

Human Resources Strategy for Researchers (HRS4R) Improved Action Plan 2020-2022

Index

1. *Politecnico overview:*

- General information: highlights on reputation and main numbers glimpse
- Organizational structure
- Research Structures and research strategy (briefly, as for Uni. Strat. Plan 20-22)

2. *Politecnico and HSR4R:* what we have done and where we are today

- Overview of PoliMi acknowledgment history
- Working Group and staff involved
- 2014/2016 action plan: what we achieved and what we consolidated (the impact the first action plan had on Polimi)
- 2017/2019 action plan: what we achieved and what we consolidated (the impact and the takeover, define the reflections the previous plan brought to Polimi)

3. *Strategic objectives HSR4R 2020-2022:*

Introducing Politecnico (some) strategic objectives defined in the strategic plan of the University 2020-2022: Talent development, PhD strengthening, Gender parity, Lifelong learning, Individual grants (important to define how those objectives related to INDIVIDUO and IMPACT* are aligned and coherent to the European chart of researcher and embedded in the university mission, vision and operational processes).

- Politecnico strength and weakness in relation to HRS4R objectives and working group composition for HSR4R strategy.

- Polimi Improved Action Plan (IAP) for the 2020-2022 period

- Strategic objective 1) *Research Freedom*
- Strategic objective 2) *Working conditions*
- Strategic objective 3) *Training & Development*
- Strategic objective 4) *Recruiting & Selection*
- Strategic objective 5) *Public Engagement*

Introduction

Politecnico di Milano is a public 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 1.400 professors and researchers work at the University, and 47.000 students study in 7 different campuses.

Politecnico di Milano is one of the leading Italian research universities characterized by the combination of theoretical bases of excellence and first-class research infrastructures, providing the possibility of wide variety of experimental, theoretical and modeling research. Politecnico di Milano is organized in 12 Departments that cover all main areas of Engineering, Architecture and Industrial Design.

According to the 2021 edition of Qs World University Rankings, Politecnico di Milano is confirmed among the top twenty universities in the world in the subject “Engineering & Technology”, fifth in the world in the “Design” subject, and tenth in Architecture.

- Students data: 47.590
- Reputation results: QS, 1st Italian, 41 worldwide in Employability Ranking.
- Internationalization: foreign students, mobility, English taught courses at the Master and PhD level
- Placement data: according to the most recent data published on the [2020 report](#) registered a 95% of employment for graduate students and the numbers of PhD that are employed after Polimi experience are 97%.
- Research and technology transfer: 272 financed projects, 9 ERCs and 421 Horizon 2020 projects. 85 are the spin-off created within Politecnico di Milano and 2084 patents.
- Human resources: Administration staff: 1233; Academic staff: 4012 (R3-R4 = 1475, R2=764, R1=1773) numbers confirmed at 31st December 2020.

Organizational structure: governance + departments+ offices

Politecnico di Milano is organized in the following governing bodies, as defined by the Bylaws (Statuto):

- Academic Senate. It is the body that leads the scientific and teaching activities, programs the development of the University, and supervises the overall operations of the institution.
- Board of Governors. It is the body that operates according to the policies and criteria for the use of resources established by the Academic Senate. It guides and controls administrative, financial, and asset management by ensuring the economic/financial sustainability of the University’s activities.
- Board of Auditors. It is the independent body of consultancy and control that addresses the correctness of administrative, financial and accounts management of Politecnico.
- The General Director is responsible for the administrative, financial and technical management and the overall organisation of resources and staff of the University, as well as the legitimacy, impartiality, transparency and good performance of the administrative work of the University
- School of Doctoral Programmes. It promotes, organises and manages all activities related to doctoral programmes. It has a Secretariat that is in charge to manage all examination processes and scholarships, enrolments and careers.

- Departments. The Department is the University structure responsible for the development and coordination of human resources for research and teaching activities. The Department is responsible for research activities in sectors which are consistent with each other in terms of content and methods or objectives, as well as the development of skills for the corresponding teaching activities. All professors and researchers are hosted by a Department. Research fellows and External professors are also hosted by a Department where their research and teaching are relevant.

The Central Administration has undergone a significant transformation in the past year. The transformation is still on going and it helps to fulfil significant changes which current society evolution asks for. These changes are related to the whole organisation, with a rationalisation of the structure, with choices intended to standardize functions and culture, with a managerial approach, based on the quality of services provided. The Central Administration is composed of the following areas, each one managed by a Head:

- Financial Management and Economics
- Campus Life
- Education
- Supplies & Facility Management
- HR & Organizational Development
- Public Engagement & Communication
- ICT Services
- Research, Innovation and Corporate Relations
- Real Estate, Construction and Development

Research Structures and research strategy (briefly, as for Uni. Strat. Plan 20-22):

As mentioned above, Politecnico di Milano is a leading University in Europe in attracting funds, especially for what concerns the Horizon 2020 programme. It is the 1st University in Italy with more than 420 funded projects and more than 185 million of euro earned in EU competitive calls.

Administrative staff from both the Central Administration and the Departments is continuously involved in maintaining up to date the University research areas mapping. To identify the competences inside the Departments, Politecnico di Milano uses the European Research Council's panels and their related keywords, that are worldwide recognized. This facilitates comparisons with partner universities and optimizes the search for funding opportunities for researchers.

The European Research Council supports frontier research, cross disciplinary proposals and pioneering ideas in new and emerging fields, which introduce unconventional and innovative approaches. As for the planning and operation of the evaluation of ERC grant proposals, specific panels have been organised and structured. In detail, there are 25 ERC panels to cover all the fields of science, engineering and scholarship assigned to three research domains: Physical Sciences and Engineering (10 Panels, PE1–PE10), Life Sciences (9 Panels, LS1–LS9) and Social Sciences and Humanities (6 Panels, SH1–SH6). The panel names are accompanied by a list of ERC keywords indicating the fields of research covered by the each ERC panel.

Despite being a technological university, Politecnico di Milano competences cover 202 of 339 keywords ERC, divided as follows: 122 of 167 PE keywords, 35 of 101 LS Keywords, 45 of 71 SH keywords.

2. Politecnico di Milano and HSR4R: what we have done and where we are today

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

In order to proceed with the strategy implementation, the Governance decided to institute a working group representative of the whole research community: PhDs, temporary and full researcher, associate professors, full professors and the Institutional representative.

The first working group acting from 2014 to 2016 was composed by: 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 working group for 2017-2019 was composed by: Institutional Representative - Donatella Sciuto, Executive Vice Rector; Head of PhD School - Prof. Paolo Biscari; Associate Professor - Stefano Capolongo; Researcher - Maurizio Zani; PhD candidate - Annalinda De Rosa.

Both working groups were supported by the Research Service, that acts as Secretary of the whole HRS4R process.

The ongoing dialogue between the Research Service and working groups is a strength for the university functioning process. It allows to map and identify under-covered and under-investigated areas and bring to the attention of the decision-making relevant issue for the achievement of the goals.

Here some of the results and activities are shortly summarised, that Politecnico di Milano consolidated from the previous strategies.

- Action Plan 2015-2016

The acknowledgment process and the definition of the first Action Plan 2015-2016 involved the University in the common effort to start an improvement path with reference to researchers' recruitment, reception and stay at the Politecnico di Milano.

Activities included in the first Action Plan have been carried out thanks to the efforts by the central administration, that involved the relevant offices for their implementation. The Working Group established in 2014 constantly monitored the activity during the realisation phase and actively supported the offices in achieving the goals set in the Action Plan.

All the activities were carried out consistently with the proposed program and deadlines were met. The Research Community at large was involved in the consultation phase, in the preparation of the Action Plan and then with the presentation of the Action Plan to all Directors of Department and Members of Senate and of the central administration staff. Directors of Department discussed the Action Plan in the Department meetings before the approval by the Senate. The main activities of the first Action Plan can be summarised as follows:

- Providing more funding for basic and applied research through specific services: implementation of ERC helpdesk and relevant training courses on funding and projects management.

- Increasing awareness and communication activities on research and funding opportunities through the support of specific tools and training sessions to optimise the use of the tool.
- Updating of the Code of conduct and awareness on the European research principles, then published and promoted.
- Increasing the quality and services for research freedom and outcomes: an open data policy working group was settled and an antiplagiarism tool was adopted by the PhD School.
- Defining and updating regulation on career progress: all documents were updated and published.
- Increased coordination for international exchanges: focus on MSCA networks and specific support was defined as strategic. Promotion of this activities.
- Counselling and support services offered at central level to solve possible conflicts.
- Support for the improvement of research, communication and leadership skills with ad-hoc courses and MOOCS.
- Establishment of Ethical committee and transparency policy.

The Action plan was consolidated through a series of results that impact the research quality and outcomes of the organization, as well as the quality of the research condition and processes.

- ERC: for what concerns the implementation of the ERC help desk, the university strongly participated in the calls with a joint effort of researchers and support services. Yearly results are the following:
 - o 2014 ERC submitted: 9 StG, 13 CoG, 7 AdG; ERC granted: 1 StG partner, 4 CoG;
 - o 2015 ERC submitted: 13 StG, 9 CoG, 9 AdG. ERC granted: 3 StG (1 partner), 1 CoG, 2 AdG.
 - o 2016 ERC submitted: 16 StG, 8 CoG, 8 AdG, 3 PoC; ERC granted: 2 CoG.
- More than 50 training courses on ERC funding were organised.
- 15 additional Ph.D. scholarships from Politecnico di Milano resources were approved additionally to the number of fellowships provided by the Italian Ministry.
- IRIS tool for research monitoring and management was fully adopted and implemented in full usage.
- Working group including several offices and staff jointly worked on data management plan and guidelines.
- More than 15 MOOCs were developed and delivered on the Platform (<https://www.pok.polimi.it/>) with the goal to develop new crosscutting competences for Researchers. A specific set of sessions were dedicated to Researchers (with the label “MOOCs For Researchers”). More than half is dedicated to promote to a wide audience the knowledge and expertise of some specific research, setting a public engagement initiative that is also an educational opportunity. The other part has also an internal goal since it is related to methodology and management skills as well as topics such as diversity and can support researchers in their training.
- Events: numerous events were organised to discuss the role and impact of research in society. In particular were realised general research communication events, specific training events and meetings with the departments on research topics and the services offered. The events have a broad involvement of stakeholders such as international scholars, media, and citizens. Some of the events were:
 - Department meetings: different internal meetings were organized with each department to discuss research opportunities and perspective impact of upcoming funding programmes. This

practice was a roadmap to develop across the years throughout the next action plan, an ongoing dialogue between the research office and the academic community. The meetings help to spot areas for improvement as well as to identify potential development perspectives, with the help of external consultants.

Other events were organised within the impact of research on society.

- **Action Plan 2017-2020**

The second Action Plan continues according to the strategic lines defined in the previous one, aiming at goals built upon the results achieved with the first Action Plan. The aim was a continuing improvement process of the University administrative and management procedures, through simplification of the processes. The Working Group examined 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 of course need to abide to national rules, that do not allow for instance to impose restrictions on selections, therefore in this case we need to work for removing possible implicit biases existing among the members of selection committees.

While the Action Plan 2015-2016 represented the start of a set of steps to bring the University administration closer to the research staff, planning for the Action Plan 2017-2020 was directed to consolidate the achieved targets and to improve our policies.

Activities planned in the Action Plan 2017-2020 were realised after the change of government with the new Rector, who committed to continue the improvement process. The University central administration has taken on the commitment to improve the background of researchers' work and make their stay more pleasant with suitable working condition aligned with other European universities.

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

- The rights, dignity, integrity, and well-being of all human beings involved in research.
- The respect for every other living organism.
- The respect for the environment in every dimension and component.
- The freedom and promotion of science.

The main activities of the second Action Plan can be summarised as follows:

- Development of activities to increase the participation rate in H2020 projects with active participation in international brokerage events.
- Implementation of support services and events for H2020: MSCA help desk was created.
- Awareness of funding with intranet dedicated space.
- Creation of META project: an interdisciplinary project to stimulate reflection on sociological, ethical aspects of research and promotion of integration between STEM and social sciences and humanities. Several workshops and specific training on Ethics under this project were realised.
- Increased internal communication activity on research dissemination, outreach and public engagement potentials: website, Rector Visit, and meetings with Departments.
- Doctoral courses and Training sessions on soft skills were delivered to researchers from Ph.D. students to full professors (i.e. Research Ethics, Impact writing, CV writing, Public speaking, Communication & Dissemination, etc.).

- Implementation of specific tools for better research, such as data management and open data policies.
- Funding of 20 additional interdisciplinary Ph.D. scholarships from Politecnico di Milano resources was approved every year to strengthen the research network across Departments.

The consolidation and results of the second action plan are declined in different strategic areas both for the Researcher Chart acknowledgment and for the University itself.

- With a joint effort and a strong commitment from the Rectorate Research Service through the MSCA Helpdesk, activities were organised to host for the first time a Masterclass for MSCA projects. An open call was issued to bring international scholars to Politecnico di Milano and to discuss Marie Curie opportunities. The results are as follows: in 2018 - call H2020-MSCA-IF-2018: 35 projects submitted (6 grants + 9 SoE) and in 2019 - call H2020-MSCA-IF-2019: 35 projects submitted (4 granted, 6 SoE).
- Internal communication: to increase the awareness of funding opportunities, 42 customised newsletters were released in 2017 for the Departments. The newsletter increased to 48 in 2018, and in 2019.
- Strengthening the Public Engagement strategy with dissemination events to both the internal and the external community. Several meetings between the Rector and the offices and labs were taking place since 2018, an ERC week was organised and different labs inauguration were also open to external stakeholders, as the Wind Tunnel Open Day.
- Events and seminars; the work operating by META reached its full activity phase by organising numerous open lessons, seminars, workshops on interdisciplinary themes according to a strategic plan: sustainability, social inclusion, ethics, smart cities and more.
- The offers of MOOCs were expanded continuing the first action plan efforts to cover several topics addressing several audiences: researchers, professionals, students, and citizens. The MOOCs for researchers covers topics such as: *Being a researcher in STEM*, *Personal Risk Reduction in insecure context*, *Introduction to industrial property: patents, designs, trademarks*, *Communication skills for engineering scholars*. The offers is getting wider every year with more and more contents aimed to developed ethical, methodological and leadership skills for researchers. Alongside other MOOCs for different audiences can represent a valuable source for enrichment for the research community and foster interdisciplinary research.
- Support to researchers: 57 Ph.D. were supported from 2017 with the career services provided by the Research Service, helping them in crafting proposal and applications as well as undersetting how to improve their curriculum. This action was realised within the activity of the Career Service to help PhD students that want to try to have a career in the Industry, and also a yearly report on placement ("[Graduate employment and labour market report](#)") and also web dedicated pages (<https://cm.careerservice.polimi.it/en/career-outcomes/>).
- Dissemination and open policy access: the effort on dissemination initiatives was carried out by the Research Office jointly with the newborn Public Engagement Service with several initiatives. Meetings with Departments to illustrate the opportunity of open research and dissemination were organised, as well as a systematic reorganization of the whole website to highlight the output and allow University stakeholders to get access to it.

The two actions plans set the ground for a new, informed, and articulated action plan to be delivered for the years 2020-2022. Several lessons learned from the previous experiences were embraced. The attention on the Early Stage Researchers and dissemination, as well as the attention on

interdisciplinary and multi-stakeholder projects, remains crucial to face the new opportunities of the Horizon Europe programme.

3.Strategic objectives HSR4R 2020-2022

Politecnico di Milano published the multiannual strategic plan 2020-2022 in September 2020, due to the pandemic situation that in some cases gave impulse to push on other needs adapting to the complexities of the situation. In the first months of 2020 the attention was focused on laboratories that had to be open to companies and institutions operating on the front line. Furthermore, we designed new scenarios for a new beginning, projects we submitted to political decision-makers. Considering the situation, Politecnico di Milano defined a perspective for the future. The clear need to develop strategies and to perform defined actions in the research fields, also working on interdisciplinarity, but also in the framework of international alliances was translated into possible actions.

We are aware that Europe is the only possible path: only by favouring the continuous and profitable exchange of people and of knowledge, we will be able to strengthen common values and a feeling of belonging. This is the only way to acquire the necessary perspective to face the great social challenges that cross the national borders. And also we need to concentrate on the role of the city, Milano, as a vital node in the European network in order to integrate our actions with the territory to give research a better environment and researchers a better place to work.

The Strategic Plan 2020-2022 focused on the following three pillars:

The individual: underscoring human values and needs, placing the human being at the centre of the paths we shall follow, making the most of talent and capability to understand and face the great technological and social challenges.

Global Campus: guaranteeing physical spaces and innovative services that favour the integration of national and international students, professors, researchers, and Alumni who distinguish themselves in the world.

Impact: Increasing the contribution that Politecnico di Milano is capable of generating in favour of society, of scientific and technological innovation for sustainable and inclusive development.

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

All these will be realised assuming diversity as an absolute value.

To achieve the intended goals both in the *INDIVIDUAL* and in the *IMPACT* dimensions we can find the values of *the European Chart for Researches*. Politecnico has a clear goals to foster and promote: *Talent development, PhD strengthening, Gender parity, Lifelong learning, Individual grants.*

The new Working Group acting at the beginning of the 2020 was composed by: Institutional Representative - Donatella Sciuto, Vice Rector; Head of PhD School - Paolo Biscari; Associate Professor - Manuela Antonelli; Researcher - Maurizio Zani; Research Fellow - Anna Linda De Rosa; PhD student - Riccardo Peli.

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

Polimi Improved Action Plan (IAP) for the 2020-2022 period by strategic objective

Research Freedom:

Create more funding opportunities for Researchers

This goal will be achieved by working together with researchers. Using our mapping of competences and trying to understand how to position all the POLIMI research topics within the new Horizon Europe program. This should ensure high-quality participation, providing each department with the possibility to be ready well in advance in the construction of ideas planning: for this reason specific documents tailored to each Department will be drafted in order to inform all researchers about the funding opportunities in the Horizon Europe programme (I quarter 2021)

At the same time, we will work on PhD positions numbers in order to provide more opportunities: ten PhD positions will be self-financed to integrate those provided by the Italian Government; besides, the possibility for Departments to use their internal resources to fund additional PhD positions is available.

Targeted dissemination activities of results arising from the funded research

The goal is to push proactivity in participation to dissemination events and new opportunities to show research results. We will work to provide visibility of POLIMI European projects on the web and participation to specific events. Website will be readapted to new needs and also specific focus will be created to:

- Define a summary of past efforts on H2020
- Define efforts on Horizon Europe programme
- Define precise communication channels and targets in order to emphasize researchers' effort in research. (from I quarter - IV quarter 2022)

Improvement of the possibility of self-assessment to have more information on research performance

A deep understanding of own past performances, success rates, and also possible mistakes in past submissions and projects, may help in designing the path for the Departmental participation to funding opportunities. In 2020 a dashboard for Departments' Directors was created to provide information on departmental research numbers and activities. The goal for the next future is to provide a new clear section in the dashboard "European projects" that includes data elaborated using PowerBI, including indicators, methods for collecting and updating data. Implementation will help to define strategies for future participation and to understand at the local level which topics are the most successful and what kind of support has to be provided to Researchers who are not sufficiently successful.

The main goal of this action is to provide a tool to monitor and support department's decisions in their policies and actions aiming at strengthen research self-financing and also mobility. (IV quarter 2020).

Drafting a new PhD agreement.

This action aims at clearly establishing the rights and duties of Ph.D. candidates, in particular in their relationship with the supervisor(s). The action will focus on the preparation of a template of a Ph.D. agreement to be signed at the beginning of the Ph.D. career by candidates. The Agreement will be developed by the PhD School with the support of other relevant bodies and discussed by the Academic Senate for approval in time for the new candidates of 2022. (IV quarter 2021).

Working conditions:

Stimulate mobility through joint research programs

This action wants to provide more opportunities and support to researchers who want to have an experience abroad through joint research programs. POLIMI has already realized in 2018 and 2019 an MSCA Masterclass thanks to the MSCA HELPDESK created (and foreseen in the previous Action Plan) to attract early-stage researchers with this mobility instrument. POLIMI also decided to start from 2020 to self-finance fellowships to researchers that received the Seal of Excellence (SoE). This action is considered very advanced in Europe. POLIMI is in fact one of the few universities in Europe that self-finances fellowship for SoE.

The action aims at preparing new Masterclasses for both 2020 and 2021 in order to attract more researchers from abroad, to self-finance new positions for those researchers who will be awarded the SoE, and to help internal researchers who want to give impulse to their career with a Global Fellowship (from I quarter 2020- VI quarter 2021).

The goal is related to the realization of the masterclasses to increase the number of applications and POLIMI success rates in MSCA fellowships. Finally, this will help researchers that will decide to be tutors to grow in terms of soft skill and organizational matters.

Gender Equality Plan Definition

Through the Equal Opportunities Unit and the Research Service, the Gender Equality Plan will be defined. The document will be an essential point to ensure Polimi's participation in Horizon Europe. Since 2018 POLIMI has developed the POP project aiming at providing an inclusive study and work environment at Polimi and has published its annual Gender Budget. Thanks to this experience the goal of this action is to draft a document that will consider: human resources and gender expertise; sex/gender-disaggregated data on personnel and students, and annual reporting based on indicators; awareness-raising/training on gender equality and unconscious gender biases for staff and decision-makers (IV quarter 2021).

Provide welfare services

Services for all researchers and staff will be ensured for 2020 and 2021 (I quarter 2020 - IV quarter 2021).

This will include:

- Welfare credit to use for several purposes
- Health integrative insurance for staff and Researchers
- Agreements with services providers for discounted rates to Polimi personnel.

Support wellbeing

Development of dedicated sport facilities and tailored arrangements for employees (and students) in the Leonardo campus through the renovation and management of Giuriati Sport Center (I quarter 2021)

Favour paternity leave

Start a discussion to provide incentives to researchers and professors for voluntary 3 months paternity leave (I quarter 2022).

Training and Development

Definition of a Career Development strategy for Early Stage Researchers to build competences and increase opportunities for growth

- Talent development activities already implemented with the identification of the best CVs followed by interviews and specific training sessions.
- Training for Ph.D. students: a “Research Skills” course is organized every year and includes 10 sessions for technical skills related to projects and fundings, and soft skills to increase

competencies for their personal and professional growth (from I quarter 2020- VI quarter 2022).

- Specific support activities for Postdocs in the context of talent development activities: definition of a career plan for 30 Early Stage Researchers which determines an increase in CV compared to the situation recorded in 2019. An increase in performance will be assessed in relation to conference participation, projects submissions, visits abroad, awards, number of publications (IV quarter 2020).
- Creation of a Dashboard to monitor researchers' CV upgrades. Define training needs, and realise guidelines for the Departments to explain TD activities and how to benefit from the support in order to be proactive in the individual grants opportunities (IV quarter 2021).

CV building training for early-stage researchers.

This action aims at organising specific training paths for Researchers in order to increase their competitiveness and attitudes in terms of soft skills. Training sessions will be based on the specific needs of researchers (I quarter 2020 - IV quarter 2022).

Organization of workshops on the tools that POLIMI offers to Researchers

Organise events to increase the use of tools that POLIMI offers to Researchers to increase their performance in finding funding opportunities, analyse their own research performance, and compare it with other peers. In particular, Researchers will be practically introduced to the following tools: Research Professional and Scival. Training sessions will be repeated with small groups of Researchers twice a year (from I quarter 2020- IV quarter 2022).

Focus on Individual grants

To provide more independence to researchers the Research Service will organize training sessions focused on individual research grants such as ERC (from I quarter 2020- IV quarter 2022).

Training on Innovation Management

Organise a specific training session in order to provide all necessary information on Innovation Management and how to better exploit research results. The module will analyse the types of innovation, to analyse the problems related to its strategic management.

Researchers will learn how to manage the life cycle of the process, therefore from the idea, to development and marketing, as well as to the effects of the change that derives from it.

Researchers will receive information on how to define technological strategies and translate them into new ideas and projects: starting from Design Thinking to arrive at the different ways of managing innovation and its potential impact. The course will be repeated once a year within the Talent development program for Early Stage Researchers. (IV quarter 2021).

Definition of a set of needs for improve research communication

This action has the goal to define a frame to provide a clear map of researchers need that will be used for reinventing web portals in order to increase the interest in POLIMI research, attract more and interact with external stakeholders. The output of the study will be the construction of a frame to understand how to help researchers for an optimal communication internal and external using available instruments (IV quarter 2021).

Active involvement of local, national and international communities in dissemination activities related to research and to show projects results

For this goal, several actions may be foreseen to involve more Offices in the organisation of activities. In particular, it could be foreseen:

- Participation to events at local level (Communication Area)
- Participation in dissemination events at national level (Research Area)

- Organization of initiative for children and schools (Communication Area)
- Organization of initiatives with companies and Alumni (Alumni)
- Open laboratories initiatives (Communication Area + Departmental communication Offices)
- Initiatives linked to city museums (Communication Area + Researchers)
- Sport initiatives for citizens (Campus life + Communication Area)

The active involvement of several Areas and Offices will give the right impulse to the activities and will mobilize a high number of staff internally to increase participation and interest. (IV quarter 2022)
Events will be followed by evaluation questionnaires to participants to assess satisfaction with the event, but also to collect feedback in order to improve communication initiatives towards civil society, in terms of content, format, etc. (IV quarter 2022).

Targeted Press Release realization

Specific communication activities will be realized per topic.

- COVID: Due to the pandemic situation we are living, a COVID-19 Research Update Magazine is produced and upgrades are foreseen in order to let know to a wider public the effort in the research to fight the Virus done by Polimi Researchers (IV quarter 2020- IV quarter 2021).
- New Website: a website organized by research topics identified as relevant in the Recovery Plan will be deployed to give more visibility to the research performed and the researchers working on those themes (IV quarter 2020- IV quarter 2021).
- Individual Grants: a specific focus on prestigious grants awarded to Polimi Researchers will be done (IV quarter 2020- IV quarter 2021).

Recruiting & selection:

Increase gender gap awareness in recruiting researchers

The goal to have balanced selection committees in public calls for researchers is really important for Polimi also if the numbers don't allow to have a 100% balance. Currently a recommendation on the optimal composition of the selection committees was drawn up and disseminated to the departments. Monitoring of the application of the recommendation during selection procedures will be performed and a Report on the results will be made available to the community (from I quarter 2020- IV quarter 2022).

Update of Regulations related to Recruiting.

Polimi has several regulations dedicated to recruitment process for the different positions related to Term Fellowships, Researchers, Associate and Full Professors. The action focuses on monitoring the recruitment processes and updating and improving the regulations during the entire period (from I quarter 2020- IV quarter 2022).

In 2020 the following regulations are updated:

- Regulation governing the methods of recruiting fixed-term researchers;
- Regulation for the calls of associate and full professors;
- Regulations for the teaching commitment of researchers of the Politecnico di Milano;
- Regulations related to fellowships related to carry out research activities on self-financed programs (2021).