

Attachment n.2

DESCRIPTION OF THE HRS4R PROCESS IMPLEMENTED BY FBK

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1. Participants

Premise regarding Contractual Levels: Please note that Provincial Collective Foundations Labour Agreement (hereinafter CCPL) determines contractual levels with inverted numbering comparing to the European classification: Fourth level researcher R4 (position requirement: M.Sc. degree), Third level researcher R3 (position requirement: 3 years of experience/PhD), Second level researcher R2 (position requirement: 8 years of experience), First level researcher R1 (position requirement: 13 years of experience).

FBK Chairman and Secretary General: Prof. Francesco Profumo together with Eng. Andrea Simoni and Human Resources Service decided to start the HRS4R process. On the occasion of the Christmas wishes (20th of December 2017) FBK Chairman shared with all FBK staff and Researchers the news about the submission of the endorsement letter.

Directors of Research Centers: see Organization Chart at this [link](#). First meeting: 30th of November 2016. Regular email updates regarding the steps of the process and AP approval on the 6th of October 2017.

Working group: Heads and delegates of [11 FBK Services](#). First All Hands Meeting: 13th of September 2016. From November 2016 to October 2017 meetings were organized with each service for Phase 1 (Assessment) and Phase 4 (Action Plan).

HRS4R Process Committee: Dr. Dalla Torre, Dr. Rigoni, Dr. Berti, Dr. Bacca (HR Team). Prof. Schizzerotto and Dr. Azzolini for the statistical analysis (IRVAPP research center).

Focus Group: 2 focus groups including Junior researchers (R4) + PhD; 2 focus groups including Mid-level researchers (R3); 1 focus group including Heads of Unit, Senior Researchers and a Research Centre Director (R2 + R1);

Researchers Community: n. 432 Researchers were the target for the Gap Analysis survey.

2. Methodology

The HRS4R process was structured in 5 phases as per below description:

i. ASSESSMENT: Meetings were organized with each Administrative Unit in order to assess the applicability of the C&C articles in FBK context by analysing the national/regional legislation and organizational regulation governing the C&C principles. By performing this analysis only 23 articles were selected for this first assessment, the motivation for each article not to be included is explained in the gap analysis template, column 3 “regulatory framework”. Eg. Art. 36 “Relationship with supervisors” refers to researchers in their training phase. FBK cannot release education titles, but only fund Phd scholarship in collaboration with national and international universities, therefore the education and supervision part of the doctorate path is formally regulated and deployed by the universities. That said, in this example, no further actions are allowed on this topic - similar limitations apply to the other articles not included in the survey.

It is not excluded that in future steps the remaining articles will be surveyed and further investigated as permitted to FBK in its institutional capacity, by the regulatory constraints and law leeway, which limit FBK room for manoeuvre on such topics. It is to be noted that FBK is established under the Laws of the Autonomous Province of Trentino, therefore University regulations cannot apply to FBK, because it is a non-profit **public** interest body, but it is recognized as a **private** legal entity.

ii. SURVEY: 23 articles were chosen to be converted into items of a [questionnaire](#). The survey was sent to all FBK researchers in order to investigate their level of agreement to the statements.

iii. ANALYSIS: the responses were analyzed by FBK Irvapp Research Center (Institute for the Evaluation of Public Policies). The items scoring an average lower than 3.25 were selected as target for the action plan. See [Survey Technical Report](#) for methodology and results.

iv. DRAFT ACTION PLAN: The Working Group, which was organized in subgroups for each item, reviewed the target articles by opening a discussion on strategic initiatives and actions to be undertaken, as well as indicators and timeline of implementation.

v. DEFINE PARTICIPATED ACTION PLAN: Upon completion of the draft action plan, the HR Process Committee confronted the Research community on the actions in order to evaluate the alignment between the proposed actions and the gaps they addressed in the questionnaire. Five focus group were organised: they were homogeneous and representative of FBK Research Community, sampled by age, seniority, gender, research centre and contract level and type (both fixed-term&permanent)

- two focus groups including Junior researchers (R4) and PhD;
- two focus groups including Mid-level researchers (R3);
- one focus group including Heads of Unit, Senior Researchers and a Research Centre Director (R2 and R1);

Each focus group comprised n. 4-5 participants, lasted 2 hours and upon consent of the participants to the focus groups, the discussions were recorded and transcribed. Different actions were assigned to different focus group and each action was discussed in at least 3 focus groups: in a junior focus group, in a middle focus group and in the senior group.

Each focus group started with a brief introduction on the state of the submission process, followed by the group discussion based on the below structure.

Firstly, the Process Committee read the articles of the C&C referring to the specific action being discussed, secondly, the initiatives already in place in FBK (AS IS section in the presentation) and lastly, launched the proposed actions of improvement to be discussed within the group (TO BE section in the presentation). The groups could suggest amendments and edits to the proposed actions on the basis of perceived additional gaps, if any;

The outcome of the focus groups was integrated into the action plan, in particular taking into account the two factors which frequently emerged during the discussion: transparency and communication. One of the following comments were added to each action:

- Approved: in this case the action was appreciated and supported by the researchers
- Revision: in this case the researchers proposed an edit to the suggested action
- New action: in this case the researchers proposed a new initiative to fill the gap

With the revision of the actions and the postponing of the start of the implementation, we have also adjusted the timeline for each action (it is noted in the “timing” section of the action plan).

3. Future Developments

The Process Committee is planning to perform another survey and organise feedback & follow-up sessions with the Focus Group participants after the resubmission and within the first year (T1 in our Gantt) and at T+3 and T+6 in the HR Strategy Process Cycle. With the purpose of developing a longitudinal approach, the focus groups will not vary unless changes in the research population and availability issues occur. Furthermore, in order to involve the whole community of researchers, regular updates about HRS4R action implementation will be shared with all employees through the means of FBK Internal Newsletter, which is a monthly communication about interesting news regarding HR.

4. Challenges

The implementation of the Participated Action Plan will be challenging in many ways, given that the different actions at stake will determine the cooperation of different Administrative units to deploy the changes, thus fostering an all-encompassing organisational change. To give an example, the Digital Researcher Folder (Action 10), which will allow each researcher to access all his/her career/publications/contract data with one-click, will require the active involvement of several different functions, from the Governance to the Data office, HR and researchers community for testing. After this first 2 years phase, the challenge will be to on the one side to maintain and improve these organisational changes while simultaneously engaging in the definition of new actions (by the means of interim assessments) and/or possible modifications to previous ones.