

TEMPLATE 1 - GAP ANALYSIS

Name Organization under review: [FONDAZIONE BRUNO KESSLER \(FBK\)](#)

Organization's contact details: hrstrategy@fbk.eu

Human Resources <https://hr.fbk.eu/it/human-resources-strategy-researchers>

SUBMISSION DATE: 18TH OF OCTOBER 2017

DATE ENDORSEMENT CHARTER AND CODE: 18TH OF OCTOBER 2016

PROCESS (UP TO 300 WORDS)

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-chancellor for Research, the Head of Personnel and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R42, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: eg names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

FBK HRS4R PROCESS PHASES:

1. **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.
2. **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.
3. **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.
4. **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.

GROUPS INVOLVED:

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, 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.

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).

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

¹ The term 'Human Resources' is used **in the broadest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) regardless of their profile, career, level, type of contract etc. etc.

² For a description of R1-R4, please see http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

GAP ANALYSIS

The Charter and Code provide the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organization's GAP analysis below. If your organization does not fully meet the criteria, please list whether national or organizational legislation may be limiting the Charter's implementation, initiatives which have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organization's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

Regarding Contractual Levels: Provincial Collective Foundations Labour Agreement (hereinafter CCPL) determines contractual levels with inverted numbering comparing to the European classification: Fourth level researcher (M.Sc. degree), Third level researcher (3 years of experience/PhD), Second level researcher (8 years of experience), First level researcher (13 years of experience).

Regarding Metric System ([Survey Technical Report](#)): Respondents of the survey could choose between four levels of agreement when answering (between 1 and 4 or don't know); each level has been assigned a number accordingly. "Total disagreement" has been assigned a value of 1, "partial disagreement" with a value of 2, "partial agreement" with a value of 3, and "total agreement" a value of 4. Please see Table 2 of the [Survey Technical Report](#) for the details. The column 2 of the below table presents the same information on average values but in the ordinal format. The score ranges from "-" over "- /+" and "+/-" to "+". The symbol "-" refers to a range from 1 to 1.75. The symbol "- /+" refers to a range from 1.75 to 2.5; "+/-" from 2.5 to 3.25, and "+" from 3.25 to 4. **The items scoring an average lower than 3.25 were selected as target for the action plan.**

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview			
Status: how does this organization meet the following principles?	+ = fully Implemented +/- = almost but not fully Implemented -/+ = partially Implemented - = insufficiently Implemented	In case of -, - /+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organization. If relevant, please list any national/regional legislation or organizational regulation currently impeding the implementation	Initiatives already undertaken and/or suggestions for improvement

Ethical and Professional Aspects

<p>1. Research freedom</p>	<p>++ Not in the survey – see regulatory framework.</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>The principle of freedom of research is dealt with in Art. 59 Provincial Collective Foundations Labour Agreement (hereinafter CCPL) "Statute of Autonomy of the Researcher:</p> <p>1. Research Institutions must recognize, within the framework of their scientific and technological activities, their institutional tasks and organizational arrangements, the autonomy of researchers and technologists in the conduct of research, either individually or within the different working groups.</p> <p>2. For the implementation of the aims referred to in paragraph 1, the Research Institutions, researchers and technologists, with the purpose of implementing Recommendation 2005/251/EC, by which the European Commission issued the "European Charter for Researchers "and the "Code of Conduct for the Recruitment of Researchers" adopt the principles therein on recognition of the profession, non-discrimination, research environment, gender balance, independent evaluation system participation in decision-making bodies.</p> <p>Art. 57 CCPL, Paragraph 1. "1. Research Institutions may allow researchers to use, where specific and appropriate reasons exist, and provided that this does not harm them, the facilities, equipment, and structures of the Institute for the purposes of conducting their research activities, which are useful for professional and scientific growth and have no profit purposes, the parties having agreed that these activities do not constitute work".</p> <p>The boundaries of freedom of research are defined by the Statute of Fondazione Bruno Kessler: specifically in Section no. 3, Art. 15: Organization of research activities. "The Foundation, by means of special regulations approved by the Board of Directors upon</p>	
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		proposal of the Chairman and consistent with the multiannual program lines, determines the most appropriate organizational divisions and structures, such as research and study centres or other forms of operational units. These structures operate in a consistent and coordinated way in the framework of the Foundation's general planning choices. Centres and other operational units, as structures of the Foundation without legal personality, operate on the basis of administrative and managerial powers delegated by the Board of Directors and have financial autonomy for funds allocated to them. "	
2. Ethical principles	++ Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> FBK Code of conduct Art.1 Par. 4. "Fondazione Bruno Kessler promotes the observance of the ethical principles of law compliance, protection of the health, and physical and psychological integrity of workers, respect for the environment, honesty, integrity, clarity and transparency, fairness, good faith, fair competition, respect for the legitimate interests of all stakeholders." This code of conduct is shared with workers on their first day of attendance at the Foundation and their signature for information is required.	
3. Professional responsibility	++ Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> National legislation provides a framework for the prevention of plagiarism and the editorial office reminds researchers not to duplicate results when they sign the consent to publish forms: Law 19 April 1925, no. 475 containing rules on "Repression of the false assignment of jobs by aspirants to the award of degrees, diplomas, offices, titles and public dignity". Art. 1 , penalizes the conduct of anyone "in examinations or contests, prescribed or	

		<p>required by the authorities or public administrations for the award of a degree or any other degree or scholarly or academic title for the teaching and pursuit of a profession, or patents, presents, as its own, dissertations, studies, publications, technical projects and, in general, works that are the work of others." Law 22 April 1941, no. 633 containing rules on "Protection of copyright and other rights related to its exercise" and aimed at protecting works of creative character.</p>	
<p>4. Professional attitude</p>	<p>++ Survey Question 1 Average: 3.27</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Each researcher is made aware of the strategic goals that govern his/her research environment by his/her unit head or the director of the centre. Indeed, when starting at FBK, each researcher is assigned to specific projects and activities that they will map on their timesheets, an online system that helps researchers report and manage their time between different activities.</p> <p>FBK policies encourage the participation of its researches in public and privately funded projects and research contracts, provided they are in line with FBK policies and research plans. FBK is committed to providing its researchers with prompt information and administrative support for access to external funding opportunities (mailing lists on call for project proposals, call for research or services tender etc.). A dedicated office (AIRT) takes care of: informing about new calls; collecting proposals for the participation in the calls, taking care of the internal authorization process and all the administrative aspects linked to the submission.</p> <p>Furthermore, the organization is directed at ensuring effective and timely support by the administrative structure of a help-desk system (ticketing, purchasing, travel and trips, timesheets, hr, it-support, budgeting).</p>

<p>5. Contractual and legal obligations</p>	<p>++ Survey Question 2 Average: 3.27</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>On the first working day, an individual Welcome session is organized in which a work contract is signed as well as a document that refers to regulations, procedures and policies in force at FBK.</p>
<p>6. Accountability</p>	<p>+ - Survey Question 3 Average: 3.16</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>FBK as a public funded entity must comply with the transparency and budget oversight rules as follows. National Act 190/2012 and provincial Act 4/2014 Leg. D. 33/2013 "the transparency of the organization and of the administrative activity is ensured through the publication in the institutional website of the data, documents and information according to criteria of easy accessibility, completeness and simplicity of consultation, respecting the provisions on national classified information, organization confidentiality, personal data protection and statistical confidentiality". Administrative Regulations, Art. 3 "(Principles) Principle of responsibility and motivation of choices, principle of impartiality and equality, principle of transparency and advertising, principle of savings, efficacy and efficiency. The Centres have organizational, economic and financial autonomy, with no prejudice to the budget unit, budget constraints, and compliance with FBK regulations. In particular, the economic and financial autonomy is exercised by each Centre Director within the limits of the budget allocated by the Board of Directors and in compliance with the general principles of economies, efficacy and efficiency and other regulatory provisions issued by the Board of Directors, consistent with regulations in force." FBK Code of Conduct Art 19. "Every operation and transaction carried out by the Foundation must be legitimate, appropriately authorized, registered, traceable and verifiable, consistent and proportionate."</p>	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The actions already in place regarding the awareness of Researchers about the Foundation's accountability system, can be summarized as follows:</p> <p>For the Foundation: As a public funded instrumental entity, the foundation is required to publish on the transparency website data on financial management, competition and public fund allocation. An oversight body exists, that ensures the observance of the principles of transparency and anti-corruption, a "whistle-blower" option is also in place to guarantee anonymity for internal reporting of significant situations (as per national law).</p> <p>For Cost Centre Managers: The process of annual budget preparation for each cost centre entails the involvement of unit heads in implementing and sharing a sound, transparent and effective financial management.</p> <p>For Researchers: On their first working day, researchers are asked to read the code of conduct, disciplinary code and regulations, procedures and policies. Commitment and spending of money (for purchases, for consultancy services and for human resources) are thoroughly set forth in the regulations and procedures in force. Researchers cannot commit budgets without activating an authorization process, examples: Business travel, Purchase Requests, Resource request, Occasional worker,</p>

		<p><u>GAP:</u> The procedures in place comply with national, regional and provincial regulations. There is a gap between the researchers' awareness of budgetary commitment, transparency and reporting of public money use.</p>	<p>Student Requests. For commitments over €40,000, an open bid is required as per Act 241/1990.</p>
<p>7. Good practice in research</p>	<p>++ Survey Question 4 Average: 3.69</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>National legislation governs the rules concerning health and safety at work. The main reference for the Italian legislation is Leg. Decree 81/2008 on the protection of health and safety in the workplace.</p> <p>The Employer is responsible for ensuring the safety and health of workers. In view of the fact that the Employer cannot be continuously present in the various organizational structures and workplaces, delegations of functions have been authorized, based on risks. The delegates report, on an annual basis, to the Employer, and each time it is deemed necessary.</p> <p>National legislation governs the rules concerning personal data protection. The main references for the Italian legislation are as follows: leg- decree 196/2003 Code governing the protection of personal information, Legislative Decree ruling a code on personal data protection (in relation to rules concerning data processing); Leg. Decree 82/2005 (as amended), in particular: Title 5 (Public administration data and web-based services), Section 1 I (Public administration data) and article 50 (Availability of public administration data).</p>	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The Foundation has appointed a Prevention and Protection Officer, who acts in agreement with the Head of the Safety and Prevention Unit. The Safety and Prevention Unit ensures that the actions required preventing injuries and preserving the health of workers and healthy conditions of the work environments are properly implemented, provides training, and drafting and keeping the necessary documentation.</p> <p>Fondazione Bruno Kessler has a "Policy for the use of IT systems", intended to protect FBK, its employees and collaborators from the risk of systems and network services being compromised by the disclosure of confidential personal data, and from the associated legal consequences, as well as to make the use of information systems more effective.</p> <p>The document contains all the references to the use of equipment, compliance with legal requirements, data management and protection, control activities carried out and states the liability for rule violation.</p> <p><u>SUGGESTIONS FOR IMPROVEMENT:</u></p> <p>The current policy for the use of IT systems is under revision, both for a necessary adaptation to technological upgrade, and to comply with Regulation (EU) 2016/679 of the European Parliament and of the Council whose entry into force is scheduled for 25 May 25, 2018.</p>

			A specific by-law on privacy and personal data is expected to be adopted by the end of 2017.
8. Dissemination and Exploitation of results	+ - Survey Question 5 Average: 3.24	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Statute Section I, Art 2: "Aims and Objectives of Fondazione Bruno Kessler (1) The aims and objectives of Fondazione Bruno Kessler are: 1. cultural activities, scientific research and technological development both in terms of advancing knowledge and serving the local community." Section 4 Art. 22. "Enhancement and dissemination of research results (1) The Foundation protects, through intellectual and industrial property tools, the studies and research carried out therein. The Foundation carries out its activity with a specific focus on exploiting, also economically, its results and utilizing them for the benefit of local development in its social, economic and cultural dimensions. In particular, the Foundation focuses on the activity of spreading knowledge from research to the industrial system and vice versa, encouraging the acquisition and circulation of information and the availability of specific technical skills, including locally." CCPL Art. 58 "Support of research and inventions. Research Institutions, in compliance with current intellectual property rules, facilitate the publication of research results and their dissemination in the scientific community."</p> <p><u>GAP:</u></p> <p>The promotion strategy of FBK research results points out that there is room for improvement for actions aimed at enhancing and optimizing support for researchers.</p>	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Digital Communication Unit: See art 9 for a detailed description of dissemination and public engagement activities.</p> <p>AIRT Team (Innovation and Relations with the Local Area) team: Strong contacts are maintained with the local and national industrial fabric. They are aimed at fostering opportunities for research collaborations between FBK researchers and the productive sector, in order to foster the exploitation of research results, in line with FBK's mission.</p> <p>School & Innovation Team: FBK Unit that ensures the integration of school, higher education and innovation (Research as a profession-FBK Junior, WebValley, Alternanza Scuola-Lavoro High School student training program)</p> <p>Editorial Unit: establishment of the publishing company FBK Press for the dissemination of FBK research results to the public. Open access and paid online publications have been made available on the webpage at https://books.fbk.eu for author use (sales, presentations, adopted textbooks, reviews) and for the commercialization, online publication of FBK titles, and the publication of related events. Editorial material is always prepared and printed/posted ad hoc for conferences/seminars.</p> <p>FBK encourages the participation of researchers in international conferences by investing institutional funds towards the travel organization support.</p>

			<p><u>SUGGESTIONS FOR IMPROVEMENT:</u></p> <p>Affiliation process to be put in place in order to recognize researchers and students contributing to the dissemination of research results obtained within FBK.</p>
<p>9. Public engagement</p>	<p>++</p> <p>Survey Question 6 Average: 3.27</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The dissemination of research results to the wider public is carried out mainly through the following instruments:</p> <ul style="list-style-type: none"> - The communication and events activities that promote research results through press releases and press conferences, 50-60 events/year. - Monthly newsletter, which is sent to internal staff and posted to the website and social networks. - Dissemination events such as the so-called Researchers' Night (funded by EU). - Organization of initiatives aimed at promoting the interest of young people and high school students in technical studies and scientific carriers (FBK Junior, Web Valley), through the direct involvement of researchers who present their work and meet young people. - HIT (Innovation Hub Team) aims to promote and enhance the results of the research and innovation of the Trentino-based system in order to favour the development of the local economy. - Establishment of the publishing company FBK Press for the dissemination of FBK research results to a non-specialist public. - Creation of a webpage at https://books.fbk.eu for the commercialization, partial online publication of FBK titles and the publication of related events.

<p>10. Non-discrimination</p>	<p>++ Survey Question 7 Average: 3.76</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Art. 59 CCPL paragraph 2."For the implementation of the aims referred to in paragraph 1, the Research Institutions, researchers and technologists, with the purpose of implementing Recommendation 2005/251/EC, by which the European Commission issued the "European Charter for Researchers "and the" Code of Conduct for the Recruitment of Researchers" emphasize the principles of recognition of the profession, non-discrimination, research environment, gender balance, independent evaluation system and participation in decision-making bodies contained therein".</p>	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Fondazione Bruno Kessler promotes "diversity" with the inclusion of workers in fragile or disadvantaged situations in accordance with Act n. 68 dated March 12, 1999, and according to the Program Agreement signed with the Trento Employment Agency for gradual coverage of the mandatory positions reserved for people with disabilities. For the support of individuals and their teams, the FBK Learning and Development plan includes some specific courses on the matter that are organized by Villa Sant'Ignazio, an organization that deals with raising awareness about disability.</p> <p>Since February 2012, FBK has been contributing to the Festa European project (Women Empowerment in Science and Technology Academia). The goal of FESTA is to give way to a transformation of the workplace in academic settings and, more generally, in science and technology research areas, aimed at creating the conditions in which the professional skills of women researchers can be fully recognized and properly promoted. As a result of the FESTA project, FBK follows the Gender Sensitive Recruitment Guidelines which are shared with the Committee members at the moment of appointment.</p>
<p>11. Evaluation / appraisal systems</p>	<p>+ - Survey Question 8 Average: 3.20</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Scientific Committee of the Autonomous Province of Trento: the Research and Innovation Committee - CRI is set up as a body of consultative and technical-scientific evaluation of the Province, based on Provincial Act no. 14 effective August 2, 2005, and is appointed by the Provincial Council for the term of the legislature. The five members of the Committee - including the Chairman, one of whom is designated by the Provincial Council Minorities - are selected from people with proven qualifications</p>	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Performance reward system: The current pay system determines the variable component of wages on the basis of a quantitative and qualitative assessment of the individual and group performance of the research staff referring both to scientific production and self-financing. This process is structured in the following phases: a. creation of a specific fund financed by a percentage share of all gross annual wages and a percentage of self-financing; b. ex post</p>

		<p>and experience in methodological and disciplinary fields in the scientific, technological and cultural world.</p> <p>FBK Statute "1) The Scientific Committee is the body responsible for the scientific activity of the Foundation and advises the President and the Board of Directors by expressing opinions and proposals. The opinion of the Scientific Committee is mandatory for multi-annual planning actions and for scientific steering actions. The Scientific Committee shall consist of minimum 7 members. The members of the Scientific Committee are appointed for a period of four years, renewable, among experts with high and recognized standing in scientific areas where the Foundation is strongly engaged. The Chairman of the Scientific Committee convenes general meetings, for the discussion of issues of general concern or special meetings for specific scientific areas. He/she may be called to participate without the right to vote in the Board of Directors. The Scientific Committee may, in addition to what is already provided for in Article 7, be asked for opinions on specific issues by the Chairman or the Board of Directors. Members of the Scientific Committee may not carry out cultural research or study on behalf of the Foundation. The Scientific Committee's assessment is also taken into account for the purposes of the reward system for employees and collaborators. "</p> <p>CCPL Art. 70 Paragraph 4 "Each Foundation constitutes a special Committee consisting of three representatives appointed by the trade unions that have signed the previous collective agreement and three experts on scientific research, management and evaluation of staff designated by the Foundation. Representatives identified by the Foundation are appointed by the Chairman of the Committee.</p>	<p>evaluation by scientific management; c. administrative validation; d. individual payment.</p> <p>Professional roles and career paths mapping project: roles are assigned based on the placement of the researcher with respect to the professional career path of reference. This evaluation (experimental project) will have an impact on the researcher's training and career development.</p> <p><u>SUGGESTIONS FOR IMPROVEMENT:</u></p> <p>Review of the performance reward system with the aim of strengthening the strategic direction, adjusting the scoring to the VQR model, enhancing the performance of each centre, rewarding the individual contribution to the centre's performance; reinforcing the transparency of the reward system.</p>
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Recruitment and Selection			
<i>Please note that the items listed here correspond to the Charter and Code. In addition, your organization also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.</i>			
<p>12. Recruitment</p>	<p>++ Not in the survey – see regulatory framework.</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>FBK proceeds with hiring through international calls, open to all applicants, or individual hiring of personnel enrolled in special categories at the Employment Agency. Recruitment guidelines and procedures are published on the FBK HR website (they also quote the C&C code) and are referred to in every job posting. Fondazione Bruno Kessler promotes "diversity" with the inclusion of workers in fragile or disadvantaged situations in accordance with Act n. 68 dated March 12, 1999, and according to the Program Agreement signed with the Trento Employment Agency for gradual coverage of the mandatory positions reserved for people with disabilities. The latter and the local employment centres are the main interlocutors of the Foundation for the appropriate exploitation and compliance with the applicable legislation.</p> <p>Regarding researchers returning to a research career, they are not penalized in any way during the selection or hiring process.</p>	
<p>13. Recruitment (Code)</p>	<p>++ Survey Questions 9-14. Average: 3.57</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Recruitment guidelines and procedures are published on the HR website and are quoted in every job posting. The recruitment process starts with a budget authorization. The position must be advertised on a number of standard job advertisement portals plus</p>

			some area-specific ones, for a minimum of 21 days. The job description is based on a template, which is shared with the hiring manager and adapted based on the position required. The successful candidate's name is posted on the HR/Jobs page before all the candidates are notified about the selection result.
14. Selection (Code)	++ Survey Question 15 Average: 3.56		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <ul style="list-style-type: none"> - As prescribed by the FBK Recruitment guidelines and procedures, the selection committee appointment is a step of the selection process. The selection committee composition depends on the contractual level corresponding to the position advertised. For 1st and 2nd^{levels}, indeed, the committee must include two external expert members. In the definition of the Selection Committee, the presence of representatives of both genres must be guaranteed to at least one third of the members of the Committee - This is part of the Festa Project outcome, FBK follows indeed the Gender Sensitive Recruitment Guidelines, which is shared with the Committee members at the moment of appointment. - The FBK Learning and Development plan includes for the period 2018-2019 an action regarding the training for committee members and hiring managers regarding interview techniques.
15. Transparency (Code)	++ Survey Question 16 Average: 3.59		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Candidates are informed about the selection process mainly through 2 channels: first, in the job description are always outlined the characteristics of the offer: type and the length of the contract, salary range and number of positions available; furthermore, a link to our procedure and guidelines for selection is included in the job description. Secondly, the guidelines and procedures are published</p>

			<p>on the FBK HR website, where also the presentation of the main steps is shared with the public. At the end of the selection process, FBK recruitment team publishes the name of the successful candidate on the HR page under Selection Results. Afterwards, all the candidates are notified about the end of the selection process. When informing candidates about the end of the selection process for the call they applied for, the FBK recruitment team adapts the feedback based on the selection step reached by the candidate, in this way interview candidates will receive a personalized email. In addition, upon request, candidates may ask for specific feedback about their interview performance and about their fit to the position advertised.</p>
<p>16. Judging merit (Code)</p>	<p>++</p> <p>Not in the survey – see regulatory framework.</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>CCPL provides guidance by specifying the type of activities that are assigned to each contractual profile. Based on this, the various profiles have different levels of autonomy from the unit head, as well as different education and experience requirements. Within this framework, FBK is implementing a “Professional roles and career paths mapping project” for each of the seven FBK research centres. This project will have an impact both on selection procedures, in terms of profiling the job description and evaluating the alignment of the candidate's profile to the role that will be assigned at FBK.</p> <p>Regarding selection criteria, as per recruitment guidelines and procedures, the committee evaluates each candidate quantitatively and qualitatively, by completing a Selection Report with annex evaluation grid.</p>	
<p>17. Variations in the chronological</p>	<p>++</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Career interruptions or variations in the chronological order of CVs are not penalized. Candidates are allowed to submit</p>	

order of CVs (Code)	Not in the survey – see regulatory framework.	evidence-based CVs, reflecting representative achievements and qualifications relevant to the post for which application is being made. The selection committee evaluates each candidate’s skills and competences in a broader sense, matching it with the position advertised.	
18. Recognition of mobility experience (Code)	++ Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> Mobility experiences are evaluated during each selection process based on the specific requirements of the position advertised. In terms of “Professional roles and career paths mapping project”, one of the activities section is dedicated for each role to "network development", considered as fundamental for each researcher and the Foundation growth itself. Furthermore, FBK promotes new tools for career development such as the FBK mobility program , which aims to foster personal and professional development of individuals by funding a research stay at a research centre, academic institution or private company.	
19. Recognition of qualifications (Code)	++ Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> Access to contractual positions is regulated by the CCPL, which outlines the education background and experience requirements. Education qualifications are internationally recognized Bachelor, Master and PhD degrees. For positions where a PhD is required, CCPL admits some flexibility by recognizing, instead of a PhD degree, also experience in other public or private research centres, or other relevant professional experience. In terms of qualification recognition, during the hiring process managed at FBK by HR Admin Unit, it is not compulsory for the successful candidate to provide a translated and legalized version of the educational title, while the	

		statement provided in the Curriculum Vitae is considered as valid (self-certification).	
20. Seniority (Code)	++ Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> Even if education and experience requirements are set by the CCPL , these are not set as a barrier to entry allowing flexibility based on the need for the position to be filled. Specifically, we quote CCPL Chapter I, Art. 60, pt. 3 "The identification, in the various articles of the contract, of specific requirements of experience and qualifications has the sole purpose of facilitating the professional growth of higher qualified staff. Therefore, for the same purpose, the Research Institutions may proceed with hiring or implement career progressions, regardless of the possession of the requirements indicated therein, where the person has proven individual abilities to make him / her suitable to perform the tasks corresponding to the selected contractual level.	
21. Postdoctoral appointments (Code)	Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> Fondazione Bruno Kessler's Statute does not include education activities; therefore, it is not in the scope of the Research Centres to provide university level courses or degrees. Within this frame, FBK does not contemplate Postdoctoral appointments within the Collective Labour Agreement.	
Working Conditions and Social Security			
22. Recognition of the profession	++ Survey Question 17 Average: 3.49		<u>INITIATIVES ALREADY IN PLACE:</u> FBK's Statute does not include education activities as a core mission, therefore it is not within the scope of the Research Centres to provide university level courses or provide

			<p>degrees/certificates. With that in mind, FBK activates and funds PhD programs in collaboration with National and International universities, which actually regulate PhD programs in their capacity of education institutes. At FBK, PhD programs are managed following the Festal guidelines (see item 10).</p> <p>PhD students have access to FBK services as contracted researchers do, but as they do not have a contract with FBK, they do not have to comply with worktime recording regulations. In addition, FBK recently opened some HR Development Services to PhDs so that, starting with the 2017 Learning and Development Plan, they can join the seminars proposed, and the FBK Welcome Office can support them for bureaucracy related to Visas, Work and Study Residency Permits requests and accommodation arrangements.</p>
<p>23. Research environment</p>	<p>++</p> <p>Survey Question 18 Average: 3.56</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>A team of experts is responsible for IT Infrastructures and Corporate Assets (SIT). The mission of the SIT Unit is to ensure the constant innovation of IT systems, information systems and technical installations, as well as their design, implementation and maintenance, and ensure the management of assets of the Foundation. All the activities covered by the SIT unit can be found here. At FBK, researchers may choose remote working: FBK trusted networks can be accessed remotely from any external network or from an untrusted network via an SSL VPN.</p> <p>Regarding Safety at the workplace policies, Legislative Decree 81/2008, provides that the Employer will provide every worker with the opportunity to receive sufficient and appropriate training on health and safety issues.</p> <p>The Agreement between the Ministry of Labour and Social Policies, the Ministry of Health, the Regions and Autonomous Provinces of Trento and Bolzano dated December 21, 2011 (published in Gazzetta Ufficiale issue 8/2012) provides for the</p>

			<p>schedule, the minimum contents, the methods of implementation and documents for such training, which is mandatory for all workers.</p> <p>Consistent with the objectives stated in its policy on safety, Fondazione Bruno Kessler through its Safety and Prevention Unit, organizes the mandatory trainings of 8 hours for all workers, whilst for workers who perform activities in laboratories or are responsible of groups, there are further training modules on specific risks for their tasks.</p> <p>Attendance to these training courses is mandatory for all workers pursuant to Article 20, letter. h) of Legislative Decree 81/2008, including those who, in the past, have already received training on workplace safety. Training courses are taught by qualified training staff members and, for specific topics, by specialized instructors.</p>
<p>24. Working conditions</p>	<p>++</p> <p>Survey Question 19 Average: 3.76</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>In 2016, FBK published a webpage dedicated to Welfare with the purpose of describing benefits offered to employees in terms of work flexibility, family-work balance, mobility opportunities etc. Regarding the specifics of this article, FBK joined in 2009 the Family Audit Project gaining and maintaining the certification awarded by the Autonomous Province of Trento Government Agency. By signing the "Commitment Document", Fondazione Bruno Kessler has manifested its engagement in developing and cultivating an organizational culture and policy system attentive and aimed at balancing family and work. A number of programs and projects have been initiated during the years. Few examples:</p> <ul style="list-style-type: none"> - Smart working: FBK supports flexitime-working hours as a useful tool to balance work commitments with private life needs (single badge swiping for researchers). Thanks to the use of new technologies adopted and implemented at FBK, employees can remotely access applications, software and data of the Foundation and therefore can work and carry out their activities

			<p>independently without having to physically attend their workplace, as per the 2014 Foundations agreement.</p> <ul style="list-style-type: none"> - Family oriented initiatives: FBK's "Summer Kids Initiatives" have become a significant asset for the work-family balance of Fondazione Bruno Kessler's staff and are, besides a recreation opportunity, a tool to draw children to the realm of research and an opportunity to address, in an interactive and workshop-like manner, FBK's themes. The children of FBK employees can count on a dedicated space (<i>Sala Spazio 0-100</i>), arranged at the Povo technological site, where educational activities (research workshops) held by FBK staff members and by specialized educators, are combined with recreation activities. - Health: - Key to Health is a service package for corporate welfare that intends to promote healthy lifestyles in order to reduce the risk of cardiovascular disease and type 2 diabetes. It is a research and innovation project promoted by the Health and Wellbeing High Impact Area in collaboration with the Department of Health and Social Policies of the Autonomous Province of Trento (PAT), the Province Healthcare System (APSS) and the National Institute of Work-related Injuries Insurance (INAIL). - Other benefits: Agreement with Trentino Trasporti and Cooperativa Car Sharing (for the purchase of an annual pass at a reduced fare and to promote the use of public transportation), the possibility for employees of making use of the company cafeteria with family members, with no reservation being necessary. Regarding people with disabilities, Fondazione Bruno Kessler promotes "diversity" through the integration of workers who are in disadvantaged or unfavourable conditions pursuant to Act n. 68 dated March 12 1999 and to the Program Agreement signed with the Labour Agency of Trento for the gradual filling of the mandatory positions reserved for disabled workers. <p>In order to enhance the welfare network within different partners of the territory, on the 10th of April 2017, the East Hill Family</p>
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			District signed a partnership agreement that will permit services' sharing between partners.
25. Stability and permanence of employment	++ Not in the survey – see regulatory framework.	<u>REGULATORY FRAMEWORK:</u> At national level, legislation does not exactly match the needs of the non-academic research world (Jobs Act etc.): e.g., The maximum duration of fixed term contracts is 3 years and the use of the collaboration contract type has been restricted.	<u>INITIATIVES ALREADY IN PLACE:</u> In this context, the Foundation has succeeded through decentralized agreements to meet the intrinsic needs of the research world where legally possible through: <ul style="list-style-type: none"> - Decentralized Agreement for extending the maximum duration of fixed term contracts to a maximum of 6 years (current regulations set a max duration of 3 years). This agreement has allowed to define medium/long-term trajectories with the same (and therefore not less favourable) provisions of permanent employees; - Reduction of the compulsory time gaps required in-between fixed term contracts; - Establish a specific collaboration discipline (co.co.) in derogation of Jobs Act's provisions that enables researchers to work on collaboration contracts under specific circumstances. <p>There has been a significant reduction in the number of collaboration contracts and an increase in employment contracts: this is an index of greater adherence to the provisions of the C&C and the avoidance of excessive use resulting from repeated recourse over time to non-employment contract types.</p> <p>It is also worth mentioning that the Foundation has recently joined the ADAPT Association (a non-profit organisation founded in 2000 by Prof. Marco Biagi), with the aim of bringing to the national attention, together with other non-academic research organizations, the proposal of adaptation of the legislation in favour of the promotion of non-academic research.</p>

			<p>About the possibility of informing non-permanent staff of new opportunities of permanent positions, the Foundation has adopted an HR Strategic Plan that outlines the number of permanent positions available, which will be assigned as Tenure Tracks and will follow the Tenure Track Selection Process Guidelines, currently under review (see art. 28).</p> <p>Permanent Employment (see art.28) is governed by the Foundation in compliance with Resolution n.1633 (28.09.15) of the Trento Province, which states that costs for permanent or tenure track staff cannot exceed 75% of the provincial budget allocation for the year of reference. In compliance with these limits, the Foundation establishes the maximum number of equivalent staffing points (POEs) for personnel operations.</p>
<p>26. Funding and salaries</p>	<p>++</p> <p>Survey Question 20 Average: 3.50</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The Foundations CCPL provides specific information on wages for the various contractual positions. FBK permanent hiring plan is determined by PAT directives and based on Poe Points distributed in a three-year plan (see art. 28 for the details). Regarding social security provisions, the foundation has adopted social security schemes in support of maternity: CCPL introduces a number of significantly more beneficial provisions compared to the ones contained in Legislative Decree 151/2001, as shown in this document, where it is possible to find a chart comparing parental leave benefits of Research Institutions' employees, under the Collective Labour Agreement for Foundations, and Italian regulations applying for private sector workers.</p> <p>Moreover, FBK is a member of the RESAVER Consortium which aims to create and support specific retirement solutions for European researchers. RESAVER is an EU-backed solution to provide second and third transnational pillar retirement solutions</p>

			for public and private research organizations, cutting the barrier to pension problems that are being handled by international mobility. It is worth noting that the Foundation is committed to a renewal of the CCPL economic and regulatory terms by 2017. It should be specified that the CCPL is now more favourable than national regulations with regard to the economic integration for parental leave as well as to its duration.
27. Gender balance	++ Survey Question 21 Average: 3.50		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Art. 59 CCPL paragraph 2. For the implementation of the aims referred to in paragraph 1, “the Foundations, researchers and technologists, with the purpose of implementing Recommendation 2005/251/EC, by which the European Commission issued the "European Charter for Researchers "and the" Code of Conduct for the Recruitment of Researchers" emphasize the principles of recognition of the profession, non-discrimination, research environment, gender balance, independent evaluation system and participation in decision-making bodies contained therein.”</p> <p>In accordance with the Selection Procedures and Guidelines, the FBK recruitment team is advertising job ads through Gender sensitive channels, e.g. Women in Research, Systems Network, Women and Science. This commitment derives from the Festa Project, which had the outcome of the “<i>Gender Sensitive Recruitment Guidelines</i>”, which is posted on the FBK HR Jobs website and is shared with the Committee members. As prescribed by the FBK Recruitment guidelines and procedures item n. 4.2 "In the definition of the Selection Committee", the presence of representatives of both genders must be guaranteed to at least one third of the members of the Committee. An explanation of the inability to guarantee the above composition must be provided in the Committee's appointment deed.</p>

<p>28. Career development</p>	<p>+ -</p> <p>Survey Question 22 Average: 2.67</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Foreword about constraints related to public funding: By Resolution n.1633 (28.09.15) of the Trento Province, which states that costs for permanent or tenure track staff cannot exceed 75% of the provincial budget allocation for the year of reference. In compliance with these limits, the Foundation establishes the maximum number of equivalent staffing points (POEs) for personnel operations. The Provincial Council applied the Directive under which FBK could define and implement its own human capital management model. With subsequent deliberations in April and July 2016, the BoD approved the 2016-8 Program Plan for staffing integrating it with a specific staffing planning for both permanent positions and career progressions. The implementation of this plan was suspended in December 2016 in view of a reduction in Province allocation of funds for the Foundation's program agreement in the amount of € 2,490,000 set out in the Multiannual Financial Statement of the Autonomous Province of Trento for 2019. In the light of the effects of this forecast, on December 29, the Board decided to suspend what previously determined as to the recruitment for permanent positions and career progressions for the years 2017-8. On August 7, 2017, the Provincial Council approved the settlement of PAT's budget for 2017-9 financial years by fully reinstating the planned allocation of funds for the program agreement for Fondazione Bruno Kessler. Based on this premise and on an in-depth technical and political discussion, the Foundation's BoD, on July 24 2017, mandated the President, Secretary General and the Head of the Human Resources Department to update the terms and numbers of the Foundation's planning, which was executed with a Note of September, 20, 2017.</p>	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>Professional Roles and Career Paths Mapping Project: In 2014, FBK started the experimental project for modelling, defining and assigning professional roles and career paths to fixed term and permanent employees. This initiative is the result of a fruitful collaboration between the Research Centre directors and the Human Resources Department, created with the aim of promoting the development of an open and flexible model of professional roles and paths that could serve as a practical tool for steering staff policies and enhancing Human Capital as a strategic asset for FBK. In the dynamic and challenging professional environment of scientific communities, the value of human capital is in fact a factor that influences the scientific reputation and integrity of the research statute.</p> <p>Self-entrepreneurship promotion initiative: CCPL Art 55: In order to foster self-entrepreneurship, professional enrichment and the application of research innovation, the Research Institutions may, based on their organizational and production needs, grant unpaid leave periods of up to three years with the right to maintain the contractual level.</p> <p>Career Progression: CCPL Art. 62 Paragraph 8. After three years in the fourth contractual level (R4), researcher experience is evaluated to consider progression to the third contractual level (R3).</p> <p>The FBK HR Development Unit was established with the aim to manage, among other activities, the recruitment process, the welcome office for international researchers, the planning of learning and development activities such as courses, seminars, and internal workshops to improve and enhance specific skills in line with the professional paths of researchers and the assessment of</p>
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		<p><u>GAP:</u></p> <p>Discontinuity in the systematic planning of recruitment and career progressions caused by legislative/administrative constraints.</p>	<p>training needs. Furthermore, the HR Development team manages the FBK funded Mobility Program, which gives researchers the opportunity to gain new knowledge and skills and to establish and foster connections both at individual and institutional level. FBK Mobility aims to support employees in the development of international networks and long-term relationships with partners abroad.</p> <p><u>SUGGESTIONS FOR IMPROVEMENT:</u> Revision of the Tenure Track Guidelines to ensure Independent Internal and External Evaluation Committees and better structure the Tenure Track Selection Process.</p>
<p>29. Value of mobility</p>	<p>++</p> <p>Survey Question 23 Average: 3.72</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>FBK promotes new tools for career development such as the FBK Mobility Program, which aims to foster personal and professional development of individuals by funding research stays at a research centre, academic institution or private company. This Program provides FBK's research staff with funding for a period of research in an external institution, giving them the opportunity to gain new knowledge and training in another organization active in research, and to establish and foster connections both at individual and institutional level. FBK Mobility Program aims to support researchers in the development of international networks and longer-term research links with external partners as well as in Italy. Total funding for the FBK Mobility Program amounts to € 100,000. FBK will continue to pay to the selected researchers their contractual wages during their stay abroad.</p> <p>From a general perspective, in terms of portability and social security provisions, FBK is a member of the RESAVER Consortium, which aims to create and support specific retirement solutions for European researchers. RESAVER is an EU-backed solution to provide second and third transnational pillar retirement solutions</p>

			for public and private research organizations, cutting the barrier to pension problems that are being handled by international mobility.
30. Access to career advice	+ - Survey Question 24 Average: 3.09	<u>GAP:</u> Researchers may be not aware of all the initiatives which are offered regarding career development, on the other side, actions towards outplacement could be strengthened.	<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p><u>FBK Outplacement:</u> Staff members on exit trajectories are offered support, when necessary, with the definition of potential employment prospects, with meeting individual and professional needs and with the construction of tools for active job search (especially CVs). For employees leaving the organization, this support is critical to investigate the applicability of provincial legislation on incentives for businesses, to become aware of the aptitudes, abilities and skills acquired and to define a professional project by mediating between personal goals and labour market.</p> <p>In addition to these initiatives, ad hoc <u>training courses</u> are structured with the aim of assisting human resources to fit in working environments other than research or the Foundation. The Learning and Development plan is indeed open also to researchers on fixed term contracts. In special cases, workers are granted transition fixed-term contracts that offer the opportunity for a window period in which to search for a new job while receiving the salary, fill any training gaps and broaden their skills.</p> <p>In 2012, FBK created the virtual bulletin board "<u>Partners Opportunities</u>" in the Human Resources section of the FBK website, available to internal users, that offers job opportunities posted by external companies.</p> <p>In order to promote the employability of outgoing trajectories, Fondazione Bruno Kessler offers each year the <u>Mobility Program</u>, recognizing the value of mobility as a solid tool for enhancing the professional development of researchers and their portfolio of individual skills, as envisaged by the C&C.</p>

			<p><u>HIT/AIRT</u>: supports Spin-off and start up launches, which are regulated via specific financial and infrastructural instruments that foresee the financial co-participation of FBK to private entrepreneurial initiatives of its researchers, also providing working spaces, infrastructures and services for free or very low rates for a limited time (typically three years).</p> <p>In order to foster entrepreneurship, professional growth and the application of innovations by researchers, they may be granted <u>unpaid leave of absence</u> periods up to a maximum of three years, with the right to maintain the previous contractual level.</p>
<p>31. Intellectual Property Rights</p>	<p>++ Survey Question 25 Average: 3.33</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>FBK policies on Intellectual Properties foster the public exploitation of the IP generated by its research activities. To this end, and as provided by the Law, FBK researchers are required to transfer to FBK the IPRs resulting from their research. FBK supports the authors with IPR protection actions—upon request and when a potential economic relevance is envisaged—by providing assistance for protection actions such as patent filing, copyright registration, etc., both via internal competences and via external consultants. Costs are borne by FBK. A rewarding mechanism for the authors is provided.</p> <p>Copyright release: each FBK publication is accompanied by a transfer of copyright to FBK free of charge. Property law is inalienable.</p>
<p>32. Co-authorship</p>	<p>Not in the survey – see regulatory framework.</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Co-authorship is granted to all FBK employees also in co-authorship with other external authors. FBK is not a University, it is indeed organized in small research units that work</p>	

		<p>collaboratively or in research, projects and usually they publish together.</p> <p>For its own publications, the Foundation has a Code of Conduct consistent with the so-called Cope regulations. "Work ownership: The paternity of the work has to be determined correctly and all those who have made a significant contribution to the ideation, organization, production and new development of the research lying behind the article should be cited as co-authors. If other people have participated to a significant extent in some stages of the research, their contribution must be explicitly acknowledged. In the case of multiple-handed contributions, the author who submits the text to the journal is required to state that he/she has properly indicated the names of all other co-authors so that the Editorial Board may request the approval of the final version of the article and their consent to publication in the journal".</p>	
33. Teaching	Not in the survey – see regulatory framework.	<p><u>REGULATORY FRAMEWORK:</u></p> <p>This article is not applicable to Fondazione Bruno Kessler as it does not employ teachers. The FBK Statute does not include education activities as its core mission, therefore it is not within the scope of the Research Centres to deliver university level courses or provide degree diplomas/certificates.</p>	
34. Complains/ appeals	Not in the survey – see regulatory framework.	<p><u>REGULATORY FRAMEWORK:</u></p> <p>FBK has two complaint/appeal conciliation systems in place: 1. Through internal trade union liaisons, 2. Compulsory conciliation system ensured by the Conciliation Committee set up in the Provincial Labour Directorate.</p>	
35. Participation	<p>++</p> <p>Survey Question 26</p>		<u>INITIATIVES ALREADY IN PLACE:</u>

in decision-making bodies	Average: 3.45		<p>FBK Statute: Art. 3 par. 2 "The Foundation conducts its activities, drawing on the following principles: (...) involvement of researchers in the institutional life of the Foundation in accordance with the rules laid down in a specific regulation". Art. 6 paragraph 2 "The Board of Directors is composed of: (...) a member elected by active staff of the Foundation from people with high and recognized scientific expertise, including staff members provided that they are not trade union representatives.</p>
Training and Development			
36. Relation with supervisors	Not in the survey – see regulatory framework.	<p><u>REGULATORY FRAMEWORK:</u></p> <p>Since 2016, FBK has activated the “FBK International PHD Program”, in affiliation with Italian and foreign universities, joint doctoral programs have been structured in which students have the opportunity to spend some time of the project (that can vary according to the project) at one of FBK’s research centres. Supervisory duties, in these cases, are in line with the university and doctoral program regulations with respect to Co-Advisors and Local Supervisors. On the FBK side, each doctoral student reports to an internal supervisor, who follows the training and research steps of the student. In this sense, FBK participated in the “Festa” European project, one of the actions developed by it was the Gender Sensitive PhD supervisor <u>toolkit</u> , introduced through a focus group training action on doctoral supervision practices that are sensitive to differences, especially those linked to gender and culture. Each PhD candidate has one or more FBK Advisors, identified and entered on the HR management software system - and listed in the agreement with the university.</p> <p>The relationship is governed by the guidelines expressed in FESTA WP 6.2, which is supported by the International PhD Program.</p>	

<p>37. Supervision and managerial duties</p>	<p>++ Survey Question 27 Average: 3.62</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The “FBK Learning and Development Plan” includes courses dedicated to managerial profiles, such as “Diversity & inclusion management”, “management of feedback”, “team motivation”. Furthermore, following specific assessment of needs, the FBK Learning and Development Team activated some specific training initiatives dedicated to managerial skills development, in order to support teams coordination.</p>
<p>38. Continuing Professional Development</p>	<p>++ Survey Question 28 Average: 3.50</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The FBK HR Development Unit is dedicated to "Ensuring an effective and efficient management of human resources, ensuring a positive work environment and work-life balance policies that enhance the potential of every employee, investing in the training and in the development and growth of the competences of the human and intellectual capital of the Foundation, managing the relations with unions". In particular there is a section of activities which is dedicated to Learning and Development. Training needs for each individual are assessed through a questionnaire which aims to investigate also the preference for the methodology. For 2017, the FBK Development Unit launched a Learning & Development Plan, which included almost 50 courses for employees, whose access is regulated by training policies. with the purpose of updating and developing three types of skills: basic skills, specific technical skills and soft skills. Furthermore, a three-month trial plan for English e-learning was launched on two different platforms for 10 users. Language courses for the year 2016-2017 were offered also with the blended method (distance learning + classroom) so that offer could be improved in terms of adaptability and flexibility.</p>

<p>39. Access to research training and continuous development</p>	<p>++ Not in the survey – see regulatory framework.</p>		<p><u>INITIATIVES ALREADY IN PLACE:</u></p> <p>The Foundation offers all researchers with fixed-term and open-ended contracts access to training initiatives. Thanks to the "Professional Roles and Careers Path Mapping project" project, the training program is increasingly in line with the skills required by the specific career path of the researcher. Each year the unit manager evaluates the expected role for each employee and may redirect career paths where necessary. Additionally, to support attendance at conferences, seminars and research conferences, the Foundation annually allocates an ad hoc budget for travel expenses.</p>
<p>40. Supervision</p>	<p>++ Not in the survey – see regulatory framework.</p>	<p><u>REGULATORY FRAMEWORK:</u></p> <p>The Foundation is organized in 7 research centres, divided into small Units devoted to different scientific and technological fields. Each Unit is led by a manager who oversees the students, PhDs and researchers. Additionally, thanks to the "Professional Roles and Careers Path Mapping project", an annual assessment has been introduced, which coincides with a feedback interview where the manager indicates improvement and/or professional growth actions, if any, in line with the development steps associated with the assigned role.</p>	

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list

OTM-R checklist for organisations

	O p e n	T r a n s- p a r e n t	M e r i t- b a s e d	++ +- -+ --	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++	https://hr.fbk.eu/it/linee-guida-selezione
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	Last update 19.12.16 – was posted to the FBK HR website . Once internal regulations are approved or modified by the Board of Directors, a communication is sent to all FBK staff.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+-	New hiring managers are trained in their first weeks of employment about FBK internal processes (e.g. Selection). The FBK Learning and Development plan includes for the 2018-2019 an action regarding the training for Committee members and hiring managers regarding interview techniques.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	We use “ <i>Altamira</i> ” as Applicant Tracking System. It allows us to post the ads to our website and other portals (i.e. Indeed.com, jobrapido), to track applications and manage communication with candidates and selection committees.
5. Do we have a quality control system for OTM-R in place?	x	x	x	++	FBK ensures that OTM-R recruitment is in place by making sure that candidates’ evaluation is based on the requirements listed in the job description. The selection committee uses an evaluation grid, which is the same for all candidates and reflects the criteria mentioned in the call.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	All permanent positions are assigned through an open international call, where all the candidates, both internal and external, are evaluated by a selection committee whose members are internal and external experts. Also, fixed term contracts are assigned based on open selection processes and the committee composition is based on the contractual level offered. We have the possibility through Altamira to analyse the candidates characteristics and make reports

7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	As per Recruitment guidelines and procedures FBK recruitment team posts all call advertisements on Euraxess and the Eures websites, for some positions also on LinkedIn Job Slots and/or other paid sector specific portals (for example Eoweb for Remote Sensing Unit) whereas the PhD title is required, also on ResearchGate.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	<p>Pursuant to our Selection Procedures and Guidelines, the FBK recruitment team is advertising job ads through Gender sensitive channels, eg. Women in Research, Systems Network, Donne e Scienza. Once a year we review our list of contacts for advertising our open positions through Gender Sensitive Websites. This commitment derives also from the Festa Project, one of whose outcomes was the Gender Sensitive Recruitment Guidelines which are posted on FBK HR Jobs website and shared with Committee members. Fondazione Bruno Kessler promotes "diversity" with the inclusion of workers in fragile or disadvantaged situations in accordance with Act n. 68 Italian Law dated March 12, 1999 and according to the Program Agreement signed with the Trento Employment Agency for a gradual coverage of the mandatory positions reserved for people with disabilities. The latter and the local employment centres are the Foundation's major interlocutors of reference for the appropriate exploitation and for compliance with the legislation in force. FBK proceeds with hiring through international calls, open for all applicants, or individual hiring of personnel enrolled in special categories list at the Employment Agency.</p> <p><i>Trend in the share of applicants among underrepresented groups: 33% Women in 2016, 5% Protected Categories in 2016 (applicants not applications).</i></p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	In 2016 FBK published a dedicated Welfare page with the purpose of describing benefits offered to employees, just to name some of them: work flexibility, work-family balance, mobility opportunities, tele-working, children science summer camps. The link to the Welfare page is shared with applicants in order to make them aware of FBK attractive working conditions.
10. Do we have means to monitor whether the most suitable researchers apply?				++	We maintain a tracker of our selection processes and for the current year we have a hiring rate of 82% positions filled. For the positions where we struggle to find suitable candidates (i.e. Developers), we put together a candidate attraction strategy which was deployed during spring 2017.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x			Since last year (fall 2016) the FBK recruitment team uses a template to guide hiring managers in writing the job description. The FBK Recruitment team has put together a form, revised by a native-speaker professional translator, which contains a clear structure and is based on CCPL requirements for the positions. We also do publish on Euraxess network and other standard portals which are described in FBK Recruitment Guidelines . FBK have a mandatory (as per Province of Trento directives) advertising period of 21 days.

12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ³]	x	x			We comply with all the elements indicated in the 4.4.1a toolkit: regarding bullet point n.9: “the application procedure and deadline, which should, as a general rule, be at least two months from the publication date and take account of holiday periods”. FBK deploys a well-structured selection process, which starts with an online authorization form – completed by the hiring manager with all information related to hiring (position, level, budget) which goes through Directors and relevant approvals. Once the Job description template has been completed, based on the requirements relevant to the position, we have a mandatory (pursuant to Province of Trento directives) advertising period of 21 days. As an internal rule we then give a minimum 7-day advance notice to candidates before the interview and we must have the approval of the full committee before proceeding with the offer. This described above is the simplified procedure, which is applied for junior fixed term positions. For senior fixed term positions, the selection committee is composed also by two external members. For tenure track positions the selection procedure follows a different workflow which can be found at this link : three external expert members are selecting the shortlisted candidates which will interviewed by the internal members.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	FBK posts all positions (besides those in Italian) on the Euraxess Portal.
14. Do we make use of other job advertising tools?	x	x		++	Yes: Researchgate, LinkedIn, Euraxess, Eures, PAT portal, Employment Agency, Gender Sensitive Channels (Systems Network, Women in Research, Donne e Scienza). For tenure track positions, we also advertise on scientific sector specific channels (eg. IIIE, Science, JobsAcUK)
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ⁴⁵]	x			++	Candidates apply through Altamira and are requested to attach their CV and Cover Letter in electronic format. Moreover, the CV is considered as self-certification, so that FBK does not request a copy of the degree certificate neither for selection purposes nor for contract paperwork purposes. Once the successful candidate accepts the offer, the hiring workflow automatically sends the newly hired worker an invitation to enter his/her personal information, which will be integrated in the employee tracking system.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵]		x	x	++	As prescribed by our Recruitment guidelines and procedures , the appointment of the selection committee is a step of the selection process. It involves an economic contribution for external members and the request of indicating possible conflicts of interest. The names of the external members are published on the Transparency Webpage when they are recognised as occasional consultants. Moreover, upon request, candidates can request to access the relevant information, based on the national legislation for public administration (lgs. n. 33 del 2013 , Art. 5.)

³ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

17. Do we have clear rules concerning the composition of selection committees?		x	x	++	As prescribed by our Recruitment guidelines and procedures , the composition of the selection committee depends on the contractual level of the position advertised. E.g. For 2 nd levels, the committee must include two expert external members. Guidelines here and procedure here .
18. Are the committees sufficiently gender-balanced?		x	x	++	As prescribed by our Recruitment guidelines and procedures point n.4.2 “In the definition of the Selection Committee, the presence of representatives of both genders must be guaranteed at least one-third of the members of the Committee - This is part of the Festa Project outcome, FBK follows indeed the Gender Sensitive Recruitment Guidelines .
19. Do we have clear guidelines for selection committees which help to judge ‘merit’ in a way that leads to the best candidate being selected?			x	++	The HR recruitment team ensures that candidate evaluation is based on the requirements listed in the job description. The selection committee does use an evaluation grid (quantitative and qualitative) which is the same for all candidates and reflects the criteria mentioned in the call. Selection Committee members, at the time of the appointment, are made aware of internal procedures and, particularly, of the Guidelines for a Gender Sensitive Recruitment .
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Yes, at the end of the selection process, upon acceptance of the position by the successful candidate, the FBK recruitment team will post the name of the winner to the HR page under Selection Results . Afterwards, a communication is sent to all the candidates informing them about the end of the selection process.
21. Do we provide adequate feedback to interviewees?		x		++	When informing candidates about the end of the selection process for the call they applied for, the FBK recruitment team does adapt the feedback based on the selection step reached by the candidate. In this way, candidates to be interviewed will receive a personalized email. Furthermore, upon request, candidates may ask for specific feedback about their interview performance and about their fit of the candidate to the position advertised.
22. Do we have an appropriate complaints mechanism in place?		x		++	Requests of information about the selection process are managed through the Transparency and Anticorruption Unit. Specifically, as per national legislation, Leg. Decree. No. 33/2013 , Art. 5, all citizens may request information – at FBK, by contacting trasparenza@fbk.eu and following the procedure outlined at this link . <i>Statistics on complaints: 1 for 2017.</i>
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				-	As per national legislation (Leg. Decree No. 33/2013), Art. 5, all citizens may request information about FBK selection processes, by contacting trasparenza@fbk.eu and following the procedure outlined at this link . Furthermore there are two additional steps for overseeing OTM-R deliverables: <ol style="list-style-type: none"> 1. FBK has an Oversight Board (ODV) in charge of monitoring approved procedures by auditing random cases 2. The BoD will reviews OTM-R indicators and approve them on a yearly basis.