

PoliTo Report Job shadowing event

Torino, 9th – 13th October 2017

The present report aims at summarizing the activities carried out during the job shadowing event, performed from the 9th to 13th October 2017.

The Programme has been structured according to the participants' needs collected during the Project meeting in Tashkent in February 2017, during the morning session of the first day of the job shadowing and to the specific objectives of the UZDOC 2.0 Project.

During the week, the Uzbek participants had the chance to get acquainted with the organization of the Politecnico di Torino and all the relevant offices involved directly and indirectly in the Doctoral education, giving them the possibility to interact asking questions and to get the most from people-to-people contact.

This intensive week gave them the possibility of enhancing their professional experience, exchanging practices and networking with colleagues.

The participants involved were 6 coming from 6 different Institutions:

- 1 Tashkent Financial Institute: **Ulugbek Khalikov** - Head of International Relations Office;
- 2 Namangan State University: **Pulatkhon Lutfullaev** - Head of International Relations Department;
- 3 Tashkent Chemical-Technological Institute: **Zebo Babakhanova** - Head of International Relations Department;
- 4 Samarkand Institute of Economics and Service : **Shakhnoza Kadirova** – Head of International Relations Office
- 5 Karshi State University: **Abdulaziz Kurbanov** - Associate Professor of Biotechnology Department
- 6 Uzbekistan State Institute of Arts and Culture: **Gulnoza Aripova** - Lecturer of the Department "Languages and Literature"

The activities were carried out according to the following schedule:

Monday 9 th October	Tuesday 10 th October	Wednesday 11 th October	Thursday 12 th October	Friday 13 th October
<p>09:30 – 13:00 Introductory session Welcome by Head of Doctoral School Tour de table: Your expectations, needs, concerns Presentation of the job shadowing programme General presentation of the University and its organization</p>	<p>9:30 – 11:30 I3P – Italian University Incubator and meeting with innovative start-ups</p> <p>11:45 – 13:00 QVAL: research evaluation and international publication ranking</p>	<p>9:30 – 11:30 The International Area: international relations and networks</p> <p>11:45 – 13:00 Masters and long life learning</p>	<p>9:30 – 13:00 The Research Area: Support Services for management of funded research projects</p>	<p>9:30 -12:30 Internationalization of the PhD (co-tutelle agreement. Joint PhD, Marie Curie) and the Uzbekistan case</p>
Lunch 13:00-14:00	Lunch 13:00-14:00	Lunch 13:00-14:00	Lunch 13:00-14:00	Lunch 13:00-14:00
<p>14:00 – 15:00 Doctoral School presentation</p> <p>15:00 – 16:30 PhD in Italy and Europe</p>	<p>14:00 – 15:00 Case studies from PhD Candidates (international mobility, apprenticeship, collaboration with enterprises)</p> <p>15:30 – 16:30 The Technological Transfer Area: the private – public partnership</p>	Free time	<p>14:00-15:30 Stage & Jobs Placement: The career service</p> <p>15:30 – 16:30 My research in 3 minutes <i>I3P</i></p>	<p>14:00-15:00 Closing session Key takeaways My roadmap</p>
16:30 Reporting	16:30 Reporting		16:30 Reporting	15:00 Reporting
End of programme: 17:00	End of programme: 17:00		End of programme: 17:00 20:00 Social Dinner	15:30 End of programme

Day 1

During the first day, the programme opened with an introductory session aiming at explaining the overall organization of the job shadowing week and its objectives. The participants had the chance to introduce themselves, their Institutions and their backgrounds. Then, it was followed by a discussion about their expectations, needs and concerns that were taken into account in finalizing the different sessions and activities.

Some general information was given about the Politecnico history and its numbers, for example the international rankings, some data about taught courses, international students, national and international funded research Projects, the connection with the enterprises (patents, spin-offs etc.).

In the second part of the morning the participants got in touch with the Politecnico's organization during a guided tour within the University premises, with particular attention to the administrative structures and their services for doctoral students and researchers such as the doctoral school, the international area, the research area, the linguistic centers and the language advisory services, the IT labs, the area in charge of connection with enterprises and technological transfer, the enterprises incubator I3P and some University spin-offs. In addition, some students services was presented: the library, the press center, the students' Associations with their reserved spaces, the linguistic and informatics centers, the classrooms, the laboratories, the didactic and administrative Secretariat, the Bank and the postal offices within the University to allow students to easy handle their daily life.

In the afternoon the programme focused on the doctoral education and the Doctoral School at Politecnico, its functions and activities with particular attention to quality assurance and scientific policy. The main deepened topics were: the PhD organization, hard skills and soft skills courses and employability, the joint research activities with technologically advanced industries, the financial supports, the organization of PhD Programmes, the rules and regulations of the PhD career.

A comparative session of the PhD in Italy and in other European countries took place, focusing on the general context, the objectives laid down by the doctoral education reform and their key drivers (interdisciplinarity, transferable skills, mobility components, etc.). Then, an analysis of the Salzburg principles and the seven principles of Innovative Doctoral Training (IDT) followed as milestones for implementing a quality doctoral education. Finally, a specific analysis of different implementations in some European countries closed the session, giving some best practices an overview to future challenges to be handled to improve the doctoral education.

The day 1 sessions were structured with the goal of gaining an insight into the area of doctoral education (SO1) and raising the capacity of Uzbekistan participants in implementing national standards for supporting doctoral education and its quality (SO2). Some models were presented and the Politecnico's case was analyzed to give them some guidelines and best practices to implement in their country. A

discussion and a comparative analysis on the European and Uzbek system was carried out.

Day 2

The second day mainly focused on the University-enterprises collaboration.

The participants met the Innovative Enterprise Incubator (I3P), a consultancy and advisory company serving students, researchers, lecturers, entrepreneurs and companies willing to create spin-offs. The I3P activities and services have been presented along with some relevant facts and figures: scouting, working spaces, consultancy, matching and talent management, fundraising, business development support. Then, 3 innovative enterprises within the I3P presented their business and how the incubator helped in connecting their research activities with the entrepreneurial launch and getting into the market. Most of them were awarded the PhD at the Politecnico di Torino and now run or work within an innovative enterprise.

A specific part was reserved to the research evaluation and international publication ranking; particular attention was dedicated to the quality assurance and the measurement of research, the University Presidium on IRIS-Catalog of Research to meet the needs of internal and external evaluation (FFD, prize publication, intervention for young researchers, etc.), statistics for ministerial surveys and data collection and reporting activities for the Ministry of Education, University and Research (MIUR) , the National Statistics Institute (ISTAT) and national and international surveys.

In the afternoon some case studies from PhD Candidates has been presented: international mobility, joint doctorate among different European Universities, apprenticeship, collaboration with enterprises to give an insight on the daily organization and the activities carried out by some PhD candidates during their career.

The last part of the day was dedicated to the technological transfer area whose aim is monitoring and facilitating relationships with Industry, managing the Partnership Agreements and giving consultancy services on commercial contracts and research conventions with companies. Then, the focus moved on employability and applied research with a specific analysis on the patent portfolio strategic management, personalized consulting for research groups on the management and protection of possible patentable results, negotiation, drafting, approval and conclusion of patents and intellectual property in general (transfer, licensing, patented technology development), spin-off management and coordination, partnerships with enterprises, welcoming for companies interested in collaborating with the Politecnico and the organization of technology promotion events and business meetings (brokerage events).

The day 2 sessions focused on the University-enterprises connection with the goal of presenting some models and services for the improvement of the collaboration between the academic and business sector and industry in Uzbekistan, reducing the skills gap between doctorate holders and the business sector (SO4) and enhancing the employability of doctoral candidates.

Day 3

The third day focused on the international relations and the long life learning.

A deep insight on the processes related to the development of the international relations of the University and the international mobility of students and staff at the University was given and the following issues were discussed:

- the development of new internationalization activities aimed at the initiation of research collaboration and attracting students and teachers;
- the promotion of the University in international networks promotion;
- the preparation of international agreements aiming at strengthening inter-university cooperation;
- the provision of administrative services to support mobility including the management of targeted scholarships;
- the logistical, administrative, didactic and cultural assistance to students, teachers, researchers and foreign visitors for entry, first-time accommodation and inclusion in the city context;
- dissemination and advice to the University's facilities for participation in international cooperation programs at European and extra-European level;
- the design and direct management of international projects on academic cooperation.

Then a session on Master's Programmes and Lifelong Learning Courses offered by Politecnico di Torino followed. In close cooperation with public and private partners, the area identifies high level technical training needs in order to advance the competencies acquired by students during traditional degree programmes. In response, the School offers a variety of training activities (1st and 2nd level Specializing Master's Programmes, mid-long term Training Courses and Professional Development Courses), which address the changing requirements of the world of work and support students' professional development.

The day 3 sessions focused on how to build and establish strong international Relations with foreign University and enhancing the international cooperation and the employability of students with the goal of presenting some models and services for the improvement of the collaboration between the academic and business sector (SO4) and the employability of doctoral candidates.

Considering that 5 out of 6 of the Uzbek participants were Head of International Relations this exchange of experience could facilitate future cooperation between actors and Institutions involved and the experience gained could be transferred into the participants' daily activity at home Institutions.

Day 4

The fourth day focused on the support services for management of funded research projects and on the stage & jobs placement services.

The main activities discussed were:

- how to promote the funding of excellence research, mobility of researchers (eg Marie Curie Actions), and cross sectorial research programs (e.g. Infrastructures Research, EIT, etc.) within the framework of national and regional European funding (Horizon 2020, Structural Funds, etc.);
- scouting actions of project ideas and consulting for the design of project and networking activities;
- support in negotiating, in signing contracts with funding agencies, in project management, and in interacting with other administrative structures of the University;
- design of strategic projects coordinated by the University;
- coordination of participation in the European Human Resources Strategy for researchers initiative;
- organization of information and training events for researchers and administrative staff.

In the second part, the participants had the chance to get in touch with the career service of the Politecnico di Torino that promotes the employability of candidates. A strong emphasis was given to the collaboration with enterprises and to the activities carried out. These activities range from workshops to one-on-one counseling sessions, to bringing recruiters within the Politecnico and Networking/Informational Events.

Considering that the Uzbek participants underlined the difficulty of graduated and PhD students in finding a job outside the Academic sector, some best practices were presented and some hints and examples were given for improving the employability:

- create panels for students with experienced recruiters and career guidance seminars and workshops;
- create teleconference and videoconferences with firms or alumni from firms of special interest;
- innovative job search strategies for students;
- model interviews;
- use of networking sites and technology;
- on-line recruiting services;
- job posting CV database;
- company open days;
- organization and management of corporate events (career days, employer branding, selection interviews on campus, etc.);
- support for placement and outbound orientation;
- development and realization of initiatives aiming at the inclusion of graduates in the labour market.

Furthermore, focus was given to soft skills, given their great importance for the job placement. Soft skills are in fact increasingly valued for their contribution to the implementation of changes and innovations, becoming fundamental features of any professional resume for middle / top management and entrepreneurial positions. It was introduced the framework of transferable competencies identified by the Politecnico di Torino and in particular by the Doctoral School, that are offered to all PhD students with courses taught in class and, experimentally, distance learning courses. It was also presented the “My research in 3 minutes” award, that is a soft skill completion among PhD candidates to tell an audience of non-employees the Research that they perform at the Politecnico involving lectures, personal study, laboratory activities and work in partnership with companies and International research organizations.

The day 4 sessions focused on the support services for management of funded research projects and on the stage & jobs placement services with the goal of presenting some models and strategies to promote excellence research and mobility, to improve the collaboration between the academic and business sector and to reduce the skills gap between doctorate holders and the business sector through the development of transferable skills (SO4).

Day 5

The fifth day focused on the Doctorate and the internationalization. Pursuant the goal of making the Politecnico of Torino one of the best technical Universities in Europe and in the world, as well as making it a privileged place to attract qualified human capital and strategic industrial investments, the Politecnico of Torino developed different strategies in increasing the attractiveness of international candidates.

The main discussed topics were:

- the internationalization and the activities of incoming and outgoing students;
- the admission requirements;
- the scholarships for international candidates;
- the financial support for prospective PhD candidates, for enhancing international mobility and for rewarding talented PhD candidates;
- the regulation on accounting of PhD activities and the student account portal: education, scientific production and dissertation evaluation and final defence;
- the double degree and the co-tutelle agreement;
- European Projects involving the Doctoral School;
- Transnational on-going Projects.

Considering that the participants declared that their Institutions have a very low rate of international candidates, this session gave them an overview of some instruments that can be used for attracting international students and managing their career with an informatic tool.