

## TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: POLITECNICO DI MILANO

Organisation's contact details: Piazza Leonardo da Vinci, 20133 Milan, Italy; <http://www.polimi.it>

Web-link to published version of organisation's HR Strategy and Action Plan:

<http://www.polimi.it/en/scientific-research/aims-and-results/policy/>

Web-link to organisational recruitment policy (OTM-R principles):<sup>45</sup> Web page is the same:

<http://www.polimi.it/en/scientific-research/aims-and-results/policy/>

**SUBMISSION DATE TO THE EUROPEAN COMMISSION:** THE 21<sup>ST</sup> NOVEMBER 2017

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	Staff 1349 Post-doc 766 Visiting 209 PhD candidates 1067

<i>Of whom are international (i.e. foreign nationality)</i>	Staff 33 Post-doc 114 Visiting 209 PhD candidates 336
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	Staff 83 Post doc 749 Visiting 1 Phd candidates 5
<i>Of whom are women</i>	Staff 379 Post-doc 278 Visiting 63 PhD candidates 380
<i>Of whom are stage R3 or R4<sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	898
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	451
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	851
<i>Total number of students (if relevant)</i>	Total number of students 2016 : 41919
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	Total Number of Staff: Professors + Post doc = 2115 Administrative 1203
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	€
<i>Total annual organisational budget</i>	453.445.171,86 €
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	209.217.941,52 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	37.473.981,84 €
<b>ORGANISATIONAL PROFILE</b> (a very brief description of your organisation, max. 100 words)	
POLIMI is a state scientific-technological university established in 1863, which trains engineers, architects and industrial designers. Education is at bachelor, master and PhD level.	
POLIMI is a leading research centre combining theoretical bases of excellence and first-rate research	

<sup>1</sup> [http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf)

infrastructures to provide the possibility of wide variety of experimental research. It is organized in 12 Departments including all main areas of engineering, architecture and industrial design.

According to 2017 QS rankings, POLIMI is the 24<sup>th</sup> best technical university in the world in Engineering and Technology, 7<sup>th</sup> in Europe and first in Italy,

## 2. NARRATIVE (MAX. 2 PAGES)

Please consult the narrative on the strengths and weaknesses under the 4 thematic areas of the Charter and Code as provided in the initial submission of your organisation's HR Strategy. Have any of the priorities for the short- and medium term changed? Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? Are any strategic decisions under way that may influence the action plan?

Please provide a brief commentary – not only looking back, but also looking forward.

The process of approval and definition of the Action Plan 2015-2016 has involved the University in the common effort to start a course of improvement in the situation of researchers' recruitment, reception and stay at the Politecnico di Milano.

Activities included in the Action Plan have been carried on thanks to efforts by the central administration offices. Notably, following to the acknowledgement, the Central Administration area has worked across the University offices through the management body. The work group established in 2014 has constantly monitored the activity and supported the offices in achieving the goals set in the Action Plan.

Activities were carried on consistently with the proposed program and deadlines were met in most cases. Only the task related to the introduction of a better tool for research projects management has not been completed due to the external software provider development delays. This single task therefore is included in the new Action Plan for 2017-2018.

The new Action Plan follows along the strategic lines defined in the previous one, aiming at goals that build upon the results achieved with the first Action Plan. The aim is a continuing improvement process of the University administrative and management procedures, through simplification of the processes.. The working group has the opportunity to evaluate all the main University activities and set out a common route towards the implementation of the strategies allowing compliance with the guidelines of a strengthened Human Resources Strategy for Researchers. Our policies on selection and recruitment have to abide to national rules, that do not allow for instance to impose restrictions on selections, therefore in this case we need to work on the removing possible implicit biases existing among the members of selection committees.

If, then, the Action Plan 2015-2016 has witnessed the start of a set of steps to bring the University administration closer to the research staff, planning for the next two years is directed to consolidate the achieved targets and improve our policies.

Activities predicted for the next years will take place under the new Rector, that has committed to continue the improvement process started. The University central administration has taken on the commitment to continue on this route, improve the background of researchers' work and make their stay more pleasant.

Following the adoption in 2012 of the Ethical Code, in 2016 we have established the Ethical Committee in order to safeguard:

- the rights, dignity, integrity and well-being of all human beings involved in research
- the respect every other living organism

- the respect the environment in every dimension and component
- the freedom and promotion of science.

### 3. ACTIONS

#### 1. Research freedom

PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	NOTE	STATUS at the 4 <sup>th</sup> quarter of 2016
<b>(#1 Gap analysis)</b> Supporting the development of applications to ERC starting grants. Support actions seeking funding support for curiosity driven research	Research Area	1 <sup>st</sup> quarter 2015	Increase the number of Proposals submitted/projects financed; Increase the number of training courses and seminars.	On going support. Measurement of actions at the end of the current year	An ERC Helpdesk has been implemented in 2015 to support researchers <b>2014</b> ERC submitted: 9 StG, 13 CoG, 7 AdG ERC granted: 1 StG partner, 4 CoG <b>2015</b> ERC submitted: 13 StG, 9 CoG, 9 AdG ERC granted: 3 StG (1 partner), 1 CoG, 2 AdG <b>2016</b> ERC submitted: 16 StG, 8 CoG, 8 AdG (in evaluation), 3 PoC (in evaluation) ERC granted: 2 CoG  Currently 58 training courses on related matters have been organized.
15 PhD positions self financed to complement those provided by the Italian government and providing opportunities to Departments to use their internal resources to provide additional PhD positions	Board of Governors and University Senate decisions	1 <sup>st</sup> quarter 2015		Decision already approved by Senate and Board of Governors. The public call will be launched in April 2015	Decision to self-finance internally 15 additional positions was approved by the Senate and the Board of Governors at the end of 2014. Calls were launched in 2015 and 2016 to integrate the positions provided by the Ministry to guarantee 100 positions per year.

<b>(#4)</b> Widespread diffusion of the Research professional platform for information on funding opportunities	Research Area	4 <sup>th</sup> quarter of 2015	Increase the number of daily accesses to Research Professional	On going process. Measurement of effectiveness at December 2015	<b>Number of registered users who have not signed in in 2015 : 2486</b> In 2015 there was an increase of the percentage of total users of 2.20%, and active users of 6.82%. Two general info days have been organized. Specific emails to Departments are continuously sent on specific topics in order to increase the access rate and to provide more opportunities. Info days on RP platform: <ul style="list-style-type: none"> <li>- 10th February 2015;</li> <li>- 8th September 2015.</li> </ul>
<b>(#2)</b> Communication via web and translation of the document in English	Communication Area and Student Standing Committee	2 <sup>nd</sup> quarter of 2015		Activity is on going.	<ul style="list-style-type: none"> <li>• Documents were translated;</li> <li>• Publication on the regulation page of the website <a href="http://www.polimi.it/en/university/statute-and-regulations/">http://www.polimi.it/en/university/statute-and-regulations/</a> ;</li> <li>• Intranet news.</li> </ul>
<b>(#3)</b> Introduction of a new antiplagiarism software	ICT Area and Doctoral School	4 <sup>th</sup> quarter of 2016	Implementation and monitoring of the software use and effectiveness	Experimentally used by 4 doctoral programs (PhD). Now used by all doctoral programmes	Plagiarism detection software adopted in 2014 (Turnitin). Seminar on ethics and corruption in 2016 for University management
<b>(#4)</b> Introduction of a tool (IRIS) to keep track of all research projects and to share information between departments and	Research Area and Departments	2 <sup>nd</sup> quarter of 2016	Identification of an effective solution	The tool is supplied by an external company so internal timeline will be related to the company services.	Implementation by the external provider: IRIS is going to be implemented from the provider on the basis of the needs defined by a interdisciplinary working group composed of several Italian universities. The national provider for all Universities has not completed the tool implementation. Anyway the University has an internal tool for timesheets that contains the projects list. To promote European projects and

central administration					<p>research funded the following actions were implemented:</p> <ul style="list-style-type: none"> <li>- Publication of project profiles on Polimi website,</li> <li>- social network promotion, press releases,</li> <li>- Video with ERC Grantees.</li> </ul>
<b>(#5)</b> Creation of a welcome kit that will be distributed to all new researchers, temporary researchers, fellows and doctoral students	Communication Area and Human Resources Area	2nd quarter of 2015	Creation and distribution of Welcome kit	Welcome kit will be distributed by Personnel offices to all new personnel (from professors to doctoral students)	<p>A Welcome email to all new researchers of the University is automatically sent at the moment of the creation of a new mail box. The email, in Italian and English language, contains a link to the Polimi web page with all internal regulations and bylaws.</p> <p>A welcome kit, for Visiting professors and PhD students, was already available (with generic info), so for these categories an additional kit which collects all internal regulations has been prepared.</p>
<b>(#7)</b> Implementation of a Regulation on research data protection	Research Area	4 <sup>th</sup> quarter of 2015	Regulation published on the University website	Activity is on going.	<p>A working group has been established. It is composed by the Library area, the Research Area (in particular the Technology Transfer Office) and the ICT Area.</p> <p>Privacy and NDA guidelines are available and approved by Senate and Board of Governors.</p> <p>The text of the Data Management Plan guidelines and the Data Management Policy has been drafted. The data management plan guidelines are being tested by different researchers.</p>
<b>(#8)</b> Open Data Policy will be discussed and implemented, extending the Open Access policy	Rector and University Library Services	4 <sup>th</sup> quarter of 2016	Policy published and monitoring of its application	A Politecnico di Milano policy on Open Access to Scientific literature has been approved by the academic	<p>The Open Access Policy is already in force and it will be extended with a section related to Open Data Policy that will be produced by the Working Group and approved by the Senate.</p> <p>The Working Group has interviewed a selected group of researchers to understand the problems and has drafted the guidelines for the preparation of the Data Management Reports requested within the financed projects.</p>

				Senate during the session on 14.07.2014 and entered into force on 1 <sup>st</sup> October 2014. A Work Group on open access to scientific literature is set up. The work group is responsible for applying and monitoring this policy. The work group refers annually to the Senate about application of the policy	<p>We have also undertaken the following actions:</p> <ul style="list-style-type: none"> <li>- Mailing to all researchers</li> <li>- Public and open presentations in Departments and workshops for PhD Students.</li> </ul>
Training activities on Scientific Communication and Research Communication will be implemented and tested	Communication Area	4 <sup>th</sup> quarter of 2015	Activities realized	A workshop for professors and researchers will be organised and satisfaction of the participants will be tested	<p>Organization of an event on dissemination aspects for the H2020 projects (the 5th November 2015);</p> <p>Organisation of a round table with 3 journalists operating in the field of research «Dialogue on the project newsworthiness» (the 16th December 2015);</p> <p>Organisation of the training course «Come si parla agli stakeholder della ricerca» held on the 18th May 2016;</p> <p>Organisation of the training course «How to write a good dissemination» held on the 25th</p>



				through a survey	May 2016.
<b>(#10)</b> 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	4 <sup>th</sup> quarter of 2016		Educational guidance and awareness activities will be organized in collaboration with national associations that are in charge of the above aspects.	Programmes realised: Le ragazze possono 1 and 2 (programme for students) <a href="http://www.leragazzepossono.org/">http://www.leragazzepossono.org/</a> La nuvola rosa: <a href="http://www.deib.polimi.it/ita/eventi/details/908">http://www.deib.polimi.it/ita/eventi/details/908</a> Workshops to discuss about the value of the technical and scientific education. For what concern researchers the situation is continuously monitored. The goal of the monitoring activity is that women have the same opportunities of men and that no discrimination is taking place. Organization of the Researchers' Night "MeetmeTonight" both in 2015 and 2016. Organization of Open Labs days.
<b>(#11)</b> 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	Research Area	4 <sup>th</sup> quarter of 2015	Implementation of the tool	SciVal was bought and installed in January 2015. At the moment it is being implemented by ICT and Research Area.	SciVal is fully adopted and all benchmarking activities are completed. Official presentation inside University was made on the 18 <sup>th</sup> February 2015, and a second presentation took place on the 14 <sup>th</sup> December. The last presentation took place on the 15 <sup>th</sup> June 2016. Nowadays SciVal is used to perform studies on Departments scientific production and on specific research areas to evaluate their standing with respect to other entities. A presentation for all Directors of Departments on how to use SciVal is available.

with the Current Research Information System and allow each researcher to benchmark their performance with respect to other researchers in the world on the same topic.					
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## 2. Recruitment

PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	NOTE	STATUS at the 4th quarter of 2016
<p><b>(#17)</b> Revision of all regulations containing (and related to) calls for positions for researchers by including specific indications on career gaps.</p> <p>All the regulations will be analysed under the principles of the European Charter, especially considering publicity,</p>	Human Resources Area	4 <sup>th</sup> quarter of 2016	Implementation of the new Regulation	The Senate committee is revising all regulations and some have been already approved by Senate. Revision of all other regulations is an ongoing process.	<p>The following regulations have been updated in the current year:</p> <p><a href="#">Regolamento disciplinante le modalità di reclutamento dei ricercatori a tempo determinato ai sensi della legge 31 dicembre 2010, n. 240 Modificato</a>  <i>(Regulations on procedures for the hiring of temporary research)</i></p> <p><a href="#">Regolamento per l'impegno didattico dei professori e dei ricercatori del Politecnico di Milano, ai sensi</a></p>

transparency and gender balance.					<a href="#">dell'art. 6 della Legge 30.12.2010, n. 240 – Modificato</a> <i>(Regulation for the educational efforts of professors and researchers)</i> <a href="#">Regolamento sulle modalità di espletamento delle procedure per la copertura dei posti vacanti dei ricercatori a tempo indeterminato mediante trasferimento da altri Atenei - Rettifica art. 3 - comma 3</a> <i>(Regulation on the procedures for vacancy related to permanent researcher)</i>
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### 3. Working conditions and social security

PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	NOTE	STATUS at the 4th quarter of 2016
<b>(#22)</b> Joint program with Assolombarda to improve awareness about the PhD title	Career Service and Rector	4th quarter of 2016		The Joint programme is actually on going. The process will be completed at the end of 2016. Participation in the working groups on PhD placement	Meetings were organised 2015 and 2016 between Assolombarda and Rectors of Lombardy Region to discuss about this specific theme and define cooperation actions. An agreement including common actions for PhD and researchers placement in companies has been signed in September 2016 with Assolombarda.

				launched by the Rectors' Conference at national level (CRUI).	
<b>(#23)</b> Approve the project for the new buildings of the Departments of Energy, Electronics and Chemistry and efficient reorganization of Department spaces	Rectorate and Senate	4 <sup>th</sup> quarter of 2015		The project for new buildings is approved. The implementation phase is on going. A new building will be realised for the Chemistry Dept. so a temporary location is foreseen.	Board of Governors approved budget for new departments and the designing phase is on going. Temporary building for those Departments involved were assigned and refurbished.
<b>(#24)</b> Extension of Multi Chance Poli Team services to all researchers	Students and Doctoral Service Area	4 <sup>th</sup> quarter of 2016		The office of the students with disabilities assists and provides support in using the university facilities. A delegate nominated by the Rector can provide assistance if needed, to all researchers.	The service is still dedicated to students since it was created for them. The Rector Delegate for Disabilities prof. Licia Sbattella. is in charge of supporting directly all researchers with disabilities. The appointment concerns also teaching and non-teaching personnel that is personally followed by the Delegate and the MultiChancePoliTeam (only in some cases and in any case with the funding of Human Resources Staff). The following services are provided to researchers with disabilities: the accessibility check of all campus spaces and residences, check on working conditions, psychological support, consultations to the adoption of specific technologies, support for periods abroad (structures accessibility check), academic support interaction with the

					structures and university specialists.
<b>(#25)</b> Feasibility study for an outplacement of researchers and temporary researchers towards private sector with the aim to provide continuity also out of the University context. The study is related to the extension of services provided by University Career Service (which does not cover all Researchers and temporary researchers)	Career Service	4 <sup>th</sup> quarter of 2016		The outplacement service will be launched via email and through the website of the Career Service in 2016. From then on, upon request, all temporary researchers will be able to enter a program consisting in 2-3 individual meetings with a CareerService advisor. During the meetings the researcher will have access to: general guidance; needs' analysis and CV review; consultancy in identifying and approaching target	The CareerService website has been updated with information that states that the Career Guidance Program has been extended to temporary researchers:  <a href="http://cm.careerservice.polimi.it/en/career-program/phd-placement/">http://cm.careerservice.polimi.it/en/career-program/phd-placement/</a> The guidance and outplacement program has been tested extensively on the population of PhD candidates and graduates during 2015 and 2016 with very positive feedback. During the 4th quarter of 2016, as written in the action plan, the program will be promoted also towards temporary researchers.

				sectors, roles and employers; possible mock interview with industry manager to test and have feedback on soft skills; final review to verify awareness and possible outcomes of first interviews/ job applications . Total hours per person: 4-8 over a period of 3 months approximately	
<b>(#29)</b> ERC and Marie Curie Office will be created to promote mobility and international careers and for a better coordination of funding opportunities for international mobility.	Research office will host the ERC and Marie Curie Desk	4 <sup>th</sup> quarter of 2015	ERC and Marie Curie Desk	The process is partially implemented. The desk was activated on the 28 <sup>th</sup> January 2015. At the moment ERC activities are ongoing, while a complete plan of dissemination activities concerning Marie Curie action is planned for	The ERC desk was created at the end of January 2015, Marie Curie actions are inserted in the training program and supported at high level by Research Service. The Helpdesk has been established in 2016. ERC info days and Marie Curie Info days have been organised during the year.

				the third quarter of 2015.	
Promotion of existing international agreements with other Universities for researchers mobility	Communication Area	4 <sup>th</sup> quarter of 2015		Activity is on going but an evaluation will take place at the end of 2015.	Publication of the following webpage: <a href="http://www.polimi.it/ateneo/progetti-di-ateneo/progetti-internazionali/">http://www.polimi.it/ateneo/progetti-di-ateneo/progetti-internazionali/</a> In the section European Projects a subsection of the mobility is inserted. For the doctoral student the webpage is the following: <a href="http://www.dottorato.polimi.it/cARRIERA-dottorandi/periodi-allestero-e-di-stage/programmi-di-mobilita-internazionale-outgoing/">http://www.dottorato.polimi.it/cARRIERA-dottorandi/periodi-allestero-e-di-stage/programmi-di-mobilita-internazionale-outgoing/</a>
Feasibility study to launch new language courses (like Chinese) not only for incoming students/ researchers but also for outgoing staff (with innovative instruments like on line platforms)	Students and Doctoral Service Area	4 <sup>th</sup> quarter of 2015	Feasibility study	On going activity  Chinese language courses are available for outgoing students.	Students and Doctoral Services Area (ASSD) organises several Italian and English courses for all students and doctoral students and on demand also for other languages: Chinese, German, Portuguese, etc. Nominal costs are sustained by the requesting students. A MOOC on Italian for foreign students, PhDs and researchers is in the design phase and will be deployed in the first quarter of 2017.
<b>(#33)</b> Feasibility study to launch teaching training activities for researchers	Schools and Rectorate	4 <sup>th</sup> quarter of 2015	Feasibility study on MOOCs or in presence course and possibly launch of activities selected	A focus group is working by the 2 <sup>nd</sup> quarter of 2015 to plan new MOOCs	A platform was realised by METID to provide online courses. Focus groups worked and realized 3 MOOCs courses during the 2015. The work is still on going to design additional courses. Other 7 new courses were realized in 2016: <b>-To Flip or not to Flip</b>  <b>- Coding-Il linguaggio segreto delle cose</b>  <b>- The strange Paradox of the</b>

					<b>World Energy Question</b> - Archaeoastronomy - Using Open Educational Resources in Teaching - Entrepreneurs without borders - Introduction to Industrial Property: patents, designs, trademarks - D-Transform: University Strategies in the Digital World - Embracing Diversity
<b>(#38)</b> Implementation of activities for development of soft skills (MOOCs)	Research Area	4 <sup>th</sup> quarter of 2015		Implementation phase: new training activities are going to be implemented	Several training courses related to the professional development have been organised by the Research Service and by the Doctoral School. A cycle of training sessions related to the Impact in project management has been developed and will be realized till the end of 2016. MOOCs on related topics are available on the Polimi platform and open to all researchers. In details: <ul style="list-style-type: none"> <li>• 4 editions of <b>Gestire il conflitto</b></li> <li>• 4 editions of <b>Gestire il cambiamento</b></li> <li>• 4 editions of <b>Managing conflicts</b></li> <li>• 4 editions of <b>Managing changes</b></li> <li>• 4 editions of <b>Working into Multidisciplinary Teams</b></li> </ul> ERC Helpdesk has followed 200 researchers. Management courses are organized within the doctoral school "Management essentials for PhD's". A course on Research skills for PhD students started in 2016
<b>(#34)</b> Promotion of the	Human Resources Area	2 <sup>nd</sup> quarter of		A meeting with all staff levels will	Meetings with the following Departments



Confidential Counsellor figure at all staff levels		2015		be held on 2nd quarter of 2015.	<p>Presentation in Department of Architecture, Built Environment and Construction Engineering (DABC) 18/02/2015</p> <ul style="list-style-type: none"> <li>- Presentation in Design Department 11/03/2015</li> <li>- Presentation in Department of Chemistry, Materials and Chemical Engineering "Giulio Natta" (DCMC) 27/04/2015</li> <li>- Presentation in Department of Architecture and Urban Studies (DASTU) 7/05/2015</li> <li>- Presentation in Physics Department 13/05/2015</li> <li>- Path for a female leadership : 3 meetings (20/11/2015- 2/12/15 - 22/6/16)</li> <li>- New official presentation of the Office on the internal Newsletter</li> <li>- New communication via email was sent to all university staff (20 April 2016)</li> <li>- Presentation within the Guarantee Committee activities 2014-2015 e 2015-2016</li> <li>- n.25 meetings on demand for counselling (for all staff levels) for discriminatory records.</li> </ul> <p>Other meetings and presentations are planned in the other Departments also to show the new composition of the Guarantee Committee</p>
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#### 4. Training

PLANNED ACTION	RESPONSIBLE FOR IMPLEMENTING	TIMING	MONITORING PLAN	NOTE	STATUS at the 4th quarter of 2016
<b>(#39)</b> Better communication/promotion of courses implemented by doctoral school to be opened to other researchers.	Doctoral School	4 <sup>th</sup> quarter of 2015		PhD School courses are open to PhD candidates and to	<p>Detailed training programmes available from the 15th October at the following link: <a href="http://www.dottorato.polimi.it/carriera-dottorandi/insegnamenti-di-livello-dottorale/">http://www.dottorato.polimi.it/carriera-dottorandi/insegnamenti-di-livello-dottorale/</a></p> <p>A monthly newsletter is</p>

				researchers both from Politecnico and from other universities and are announced in the PhD School web site with a detailed program . The feasibility study of a detailed calendar with all PhD training activities is ongoing, to be realized at the end of 2015.	available with training opportunities for PhD students and researchers.  The newsletter is open to all researchers in order to enlarge the training opportunities.
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As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist<sup>45</sup>, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:
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Politecnico di Milano submitted all documents for the acknowledgement in 2015, so the OTM-R toolkit wasn't out. The new Working Group established in 2017 after a new internal organization asset, was enlarged for this purpose including some the Human Resources Area staff for all matters related to recruitment policies. Considering the checklist, it is clear that our University may actively operate to meet some standards but it is also to consider the nature of the University: as public university, we need to comply with public laws for public bodies. This may represent a limit in many cases since the University can't change the recruitments policies and procedures. Anyway the University is committed to comply with the OTM-R whenever within the bounds of the Italian Law and improve the quality of the ongoing work.

#### **4. IMPLEMENTATION (MAX. 1 PAGE)**

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

- How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?

The internal review was prepared together with the administrative areas involved in the actions. The working group validated the feedback received and after a final discussion the document was sent to the Academic Senate for an official approval.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

The work was realised by the Working Group nominated at the beginning of the process by the Rector that followed all activities with the support of the Research Office that worked as secretariat of the Group. Meetings were scheduled but documents circulated by emails for advices and points of view on specific tasks.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

Yes, Politecnico di Milano has a Strategic Plan for the period 2017-2019 and the alignment of the organisational policies is one of the commitments of the administration and departments.

- How do you involve the research community, your main stakeholders, in the implementation process?

The Research Community at large was involved in the consultation phase in preparation of the Action Plan and then with the presentation of the Action Plan to all Department Heads and Members of Senate and of the central administration staff. Department Heads discussed the Action Plan in the Department meetings before approval by the Senate. The document is now available on the website and information has been sent to all personnel.

- How is your organisation ensuring that the proposed actions are also being implemented?

Each action of the Plan has been assigned to an administrative office and has been closely followed by the Working Group and the Research Office. Following the official approval of the Action Plan, all Areas of the Central Administration and their Managers are involved in the implementation of the activities proposed

- How are you monitoring progress?

The working group together with the Research Office constantly verify the implementation of the actions.

- How do you expect to prepare for the external review?

The working group will gather all the necessary documents and provide access to the publicly available information for the experts. Moreover, the working group will contact and select representatives of the different categories of stakeholders including administrative areas to be involved in the assessment process.

*Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.*