the same purpose. It is divided into 4 dimensions (as defined by the Charter) and for each question, the answer could have been:

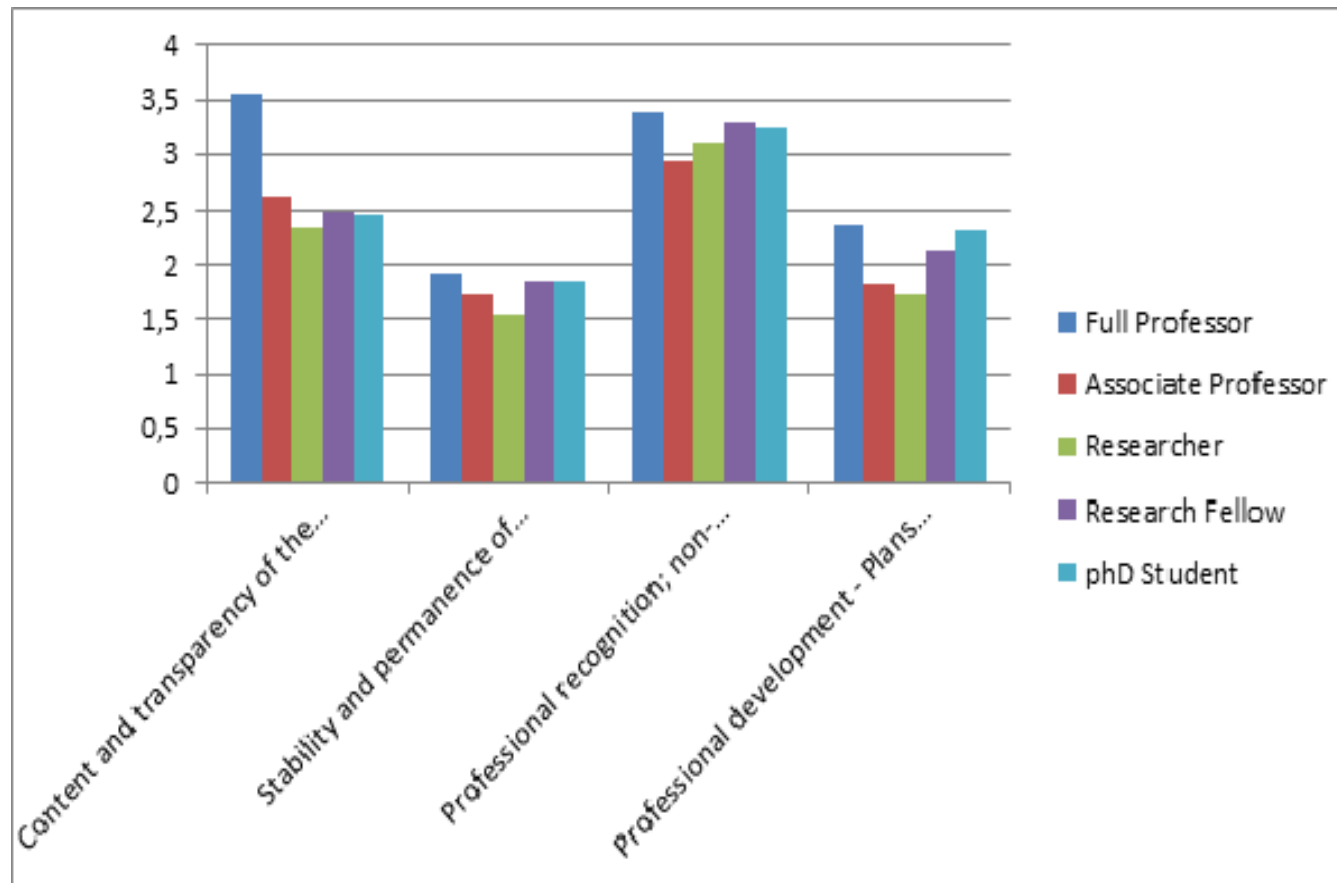
1. disagree; 2. moderately disagree; 3. moderately agree; 4. fully agree.

For each dimension, there was the possibility to point out the 3 questions perceived as the most relevant of the whole section.

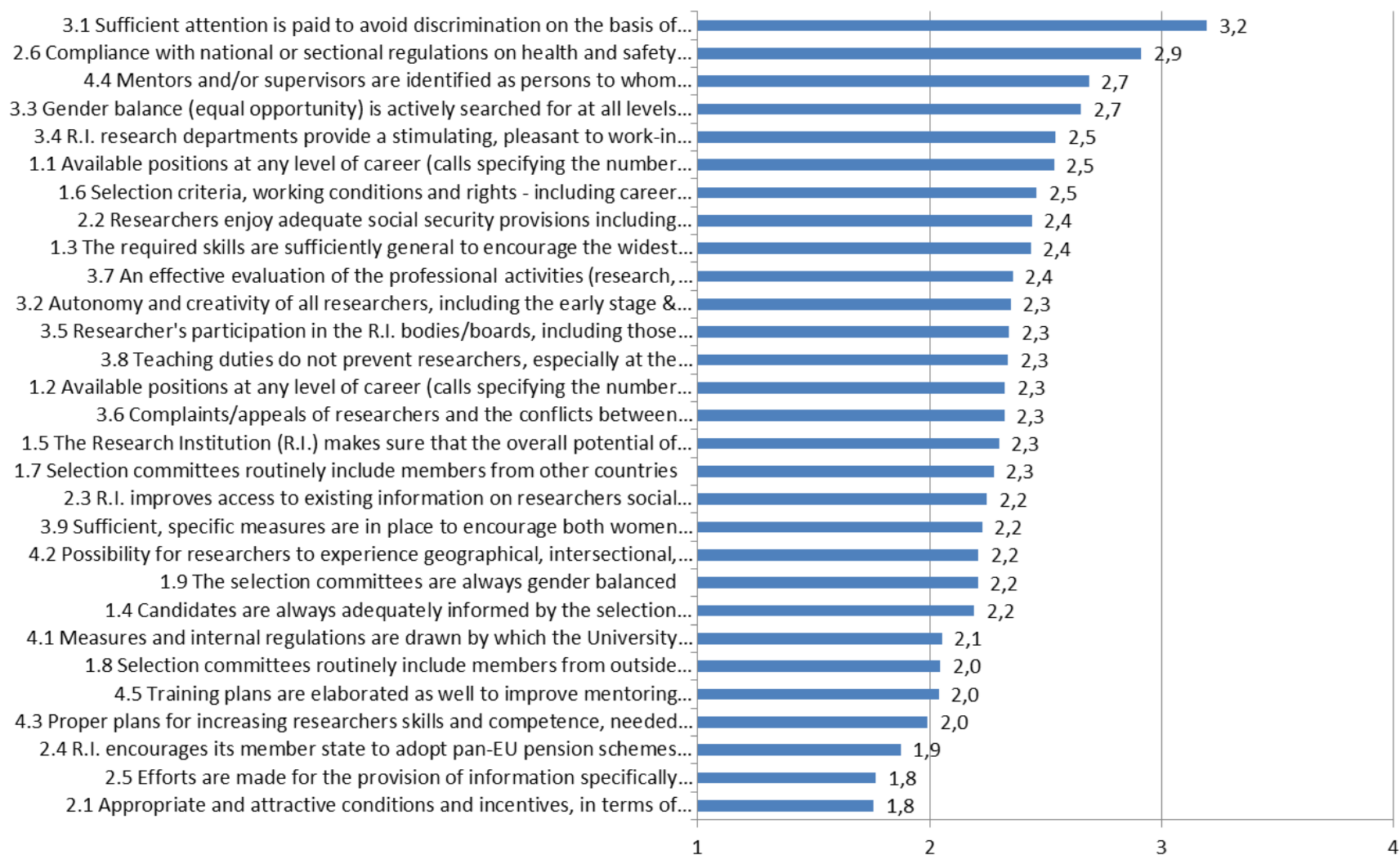
The questionnaire will be attached to the Action Plan.

The three graphs below provide a synthesis of the results of the questionnaire.

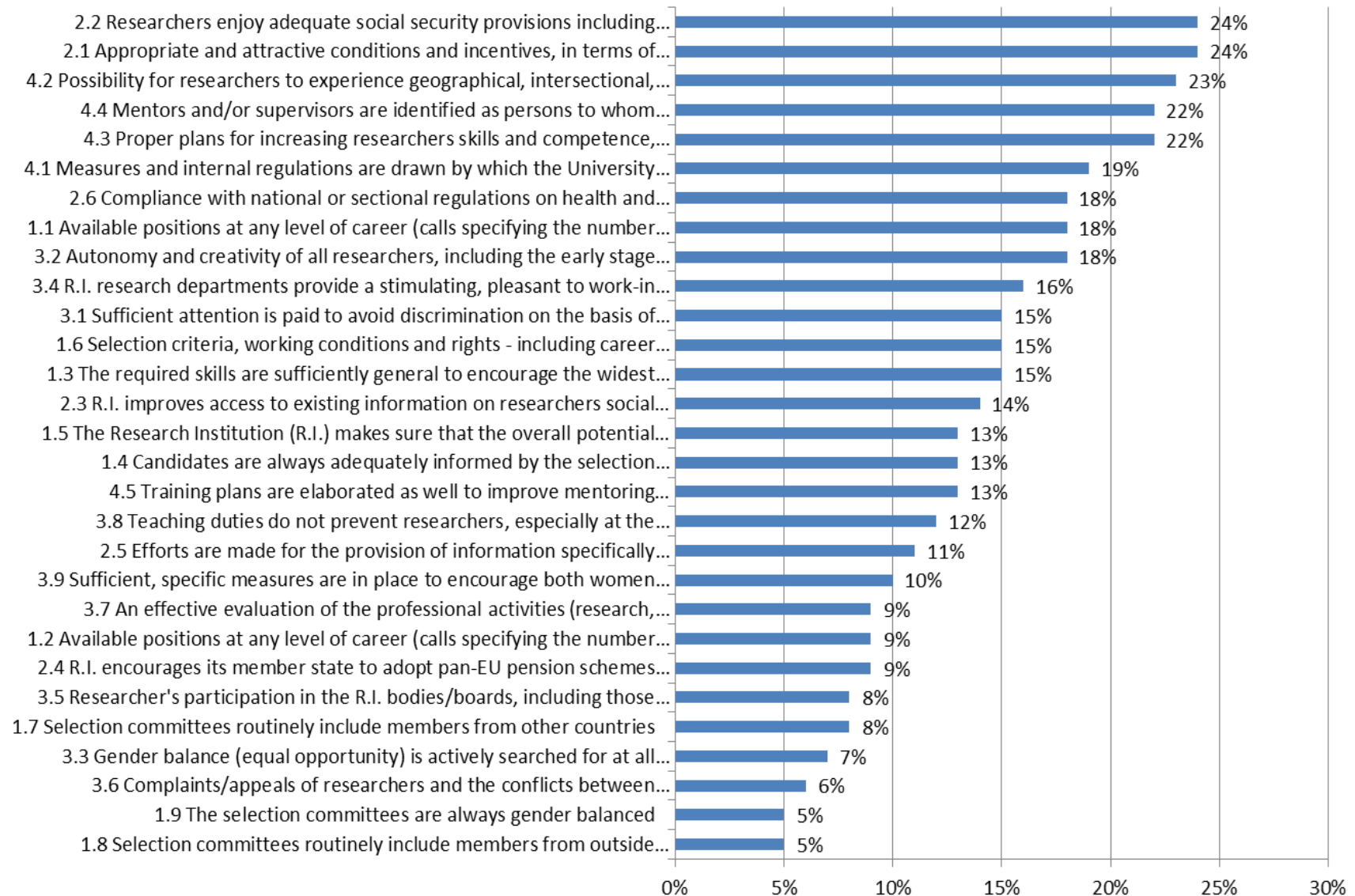
Average agreement for each dimension by staff category



Average agreement for the single statement



Priority of the statements



Legal framework - National and University legislation

Laws and regulations provide the basis for the work on the HRS4S. The ambition to increase the number of researchers and improve their working conditions, to guarantee safety, stability, flexibility and autonomy has to comply with national legislation that presents aspects that slow down the process and contributes to increasing the gap with the European position.

The analysis illustrates, as already pointed by other Italian universities, that the main problems in the Italian university system are the following:

- The last reform of University sector: law n.240/2010. Major changes regard the researchers recruitment system, the governance model and strict limitations on staff turnover (confirmed by further legislations approved at a later stage according to the spending review policy, but affecting the placement of young researchers);
- Creation of a new independent agency for the evaluation of University Higher Education and Research (ANVUR) which imposes additional external constraints on strategies for researchers recruitment;
- Reduced levels of mainstream funding for the Universities by the Ministry (Fondo di Finanziamento Ordinario).

National Legislation

University and Research section

- Istituzione del Ministero dell'università e della ricerca scientifica e tecnologica - Legge n. 168/89
- Riordinamento della docenza universitaria, relativa fascia di formazione nonché sperimentazione organizzativa e didattica - D.P.R. n. 382/80
- Norme in materia di organizzazione delle università, di personale accademico e reclutamento, nonché delega al Governo per incentivare la qualità e l'efficienza del sistema universitario - Legge n. 240/2010
- Regolamento recante criteri e parametri per la valutazione dei candidati ai fini dell'attribuzione scientifica nazionale per l'accesso alla prima e alla seconda fascia dei professori universitari, nonché le modalità di accertamento della qualificazione dei Commissari, DM 76/2012;
- DM 45/2013 decreto attuativo dei dottorati della Legge 240/2010
- Regolamento in materia di dottorato di ricerca (in relazione alle modalità di accesso al dottorato e alla disseminazione delle tesi di dottorato), Legge 210/98 e DM 224/99.
- D.M. 276/2011 del Ministro dell'Istruzione, dell'Università e della Ricerca su Identificazione dei programmi di ricerca di alta qualificazione, finanziati dall'Unione europea o dal MIUR di cui all'Art. 29, comma 7 della Legge 240/2010

Administration and public employment section

- Nuove norme in materia di procedimento amministrativo e di diritto di accesso ai documenti amministrativi - Legge n. 241/90
- Testo unico delle disposizioni legislative e regolamentari in materia di documentazione amministrativa - D.P.R. n. 445/2000
- Norme generali sull'ordinamento del lavoro alle dipendenze delle pubbliche amministrazioni - D. Lgs. n. 165/2001
- Codice dei contratti pubblici relativi a lavori, servizi e forniture in attuazione delle Direttive 2004/17/CE e 2004/18/CE - D. Lgs. n. 163/2006
- Attuazione della Legge 04.03.2009, n. 15, in materia di ottimizzazione della produttività del lavoro pubblico e di efficienza e trasparenza delle pubbliche amministrazioni - D. Lgs. n. 150/2009
- Disposizioni per la prevenzione e la repressione della corruzione e dell'illegalità nella pubblica amministrazione - Legge n. 190/2012
- Legge a protezione del diritto d'autore e di altri diritti connessi al suo esercizio L. 633/41, Law on copyright (in relation to copyright and other related rights);

- Codice della proprietà industriale D.Lgs. 30/2005, Legislative Decree ruling a code of industrial property
- Riordino della disciplina riguardante gli obblighi di pubblicità, trasparenza e diffusione di informazioni da parte delle pubbliche amministrazioni D.Lgs. 14 marzo 2013, n. 33

Safety section

- Codice in materia di protezione dei dati personali - D. Lgs. n. 196/2003
- Testo unico in materia di salute e sicurezza nei luoghi di lavoro D.Lgs. n.81/08 e s.m.i.
- Deleghe al Governo in materia di lavori usuranti, di riorganizzazione di enti, di congedi, aspettative e permessi, di ammortizzatori sociali, di servizi per l'impiego, di incentivi all'occupazione, di apprendistato, di occupazione femminile, nonché misure contro il lavoro sommerso e disposizioni in tema di lavoro pubblico e di controversie di lavoro L. 183/2010

University Regulation section:

- Statuto del Politecnico di Milano- Emanato con Decreto Rettorale n. 623/AG del 23 febbraio 2012 e pubblicato in
- Gazzetta Ufficiale n. 52 del 2 marzo 2012
- Regolamento Generale di Ateneo Emanato con Decreto del Rettore n. 2959/AG del 20 novembre 2012
- Regolamento di Ateneo per l'Amministrazione la Finanza e la Contabilità- emanato il...
- Regolamento Didattico di Ateneo - D.R. 2402/AG del 7 ottobre 2011
- Regolamento per le prestazioni per conto di terzi
- Regolamento Spin off di Ateneo
- Regolamento sulla proprietà industriale di Ateneo
- Regolamento per l'attribuzione di Borse di Studio per attività di ricerca di Post Dottorato.
- Regolamento di Ateneo per la sicurezza e la salute dei lavoratori sul luogo di lavoro
- Regolamento per le modalità di esercizio dell'attività dei rappresentanti dei lavoratori per la sicurezza
- Regolamento della gestione dei rifiuti prodotti nel Politecnico di Milano
- Regolamento per il trattamento dei dati personali, sensibili e giudiziari del Politecnico di Milano
- Regolamento per il conferimento degli incarichi didattici, ai sensi della Legge 240/2010
- Regolamento disciplinante gli incarichi esterni all'Ateneo per i professori e i ricercatori
- Regolamento disciplinante le modalità di reclutamento dei ricercatori a tempo determinato ai sensi della legge 31 dicembre 2010, n. 240
- Regolamento per la disciplina delle chiamate di professori di prima e seconda fascia ai sensi dell'art.18 della Legge 240/2010
- Regolamento per l'impegno didattico dei professori e dei ricercatori del Politecnico di Milano, ai sensi dell'art. 6 della Legge 30.12.2010, n. 240
- Regolamento per il conferimento di assegni per lo svolgimento di attività di ricerca su programmi autofinanziati
- Regolamento per la disciplina del Fondo di Ateneo per la premialità di professori e ricercatori
- Regolamento per il conferimento di assegni di ricerca Polimi International Fellowships (PIF)
- Regolamento per l'attribuzione delle risorse di cui all'art. 29 - comma 19 della Legge 30.12.2010, n. 240
- Regolamento in materia di Dottorato di Ricerca
- Regolamento per la ripartizione del fondo per l'incentivazione alla progettazione interna (ex D. Lgs. 163/2006 - art. 92 - comma 5)
- Codice Etico

Glossary:

PhD candidate: doctoral candidates are to be considered as students according to the National legislation. Following the recommendation of European Commission, the PhD School has the objective to supply competences to perform a highly qualified research activity, this way contributing to the realization of the European Research Area (DM 45/2013 and 94/2013); The PhD School has the objective to supply competences to perform a highly qualified research activity, this way contributing to the realization of the European Research Area (DM 45/2013 and 94/2013);

Research Fellow: position foreseen in art. 22 of 240/2010 (cited as Assegno di ricerca)

Permanent Researcher or Assistant Professor: position cited in art. 18 of the law 240/2010 but cancelled by law and replaced by a temporary researcher position.

Temporary Researcher: new position introduced by the law 240/2010 art.22 (two types of contracts are foreseen).

Professor: art 18 of 240/2010. This position includes Associate Professor, the first academic permanent position, and Full Professor.

I. Ethical and professional aspects

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Article 33 of the Constitution of the Italian Republic states the principle of research freedom "<i>Art and science are free, as well as teaching them is free</i>". The principle is restated in the Italian National Legislation for Universities and Higher Education.</p>	<p>The Charter, article 2 specifies that "The Politecnico is a public and autonomous academic institution of the Italian Republic, which works in the interest of society and respect for human dignity, ensuring the freedom of research and teaching guaranteed by the Constitution", and article 4 "The Politecnico supervises freedom of research and teaching and establishes teaching aims by using its own governing bodies"</p> <p>The University has set up a Fund for its basic research - FARB that has the goal to stimulate basic and explorative research, which are only rarely supported by external funding</p> <p>Part of the income of a national taxation called 5 per mille (which everyone can decide whom to allocate it to) is assigned to excellent projects of researchers</p>	<p>Initiatives aimed at guiding researchers in seeking funding for curiosity driven research and ERC grants.</p> <p>Additional PhD positions self financed to complement those provided by the Italian government</p>	<p>Research Area - 2015</p> <p>Board of Governors and Senate - 2015</p>

2. Ethical principles			
Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Law 240/2010 imposes universities to adopt a Code of Ethics.	A new Ethical Code was adopted in 2012, which identifies values and responsibilities for Researchers, students and administrative personnel. Prevention and anti corruption Training.	Communication action and English version of the document.	Communication Area - 2015

3. Professional responsibility			
Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
National legislation foresees measures for preventing and penalizing plagiarism.	Ethical Code in article 2 (a) "Honesty and Integrity" requires the University community to have intellectual honesty and to avoid plagiarism, to use transparency in all situations and to avoid conflicts of interests. Critical issues are related to the protection of non published works.	Limited awareness of the content of the Ethical Code especially among young researchers. The principle will be implemented through a strong communication action and a translation of the documents. Introduction of a antiplagiarism software to be used for the assessment of theses	Communication Area – Students Standing Committees - 2015 Schools- 2015

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Law 240/2010 article 2 foresees the composition of Governing Bodies and the structure of universities</p>	<p>The Charter and the General Regulation are accessible to all staff as they are published in the intranet Regulation section. The Academic Senate includes representative of all segments of the University community. The new administrative organization ensures direct support to both the Department and the central level. Projects are managed at the departmental level and, related to the Regulation about the Signature Appointment, Directors of Departments are appointed to Sign contracts; so all information are concentrated at the departmental level.</p> <p>Also temporary staff, as research fellows, depends on Departments.</p> <p>PhD candidates works under supervision and their progresses are continuously reported.</p> <p>The University bought access to a funding platform called Research Professional, that provides a complete overview of funding opportunities at the international level.</p>	<p>Communication of research activities from Departments to Central Administration is going on but needs to be implemented with a tool (IRIS) that may register all activities related to research activities and projects.</p> <p>Widespread diffusion of the Research Professional platform for information on funding to improve awareness among University staff of international funding opportunities.</p>	<p>Research Area and Departments – End of 2016</p> <p>Research Area 2015</p>

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
National Law 240/2010 articles 6 to 8	<p>The National Law does not foresee the signature of contracts for Researchers (permanent, assistant professor, temporary researcher and professor figures), but rather they refer only to a national general regulation/contract.</p> <p>Charter and Regulation anyway foresees autonomy at all level.</p> <p>Research Fellows (the only category for which a contact to sign is foreseen) declare to accept provisions by signing the contract.</p> <p>A welcome kit is provided to PhD Candidates at their arrival.</p>	<p>The Regulation is published onto the University website in the section “Work with us”, and in the PhD School website http://www.dottorato.polimi.it/ .</p> <p>The action to foresee is the dissemination of information in Italian and English.</p> <p>Welcome KIT will be created for new researchers, including information about internal regulations: Research fellows, Fixed term Researchers, and PhD Candidates.</p>	<p>Communication Area and Human Resources Area - 2015</p>

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
National legislation about transparency in public sector (see the section <i>Legal framework: National and University legislation</i>).	<p>In compliance with the national regulation on the transparency of public administrations, Politecnico di Milano created a webpage on the web site “Amministrazione Trasparente” in which all rules the university comply with are listed.</p> <p>The Regulation of Administration, finance and accounting expresses clearly in art. 1 that the accounting and administrative processes are inspired by legacy, transparency, efficiency, effectiveness and parsimony, and that they tend to make all responsible for resources management. This said, both in departments and in Central Administration researchers are supported by administrative and technical staff.</p> <p>The Charter (in art. 36) foresees the creation of a Transparency guarantor who has the role to guarantee publicity and transparency to all the University processes.</p>	No action required	

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
National legislation containing rules for personal data protection., l d.lgs. n. 196/2003 - Codice in materia di protezione dei dati personali	Politecnico di Milano has created a section in its website containing all rules and university regulation related to privacy. Here all information are provided. http://www.polimi.it/privacy/ Politecnico di Milano has also adopted a Regulation for safety and health focusing actively its attention on prevention. A training Course on safety rules for all staff (also for students and PhD Candidates). Tests are foreseen every 5 years.	Regulation on research data protection to be implemented.	Research Area - 2015

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>Laws on copyrights (<i>see the section Legal framework: National and University legislation</i>) and Intellectual Property Rights.</p>	<p>The Charter supports the goal of the elaboration and transmission of scientific, technological, human science related and socio-economical knowledge, but also promotion and organization of research, training etc. It also promotes the access to knowledge with the diffusion of contents also in digital, of didactical and cultural activities. The Regulations state the right to apply for patents for internal and external staff.</p> <p>Politecnico di Milano adopted in 2008 a database called Ugov Catalogo della Ricerca in which all research products are catalogued. The database includes publications, projects, books, conference, minutes and patents. This is directly connected to Re.public@polimi the on-line catalogue of research publications produced by scholars and researchers at the Politecnico di Milano (http://Re.public.polimi.it).</p> <p>On 1st October 2014 the new Regulation regarding Open Access entered into force.</p> <p>This Regulation meets the requirements of open access piloted in the European Programme H2020, which requires that publications resulting from financed research are filed into University archives and granted open access. All publications, as said above, will be available on re.public@polimi.</p> <p>A committee composed of personnel from the Library, the Research office and the Technology Transfer office provides information and support on copyright aspects to all University staff. Since 2010 the University has activated POLITESI, an open archive that collects all thesis in digital format.</p> <p>Politecnico di Milano, in cooperation with Springer, publishes the PoliMI SpringerBriefs, which offer concise summaries of cutting-edge research and practical applications across a wide spectrum of fields. Selected PhD theses are included.</p>	<p>An Open Data Policy will be defined and implemented, extending the Open Access policy.</p> <p>Training activities on Scientific Communication and Research Communication will be tested and implemented</p>	<p>Rector University Library Services - 2016</p> <p>Communication Area- 2015</p>
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9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	<p>Dissemination activities are undertaken every year to increase awareness in society about research activities. More specifically:</p> <ul style="list-style-type: none">- Participation to events related to the territory;- Participation in dissemination events such as the Researchers' Night;- Organization of initiatives for children related to science;- Initiatives with schools and companies;- "Expert of the week" section on the website;- Open laboratories initiatives;- Departmental initiatives;- Sustainability days, sustainable Campus related activities		

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
National legislation (listed in the section <i>Legal framework: National and University legislation</i>) foresees several measures to avoid discrimination	<p>The Ethical Code of Politecnico di Milano stresses, in art. 1 in general and in art. 2 point (b), the importance of the principle of non discrimination.</p> <p>The Charter in the art. 35 states the importance of putting in place a Guarantee Committee for equal opportunities that works against discriminations and for the dissemination and of the ethical code.</p> <p>The Committee encourage measures to ban any type of discrimination on the basis of gender, age, ethnic origin, religion, political orientation, sexual orientation and disability.</p> <p>The culture of non discrimination is promoted at an all staff level.</p> <p>The figure of the Confidential Counsellor is foreseen for all cases of relationship problems with colleagues and supervisors for all staff.</p> <p>A programme to improve young girls interest towards science and technologies is already on going.</p>	Definition of a programme to attract young women towards science and technologies at POLIMI by defining specific initiatives and meetings to discuss the importance of science and technology in the society	Communication Area – 2016

11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Law 240/2010 establishes that "professors and researchers are required to submit a three-year report on educational, management and research activities conducted, along with the request for salary increase", and assigns to the evaluation unit the "function of verifying the quality and effectiveness of the courses catalogue [...] and the function of verifying the research activity carried out by departments and the adequacy of scientific or professional curriculum of those who hold a teaching contract as per Art. 23, paragraph 1, and assigns in connection with the activities of ANVUR (National Agency for the Evaluation of the Academic System and of Research) the functions of evaluation of personnel and structures, in order to encourage, with full autonomy and with their own organisation, the merit and improvement of their organisational and individual performance".</p>	<p>Art 6 of the Charter asks Politecnico di Milano to consider the adoption of a result-oriented logic in the distribution of resources.</p> <p>Politecnico adopted a methodology to assess scientific production (publications, projects, books, conference minutes and patents) that takes place every year. An Evaluation Board is nominated and all results are managed through the tool Ugov Catalogo della Ricerca. Results are discussed and approved by Academic Senate.</p> <p>Results of the evaluation systems fulfil university needs.</p> <p>With regard to staff, an assessment is foreseen only for PhD Candidates.</p> <p>Law 240/2010 foresees an evaluation for professors just for the salary increases. The Senate has established the criteria that will be used for this evaluation.</p>	<p>The University will adopt SciVal: a platform that provides access to a dedicated API that enables querying the Scopus database and retrieving metadata on publications, for the purpose of integrating those data into their Current Research Information System.</p> <p>The tool offers all researchers the possibility of self-evaluation of research performance with respect to other researchers in the world working in similar research areas.</p>	<p>Research Area - 2015</p>

II. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>Law 240/2010 contains the standards governing the recruitment of academic staff.</p>	<p>The notice for admission at various levels of academic staff complies with current laws and regulation. The evaluation is based on qualifications and interviews to ensure an objective evaluation of the candidates.</p> <p>Facilitations for special disadvantaged groups or for researchers returning to a research career are not possible considering the legal framework the university has to comply with.</p> <p>The Regulation for research fellowship, in accordance with the provisions of Art. 22 of Law 240/2010, defines the categories of fellowships that can be activated (post-graduated and post-doc) and the access requirements. Post doc fellowship may be of 2 types: a) fellowship with the presentation of a research project (procedure adopted for PIF- Polimi International Fellowship) and b) fellowship answering to a call in which the research project is already defined.</p> <p>Art.18 of Law 240/2010 specify procedures to hire professors, while art. 24 specify procedures for researchers.</p> <p>In order to facilitate access to the procedures for admission to Doctoral programmes to as many candidates as possible – also international candidates –an online application system has been implemented.</p>	<p>No action required since procedures for professors and researchers are defined by legislation. For research fellowship procedures are not defined but internal regulation covered the gap.</p>	
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13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>National law 240/2010 and DM 45/2013</p>	<p>Recruitment procedures operate according to national legislation and to the internal Regulations (PIF regulation, Research fellowship regulation, fixed term researches regulation).</p> <p>The Regulation for the allocation of Research Fellows, according to Law 240/2010 makes it possible to assign temporary positions through selective and suitable public procedures that are efficient and transparent. The general selection announcement contains detailed information regarding the selection procedure and how to participate.</p> <p>The first stage of the selection process for Research Fellows and PhD positions is the publication of the announcement issued by the Rector (for PIF) and Director and Department on the Official Bulletin and on the University website; on the website of the Ministry of Education, University and Research (MIUR), and on websites of the European Union (an abstract of the announcement in English), including Euraxess. The announcement is open for at least 20 consecutive days, starting from the day following the publication of the notice in the Official Bulletin.</p> <p>Selection for Research fellowship:</p> <ul style="list-style-type: none"> - For PIF (Polimi International Fellowship) only an evaluation of qualifications without interview is foreseen. The research project proposed is evaluated in a two step assessment procedure. The internal Committee evaluates applications (art 6 PIF regulation) thereafter external referee assess the projects proposed (art.7) - For Research Fellows, the notice contains the numbers of grants, the duration, the Department and the yearly amount, the title of research and the competencies requested to carry it out. An internal committee assesses applications through evaluation of qualifications and interview. The final ranking is published on the Official Board. All procedures are of competence of individual Departments. <p>With regards to the selection procedure for Researcher positions, the announcement indicates:</p> <p>a) the type of contract under Art. 24 of Law 240/2010 they may be of 2 types (a. three years contracts renewable only once for other 2 years b. three years contracts not renewable);</p> <p>b) the commitment status (full- or part-time).</p>		
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	<p>c) the “competition sector” and a possible profile through identification of one or more scientific-disciplinary and interdisciplinary topics related thereto;</p> <p>d) legal, economic and social security provisions;</p> <p>e) the remuneration of fixed term researchers referred to in Art. 24, par. 3 b) of Law 240/2010;</p> <p>f) the pertinent Department as the place to perform the activity.</p> <p>g) a maximum number of publications to submit and related reference;</p> <p>h) personal interview to evaluate adequate qualifications, scientific production and knowledge of English (and possibly of another foreign language);</p> <p>i) the selection procedure with an indication of the requirements for participation;</p> <p>j) procedures and timing for submission of applications, qualifications and publications.</p> <p>The Selection Committee decides criteria and the parameters to be used for the preliminary evaluation, as well as the criteria for the allocation of a score to qualifications and to each publication submitted by the candidates.</p> <p>The Committee must conclude its work within six months from the date of issuing of the Rector's Decree for the call. The Rector may extend the deadline for finishing only once and for no more than three months for proven and exceptional reasons reported by the Chairman of the Committee.</p> <p>Within 30 days of the date of approval by the Rector, the Department proposes to the Board of Governors the nomination of the candidate selected by the Committee. The proposal is adopted with departmental approval of the absolute majority of the First and Second-segment professors.</p> <p>The Board of Governors approves the nomination within three months from the approval of the acts by the Rector.</p>		
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	<p>Pursuant to Decree of the Ministry of Education, University and Research the University may stipulate, contracts under Art. 24 par. 3 a) of Law 240/2010 with individuals in possession of a PhD who:</p> <ul style="list-style-type: none"> · are winners in specific research programmes of high qualification funded by the European Union and other international bodies, and identified by the Decree of the Ministry of Education, University and Research dated 1 July 2011,; · are winners of specific research programmes of high qualification identified by the above mentioned Decree in the context of competitive funding procedures expressly providing for hiring the winner through an employment contract. <p>Admission to Doctoral programs depends on public competition (Law 210/98, Min. Decree 224/99). Universities have limited autonomy in defining separate modalities for comparative evaluation of the candidates, which makes the selection process rather inflexible, with deadlines and procedures established by law in the national framework. Such modalities often do not accommodate well the needs of projects and international candidates. Anyway, Doctorate candidates are selected with an international competition.</p> <p>All kind of notices are published on several websites: MIUR, Euraxess and that of the Doctoral School.</p> <p>All kinds of notices contain full selection procedures and evaluation criteria. The main rules related to Doctoral School and information about PhD are also included in the call (e.g. title, number of students admitted for each research programme, number of Grants available, regulations and duties, etc.).</p>		
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14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Law 240/2010 establishes rules for the recruitment procedures of the figures foreseen in the law.</p> <p>The same law established a National Agency for evaluating University (ANVUR)</p>	<p>For both figures foreseen by article 18 and art. 24 of law 240/2010, no external experts from private sector are foreseen and no gender balanced committee are expected. However, in these cases two external members from abroad are nominated. Law 240/2010 foresees an external member of the Committee for national qualifying examinations.</p> <p>For figures related to art. 18 (professors) the law doesn't foresee an interview. On the contrary, for figures detailed in art. 24, interviews are undertaken.</p>	<p>No action required since the principle is implemented on the basis of the national legislative framework.</p>	

15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Law 240/2010 establishes the selection procedures and the requirements for the allocation of Temporary Positions (Research Fellows, art.22) for professors (art.18) and researchers (art. 24), and establishes the obligation to indicate on the selection announcements the details concerning the activities, rights, duties, the remuneration and social security provisions.	The notice contains a full description of the procedures and the criteria. A section of the website is dedicated to career opportunities. Feedbacks are provided with the publication of the committee reports that are published on the web.	No action required since the principle is implemented on the basis of the national legislative framework.	

16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>Law 240/2010</p> <p>For figures foresee in art. 24 c.2 and DM 243/2011 contains criteria and parameter</p> <p>For figures foreseen in art. 24 c. 5 the DM 344/2011</p> <p>For figures of art. 18: internal regulation</p>	<p>The notice contains a full description of the procedures and the criteria as explained in the Ministerial Decree that executes the national Law.</p> <p>For Research Fellows and PhD candidates the evaluation considers the academic CV and the potential to perform the research proposed.</p>		
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<p>17. Variations in the chronological order of CVs (Code)</p> <p>Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	<p>The evaluation of admission documents for PhD candidate positions includes the assessment of qualifications and CVs, as well as the candidate experience outside the University, where relevant.</p>	<p>Revision of all regulations containing (and related to) calls for positions for researchers by including specific indications on career gaps.</p>	<p>Human Resources Area -2016</p>

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Law 240/2010	Mobility (in terms of spending time in other countries) has a good evaluation in terms of experience. In the selection for fixed term researchers it represents a good qualification. Notices for researchers and fixed term researchers may include specific criteria. International mobility is encouraged for PhD candidates.		

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	National law standards are implemented.		

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Until 2015 transient rules foreseen by law 240/2010 are applied.	Selection is based on qualifications. On the basis of rules carried forward from previous legislation, a researcher without PhD may apply if he/she has a research qualification of at least 3 years. For Research Fellows in the recruitment phase with equal score, the PhD title represents an advantage. After this evaluation, if equality still exists, the younger candidate will be favoured.		

21. PostDoctorate appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postDoctorate researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postDoctorate researchers. Such guidelines should take into account time spent in prior postDoctorate appointments at other institutions and take into consideration that the postDoctorate status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>Law 240/2010 cancelled the post-doc position, which now correspond to the research fellow position. Art. 22 of Law 240/2010 enables Universities to establish that a PhD title is a mandatory requirement for the admission to Research Fellows.</p>	<p>The Research Fellow position has replaced the postdoc position and these positions are financed directly by research grants</p>		
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III. Working conditions and social security

22. Recognition of the profession All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, Doctorate candidate, postDoctorate fellow, civil servants).			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>DPR 382/1980, art. 30-34 and 54-62, established the figure of Researcher, its status and salary. Law 240/2010 art 6 define the juridical status of professors and researchers within the Italian framework.</p>	<p>The Charter of Politecnico di Milano refers to the valorisation of all staff figures. It promotes research and ting freedom, and ensures the coordination of research programmes. The International dimension represents a priority. Politecnico di Milano promotes staff training to improve the quality of services.</p>	<p>A joint programme with Assolombarda to improve awareness about the PhD title</p>	<p>Career Service and Rector 2016</p>

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Statute	<p>The Charter specifies that Politecnico di Milano promotes wellbeing in study and work places and uses preventive strategies to increase safety and quality. It promotes the quality of life of staff using methods aimed at solving problems associated with working relationships, giving support to professors, staff at work and the relative family structures.</p> <p>Researchers are related to departments. Departments are responsible of their research and work environment.</p> <p>An online course is available for all staff at all levels.</p>	Approve the project for the new buildings of the Departments of Energy, Electronics and Chemistry and reorganization of Department spaces	Rectorate and Senate 2015

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>Law 240/2010 and all other previous laws related to University and researchers career recognised the autonomy of the researchers figure providing a limit only in terms of teaching hours.</p> <p>Besides legislation foresees several possibilities for leave for study and scientific research (both with and without payment) (art.7 law 240/2010).</p> <p>Law 224/99, provides for the suspension of the doctorate for maternity, sickness and now, following a ministerial circular, including attendance in Active Educational Placements, while Law 296/2006 and Min. Decree dated 12.07.2007 provided for the compulsory abstention for PhD candidates during pregnancy, introduced provisions for parenthood.</p>	<p>The Charter specifies that Politecnico promotes wellbeing in study and work places, and uses preventive strategies to increase safety and quality. It also promotes the introduction of a Guarantee Committee for equal opportunities and the improvement of the wellbeing of those who work, and against Discrimination. More specifically, the Committee promotes initiatives aimed at:</p> <ul style="list-style-type: none"> a) disseminating the culture of equal opportunities amongst professors, staff and students of the Politecnico; b) promoting conditions of real equality; c) preventing and removing direct and indirect discrimination in professional training, in access and working conditions, in career progression and emoluments; d) disseminating knowledge of the Code of Ethics of the University and monitoring its implementation. <p>The Committee foresees special measures to facilitate family and professional life (like nurseries and day care for staff children) but also to promote quality in working environment (like the introduction of a Counsellor and of an help desk for the working staff problems).</p> <p>Nursery school for all staff children Day care during schools holiday periods for permanent staff children, and if space is available also for temporary staff.</p> <p>The Rector nominated a Delegate for disabilities who acts as reference point for researchers with disability problems. In addition, a specific office was created, the Multi Chance Poli Team. All relevant information is available on the website.</p>	<p>Extension of Multi Chance Poli Team services to all researchers</p>	<p>Students and Doctoral Service Area - 2016</p>
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	With regard to parental leave for researchers, national legislation foresees the same rules that apply to public sector administrators. The reference are the following (and applied by University): Decreto Legislativo 26 marzo 2001, n. 151, "Testo unico delle disposizioni legislative in materia di tutela e sostegno della maternita' e della paternita', a norma dell'articolo 15 della legge 8 marzo 2000, n. 53"		
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25. Stability and permanence of employment			
Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i> .			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Law 240/2010 sets out the rules concerning the duration of University staff contracts for conducting research. In art. 24 a specification between Junior and Senior Researchers is done. The Junior' contracts duration is 3 years renewable for other 2. The Senior' contract duration is 3 years, a renewal is not possible. If Researcher will obtain the qualification it may have a contract as associate professor.</p> <p>For Research Fellows positions, the law foresee a minimum period of one year with renewal possibility up to four years.</p> <p>The total duration of grants and contracts cannot exceed 12 years (5 years junior, 3 senior, 4 grant).</p>	<p>Politecnico di Milano follows national legislative guidelines. The restrictive legislation imposes to adopt this type of contract instead of permanent positions.</p> <p>Among its activities the Career Service already supports Doctoral Students (company search, training, Cv, etc.).</p>	<p>Feasibility study for the outplacement of researchers and research fellows in the private sector. The aim is to provide continuity, and improve competences also those to be gained outside of the academic context. The study is related to the extension of services provided by the University Career Service (which currently does not cover all Researchers and research fellows)</p>	<p>Career service 2016</p>

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The matter is regulated by national legislation, DPR 232/2011, that foresees a new frame for basic annual salary by categories.</p> <p>In particular art. 3 cites rules for fixed term researchers.</p> <p>Since the law 122/2010 (legge Tremonti) foresees a freeze of salaries nothing may be done for figures other than fixed term. If the wage freeze will be not confirmed for 2015 the frame will be applied also to full time researchers.</p> <p>For Research Fellows a minimum amount is foreseen.</p> <p>Art.9 law 240/2010 foresee a reward funds for professors and researchers.</p>	<p>Notwithstanding the restrictions, a reward system is foreseen in a specific Regulation (Regolamento conto terzi).</p> <p>Politecnico di Milano adopted in 2012 a regulation for the creation of a reward fund for professor and researchers (not implemented due to lack of funds).</p>		

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Art. 35 of Leg. Decree 165/01 (Consolidated Law on public service) stipulates that recruitment procedures in public administrations must comply with respect to the principle of equal opportunity among workers.</p> <p>Law 240/2010 provides, in the appointment of members of the Board of Governors of the University, compliance with the constitutional principle of equal opportunity between men and women in access to public offices.</p>	<p>A Guarantee Committee for equal opportunities was created to guarantee equal working conditions for men and women.</p> <p>The condition of the presence of at least a woman in the evaluation committee is foreseen by national law only for Technical and administrative open positions (D.Lgs 546/1993 art. 29)</p>	<p>No problems are observed in terms of discrimination.</p>	

28. Career development Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>National legislation allows the access to Public Administrations only by competition</p> <p>Law 240/2010 art. 24 Researcher figure type B may upgrade to Associate Professor with a tenure track evaluation and if he already has got the necessary teaching qualification .</p>	<p>A career development strategy for researchers is not possible due to the legislation.</p> <p>This said, a new Regulation related to Research Fellows was issued in 2012.</p>		

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Art. 7 of Law 240/2010 provides that: "In the event of moving to a different institution, professors, permanent researchers and research fellows in charge of research projects, financed by different parties other than their university, retain ownership of the projects and of the related funding, where scientifically possible and with the agreement of the research funder".</p> <p>Art. 6 c.11 of the same law foresees the possibility to share researchers (between universities or Research entities) for didactical and research activities after the signature of a specific agreement.</p> <p>Ministerial Action called "Young Researchers Rita Levi Montalcini" foresees competition for young researchers that may choose a University to realize their activity. University hires them but salary is directly paid by Ministry.</p>	<p>The Charter in art.2 point 5 and art. 5 point 10 recognizes the importance of internationalization and the value of international exchange of researchers and students. Mobility is promoted also with economic contributions.</p> <p>A Visiting Professor Office was established in 2007.</p> <p>Intensive Italian courses are organized for international PhD students and visiting professors. Moreover, an English courses for all staff is offered.</p> <p>In order to foster exchanges and mobility, research agreements were signed with many international universities and research entities.</p> <p>With regard to Young Researchers Rita Levi-Montalcini, the University is using this instrument to hire them.</p> <p>An implementation of the Fund for PhD Candidates endowment (10% of the base scholarship) is foreseen for all PhD candidates.</p>	<p>A ERC and Marie Curie Office will be established within the Research Area in order to promote mobility and international careers and in order to achieve a better coordination of funding opportunities for international mobility.</p> <p>Promotion of existing international agreements with other Universities for researchers mobility</p> <p>The possibility to launch new language courses not only for incoming students/researchers, but also for outgoing staff (with innovative tools like online platforms) will be evaluated.</p>	<p>Research Office - 2015</p> <p>Communication Area- 2015</p> <p>Students and Doctorate service Area</p>

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
See point 28	See point 28. A Job Placement Service was created that offers constant support and guidance to students and graduates and PhD Candidates (even those with experience). It covers a number of services related to their professional career and acts as a direct channel of communication with the job market.		

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>Law 633/41 regulates copyright matters.</p>	<p>Politecnico di Milano has a specific regulation that addresses this matter. It is foreseen that results arising from research made by Research fellows belong to the University while regulation recognizes the moral right as author or inventor.</p> <p>Research Valorisation Service supports researchers in each phase of the technology transfer process. More specifically, the activities of the Service are:</p> <ul style="list-style-type: none"> - Assessment of the possible protection of the research results; - Management of the preliminary inquiry to the filing of patents and other forms of intellectual property rights; - Exploitation of the Intellectual Property through licensing; - Supporting of the negotiations on intellectual property in different forms of cooperation with the industry; - Management of the preliminary inquiry to the spin-off company establishment; - Services aimed at promoting the growth of spin-off companies; - Training and information activities on Intellectual Proprieties and Technology Transfer. 		
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32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
ANVUR (Evaluation Agency of the University and Research System in Italy) provided some indicators but a legislation on this matter does not exist.	The internal system used to evaluate research performances (U-Gov Catalogo della Ricerca) includes Co-authorship.		

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>National legislation provides a complete frame (art. 6, law 240/2010, and law 210/1988 for the involvement of Doctorate candidates in teaching activities).</p>	<p>Politecnico di Milano added to the rules related to relevant legislation, a specific Regulation addressing what ought to be the teaching related tasks for professors and researchers. It specifies what is included in such tasks (frontal lessons, practice sections, laboratory activities, tutor, etc.) and the yearly hours to be spent undertaking such activities.</p> <p>Full time professors have at least 350 hours. Fixed Term professors at least 250 hours. Full time Researchers have 350 hours, fixed term researchers 200 hours, while junior fixed term researchers have 200 hours (on the basis of the internal regulation).</p> <p>For PhD fellows and Research fellows the main activities remains research and/or research training.</p>	<p>Feasibility study to launch teaching training activities for researchers.</p>	<p>Schools - 2016</p>
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<p>34. Complains/ appeals</p> <p>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>			
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>	<p>Actions required</p>	<p>When/Who</p>

<p>Art. 10 law 240/2010 provides for the establishment of a University Disciplinary Board, in accordance with the principle of peer review and debate.</p>	<p>Art. 16 of the Charter established the Disciplinary Board which starts disciplinary proceedings against professors and works in accordance with the methods established by current regulations. The Board operates in accordance with the principle of “judgment by one’s peers”, using the cross-examination system and limited to the Chairman and to the person at a level corresponding to that of the professor subject to disciplinary action.</p> <p>The figure of Confidential Counsellor is foreseen for all cases of relationship problems with colleagues and supervisors for all staff.</p>	<p>A good promotion of the Confidential Counsellor figure at all staff levels</p>	<p>Human Research Area -2015</p>
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<p>35. Participation in decision-making bodies</p> <p>Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>			
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>	<p>Actions required</p>	<p>When/Who</p>

<p>Law 240/2010 cites the organization model and the governing bodies of Universities.</p>	<p>The Charter, issued in March 2012, established the governance structure of the University and the composition of the governing bodies (art. 9).</p> <p>The Rector is the legal representative of the University and deals with the aims, initiatives and coordination of the scientific and teaching activity as well as being responsible for the pursuit of the University's mission in accordance with the criteria of quality and observance of the rules of effectiveness, efficiency, transparency and merit.</p> <p>The Academic Senate leads the scientific and teaching activities of the University, also proposing solutions for the best management of resources. The Academic Senate is composed of:</p> <ul style="list-style-type: none"> a) The Rector, who chairs it; b) A professor for each Department elected by the professors belonging to it, representative of the Department; four professors elected by universal suffrage, representing the University. At least a third of the representatives of Departments and the University consists of the Department Heads; c) Two representatives elected by the staff; d) four representatives elected by the students (this is the case since the number of departments is twelve). <p>Each Department regulation foresees the participation to Departments governing bodies. Researchers are part of the Department Board. Research fellows also have representatives.</p>		
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IV. Training

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Regulation on fixed terms staff specifies that fixed term researchers (either junior or senior) work on specific research programmes and their activities are agreed with the Director of Department in which they work. They work according to the advice and under the supervision of a supervisor. PhD candidates work under supervision of a tutor. A yearly report is required.		

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Supervision foreseen in point 36.		

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	<p>Departments organise conferences and workshops. The participation to international conferences is also fostered through the financial support of Departments. Research service offers training opportunities related to research funding programmes, research contracts and proposal writing.</p> <p>English courses are organised for all Researchers in order to have an adequate preparation for all staff.</p> <p>Specific courses are implemented for PhD Candidates, these courses are open also to researchers.</p> <p>Two MOOCs have been launched aiming at providing the development of soft skills (MOOCs).</p>	<p>Feasibility study to launch teaching training activities for researchers (see point 33)</p> <p>Continue the development of MOOCs.</p>	<p>Schools -2016</p> <p>Research Area-2016</p>

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

	<p>Research training is carried out by research teams.</p> <p>The Career Service offers a series of placement opportunities for PhD candidates. Active liaison with companies is promoted.</p>	<p>Better communication/promotion of courses organized by the Doctoral school in order to encourage the widest possible participation.</p>	<p>PhD School - 2015</p>
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<p>40. Supervision</p> <p>Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</p>			
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>	<p>Actions required</p>	<p>When/Who</p>
	<p>See point 36.</p>		