

HR Excellence in Research 2025-2027 ACTION PLAN

*For the implementation of the European Charter for
Researchers*



**Politecnico
di Torino**



*Approved on 30/01/2025 by the Board of Governors with the favorable opinion of
the Academic Senate*

Action 1	Launch and implementation of a new Action Plan to promote the attraction of resources from competitive calls within the main research funding programmes.
ACTION PLAN AREA	Support for Research Development
Responsible Departments	RIMIN Department - Research, Technology Transfer and Innovation , SAIL Department - University Sustainability, Research Infrastructures and Laboratories, PEPS Department - People, HR Planning and Development
Brief Description	Launch and implementation of a new Action Plan aimed at promoting the attraction of resources from competitive calls within the main research funding programmes and supporting curiosity-driven research, with particular attention to early-career researchers.
Links with the Rector's Programme and with other University Action Plans	<p>Definition of rules for the use of research infrastructures by university staff (with particular attention to early-career researchers) and facilitation of their access also through the preparation of internal calls for proposals [Rector's Program Action No. 48]</p> <p>Increase in the number of faculty members as project leaders in competitive calls, with coordination and support actions for the participation of young researchers in international research projects through university-level measures [Rector's Program Action No. 66]</p> <p>Publication of internal calls, particularly aimed at young researchers, to fund research projects aligned with the University's strategic objectives [Rector's Program Action No. 68]</p> <p>Organization of direct support activities for proposal writing, project management and reporting, especially for European and international projects, by identifying the most suitable calls and including faculty in consortia [Rector's Program Action No. 73]</p> <p>Creation of a mentoring program (similar to the one already launched for teaching) and a shared network of experiences for proposal development [Rector's Program Action No. 74]</p> <p>Provision of an individual, multi-year fund by the University to support the three institutional missions [Rector's Program Action No. 153]</p>
Timeline	December 2027
Indicators and Targets	Annual participation of an average of 50 young researchers in the proposed initiatives aimed at improving access to research funding opportunities.
Principle(s) of the European Charter for Researchers	<i>1.2 Freedom of Scientific Research</i>

Action 2	Strengthening services to support researchers' career development
ACTION PLAN AREA	<ul style="list-style-type: none"> • Career opportunities for early-career researchers • Guidance and career support for students, PhD candidates, and outgoing postdocs
Responsible Departments	RIMIN Department - Research, Technology Transfer and Innovation, PEPS Department - People, HR Planning and Development
Brief Description	Support actions for academic and professional careers through targeted initiatives, guidance programs, and awareness-raising among companies and institutions about the skills of early-career researchers.
Links with the Rector's Programme and with other University Action Plans	<p>Establishment by the University of a Career Development Hub that actively promotes — especially for the benefit of PhD candidates, research fellows, and fixed-term assistant professors (RTDA) — the opportunities offered by the academic world, research institutions, industry, and public administration, also through connections with these institutions [Rector's Program Action No. 112].</p> <p>Raising awareness among companies, research institutions, and public administrations about the diverse skill sets of PhD candidates, research fellows, and RTDA staff [Rector's Program Action No. 61].</p> <p>Provision by the University of an individual multi-year fund to support its three institutional missions [Rector's Program Action No. 153].</p>
Timeline	December 2027
Indicators and Targets	More than 50 PhD candidates and postdocs (R1+R2) per year benefit from a professional career guidance programme.
Principle(s) of the European Charter for Researchers	4.2 <i>Career Development and Advice</i>



Action 3	Development and implementation of an Integrity Roadmap.
ACTION PLAN AREA	Institutional Life of the University
Responsible Departments	RIMIN Department - Research, Technology Transfer and Innovation, ARIA Department - Institutional Relations, General Affairs, Archives and Libraries
Brief Description	Development of an Integrity Roadmap to clearly and effectively communicate the tools and procedures available to seek support in cases related to Integrity (research integrity, harassment, cybersecurity, etc.), including the role of the Researcher Ombudsperson.
Timeline	December 2026 (mid-term)
Indicators and Targets	Publication of the Integrity Roadmap on the Polito Website
Timeline	December 2027
Indicators and Targets	KPI measured based on the CER Principles Survey issued by Polito. Reduction in the percentage of "I don't know" responses to the question regarding the existence of a procedure for complaints/appeals. Target: ≤25% of "I don't know" responses.
Principle(s) of the European Charter for Researchers	1.1 <i>Ethics and Research Integrity</i> 3.1 <i>Working Conditions, Funding and Salaries/Complaints/appeals</i>



Action 4	Promotion of international mobility actions, both incoming and outgoing
ACTION PLAN AREA	International Training and Mobility
Responsible Departments	INCAM Office – International Affairs
Brief Description	Development of a new internationalization plan that includes actions to promote international researcher mobility through both incoming and outgoing initiatives, with programs for visiting professors and specific incentives for research projects with top-level universities.
Links with the Rector's Programme and with other University Action Plans	<p>Promotion of international mobility initiatives, with a particular focus on enhancing the careers of young researchers [Rector's Program Action No. 34]</p> <p>Implementation of a university-coordinated programme for the recruitment of visiting professors, who may also be assigned teaching responsibilities, including full courses, modules, or specialized seminars [Rector's Program Action No. 35]</p> <p>Definition of specific incentives to support outgoing mobility [Rector's Program Action No. 36]</p> <p>Development of the University's new Internationalization Plan [Rector's Program Action No. 77]</p> <p>Reintroduction of joint research projects with international universities of excellence across various scientific fields, through collaboration agreements that provide for reciprocal exchanges [Rector's Program Action No. 79]</p>
Timeline	December 2027
Indicators and Targets	<p>Implementation of new initiatives aimed at incoming and outgoing mobility with target countries.</p> <p>In 2027, a 20% increase in visiting scientists compared to the year 2024.</p>
Principle(s) of the European Charter for Researchers	1.7 <i>Free circulation of researchers</i>



Action 5	Training and engagement plan for involving young researchers in governance roles
ACTION PLAN AREA	Career opportunities for young researchers
Responsible Departments	PEPS Department - People, HR Planning and Development
Brief Description	Plan to train and engage young researchers in governance roles, through the establishment of a scientific-diplomatic body and an Academy within the Internal Training School.
Links with the Rector's Programme and with other University Action Plans	Establishment of a University "scientific-diplomatic body" to systematize and strengthen institutional activities in support of policy and decision making; promotion of pathways for engaging young researchers in these areas [Rector's Program Action No. 85]. Within the Internal Training School's offerings, an Academy to involve young researchers in a program of experiences aimed at training them for service and governance roles within the University, through both theoretical activities and practical mentoring, with particular attention to gender balance [Rector's Program Action No. 111].
Timeline	December 2026 (mid-term)
Indicators and Targets	Establishment of the «Scuola di formazione giovani e leadership Academy» ("Young Researchers Training School and Leadership Academy")
Timeline	December 2027
Indicators and Targets	Following the establishment of the "Young Researchers Training School and Leadership Academy," the annual participation of at least 50 young researchers is expected in the proposed activities.
Principle(s) of the European Charter for Researchers	<i>3.1 Working conditions, funding and salaries - Participation in organisation governance</i>

Action 6	Implementation of the GEDIW– Gender Equality Diversity Inclusion Wellbeing Action Plan
ACTION PLAN AREAS	Enhancement of diversity; University welfare services; Common spaces; Educational technologies; Information and decision-support services, transparency and accessibility; Equal Opportunity policies in staff career development; Fostering the vocations of researchers and faculty members; Support for research project development; Support for training activities; Institutional life of the University; University communication; Internal communication.
Responsible Departments	STUDI Department - Students and Education is the primary responsible unit
Brief Description	The GEDIW is the tool through which the gender, inclusion, and wellbeing policies of Politecnico become operational. It has a three-year duration and is accompanied by periodic monitoring through specific indicators (KPIs).
Links with the Rector's Programme and with other University Action Plans	<p>This action refers to the entire GEDIW Action Plan and also draws on various actions included in the Rector's Program at university level.</p> <p>Organization of events, seminars, and initiatives that promote awareness of diversity and inclusion [Rector's Program Action No.110]</p> <p>Promotion of a university policy manifesto on enhancing diversity and inclusivity in the university's strategies [Rector's Program Action No.122]</p> <p>Strengthening of university initiatives aimed at valuing diversity (such as the Gender Observatory and GREG) and ensuring gender equality, along with support for CUG activities [Rector's Program Action No.123]</p> <p>Active promotion of gender balance in top-level positions within the university and its affiliated entities [Rector's Program Action No.133]</p> <p>Gender impact analysis of university decisions and the current mechanisms and regulations governing its operations [Rector's Program Action No.134]</p> <p>Definition of a Wellbeing Charter for university staff [Rector's Program Action No.135]</p> <p>Promotion and dissemination of inclusive communication guidelines and review of university events to ensure alignment ("no manel policy") [Rector's Program Action No.136]</p> <p>Reduction of gender segregation in Engineering degree programs through targeted actions [Rector's Program Action No.137]</p> <p>Reduction of gender segregation among teaching and research staff through federal governance actions and multi-year departmental incentive plans [Rector's Program Action No.138]</p>
Timeline	December 2027
Indicators and Targets	<ul style="list-style-type: none"> At least 1/3 of women in the overall university leadership, with the goal of achieving this proportion in every top-level position. Elimination of the gender gap in staff promotions, with the aim of extending this goal to other dimensions of diversity. Doubling the percentage of international teaching and research staff. Reduction of the percentage of emotional exhaustion identified in the Wellbeing Survey across all components of the Politecnico community, reaching at least a sufficient level for each related construct.



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HR EXCELLENCE IN RESEARCH

Principle(s) of the European
Charter for Researchers

1.4 Gender Equality
1.5 Embracing Diversity
1.6 The Researcher
4.1 Valuing Diverse Research Careers

Action 7	Revision of recruitment and career progression calls
ACTION PLAN AREA	Enhancement of the vocations of researchers, female researchers, and faculty members
Responsible Departments	PEPS Department - People, HR Planning and Development
Brief Description	Implementation in recruitment and career progression calls of a more holistic (with attention to the three missions) and inclusive evaluation of applications.
Links with the Rector's Programme and with other University Action Plans	<p>Revision of recruitment calls to make evaluation grids more flexible, in order to fairly consider contributions across all university missions, including service roles within the institution [Rector's Program Action No. 114]</p> <p>Implementation of a more holistic (focused on the three missions) and inclusive assessment of applications in recruitment and career progression calls [COARA Action Plan A.1]</p> <p>Establishment of a commission to initiate a preparatory process for refining the recruitment procedures for RTT positions [Rector's Program Action No. 113]</p> <p>Recognition of diversity in career paths and skillsets in selection procedures [GEDIW Plan Action 3.3]</p>
Timeline	December 2027
Indicators and Targets	<p>December 2026: Measures to involve the various categories of research staff in the revision of recruitment procedures – KPI: yes/no</p> <p>December 2027: At least three changes in recruitment calls and procedures ensuring a more holistic and inclusive evaluation</p>
Principle(s) of the European Charter for Researchers	<p>1.4 Gender Equality</p> <p>1.5 Embracing Diversity</p> <p>1.6 The Researcher</p> <p>2.1 Researchers' Assessment</p> <p>2.2 Recruitment</p> <p>2.3 Selection</p> <p>2.4 Career progression</p> <p>4.1 Valuing Diverse Research Careers</p>

Action 8	Open Science and research data
ACTION PLAN AREA	Information and decision-support services, transparency, and accessibility
Responsible Departments	STARQ Office - Strategy, Analysis, Reporting and Quality .
Brief Description	Encourage the adoption of Open Science principles, methodologies, and practices within the academic community.
Links with the Rector's Programme and with other University Action Plans	<p>Strengthening training and information activities related to research data management in accordance with the FAIR principles, and promoting Open Science practices. [AP COARA A.11]</p> <p>Enhancing support for research staff to encourage, across different disciplinary fields, the adoption of Open Science methodologies and practices throughout the research project life cycle, including support for researchers' diamond open access editorial initiatives. [AP COARA A.12]</p> <p>Implementation of a monitoring system for Open Access publications and products and Open Science activities (Open Science Dashboard), also using open databases. [AP COARA A.18]</p> <p>Preparation of an institutional report on Open Science. [AP COARA A.19]</p> <p>Accessibility of data in accordance with the FAIR principles regarding GEDI dimensions. [GEDIW Plan Action 2.3]</p>
Timeline	December 2025
Indicators and Targets	An online third-level course on "Research Data Management and Open Science"
Timeline	December 2026
Indicators and Targets	1 proof-of-concept of the Open Science Dashboard (conclusion of the CoARA Boost project)
Timeline	December 2027
Indicators and Targets	Open Science Dashboard available to researchers
Principle(s) of the European Charter for Researchers	<p>1.1 Ethics and Research Integrity</p> <p>1.3 Open Science</p>

Action 9	Research results dissemination and exploitation activities
ACTION PLAN AREAS	Promotion of the University and its competencies; Patent portfolio, exploitation, and commercialization
Responsible Departments	NUCOMIVA - Communication, Identity and Valorisation Hub, RIMIN Department - Research, Technology Transfer and Innovation
Brief Description	The University enhances the value of research results through the communication and promotion of achievements and expertise, the strategic management of its patent portfolio, and support for companies via a digital network and the organization of events to foster collaborations and professional development.
Links with the Rector's Programme and with other University Action Plans	<p>Timely and periodic dissemination of information to external stakeholders regarding the management and use of facilities and infrastructure, as well as on the most significant results achieved [Rector's Program Action No. 53]</p> <p>External communication of the available expertise within departmental and extra-departmental facilities, and of the potential of the University's infrastructure [Rector's Program Action No. 54]</p> <p>Public disclosure of the University's research registry to institutions, companies, and media [Rector's Program Action No. 55]</p> <p>Creation of a digital network for small and medium-sized enterprises through the development of a register, in collaboration with the Industrial Union and the Turin Chamber of Commerce, to facilitate the identification of faculty and researchers most suited to support companies on key development topics [Rector's Program Action No. 56]</p> <p>International promotion of research results through targeted scientific communication strategies tailored to different users and sectors [Rector's Program Action No. 57]</p> <p>Management and communication of the University's patent portfolio to promote exploitation and commercialization [Rector's Program Action No. 58]</p> <p>Organization of outreach events for recent inventions already covered by patent applications, targeted at industrial partners [Rector's Program Action No. 59]</p> <p>Promotion of interaction with professional associations (e.g., Chambers of Engineers and Architects) through the organization of events and conferences at the University, also aimed at providing professional development credits to members and involving faculty in the topic of regulations and their continuous updates [Rector's Program Action No. 60]</p>
Timeline	December 2025
Indicators and Targets	<ul style="list-style-type: none"> • Definition of a new format for communicating research results through storytelling, and publication of a pilot issue • Organization of at least 3 training events on the new patent regulations and on topics related to IP protection and valorization
Timeline	December 2026
Indicators and Targets	<ul style="list-style-type: none"> • Publication of at least 5 longforms • Organization of at least 3 training events on the new patent regulations and on topics related to IP protection and valorization
Timeline	December 2027



Indicators and Targets	<ul style="list-style-type: none">• 36 issues of the Polito newsletter for companies during the 2025–2027 period• Training provided to at least 20% of researchers on patent regulations and topics related to IP protection and valorization
Principle(s) of the European Charter for Researchers	3.4 Dissemination and exploitation of results



Action 10	Consolidation of the National Community of Practice for the HR Excellence in Research Award
ACTION PLAN AREA	Promotion of the University and its competencies
Responsible Departments	RIMIN Department - Research, Technology Transfer and Innovation, ARIA Department - Institutional Relations, General Affairs, Archives and Libraries, NUCOMIVA - Communication, Identity and Valorisation Hub
Brief Description	To improve the implementation of all the principles, one action will involve the active participation of Politecnico in the structuring and functioning of the national Community of Practice that brings together Italian universities holding the HR Excellence in Research Award. The Community aims to exchange best practices and lobby the Ministry of University and Research (MUR) and ANVUR to facilitate the effective implementation of the principles.
Timeline	December 2027
Indicators and Targets	Involvement of at least 20 Italian universities that do not yet hold the HR Excellence in Research Award in information and awareness-raising initiatives on the principles of the new Charter.
Principle(s) of the European Charter for Researchers	All