

"AGILE WORK: ALTERNATING ON-SITE WORK AND REMOTE WORK"

Guidelines issued by the Human Resources Service

August, 25th 2020

Introduction

Fondazione Bruno Kessler has undertaken a process of reviewing and updating its operational and work organization model with the aim of strengthening its sustainability, resilience and reciprocity profiles.

This process also starts from the experience gained in the most critical period of the Covid-19 pandemic and from the related contrast strategies conceived, in a participatory way, optimizing the good practices already in place at the Foundation with regard to flexibility, welfare and organizational well-being.

The most important steps of this process are witnessed by the "[Premises Reopening Plan](#)", by the "[Updating the Operational Model for Research Staff](#)" and by the "[Call for Directors of the new Research Centers of the Science and Technology Hub](#)", by the "[Platform for the building of a new reciprocity pact](#)", by the "[Resolution on agile work](#)" and the related "[Individual agreement](#)" scheme.

We are aware of the fact that the process we have undertaken has many complexities: technical, legal, managerial and cultural ones.

Hence the approach in terms of experimentation, gradualness and involvement of those who wish to contribute to building on the path undertaken.

To this end, we have collected the preferences of all the staff in relation to the traits of the organizational evolution undertaken ([April-May 2020's questionnaire](#)), we have activated the participatory platform "[FBK Ideas](#)", we are offering opportunities for in-depth analysis through dedicated information desks, we have set up a constant monitoring and check unit, which has the internal union representatives as its main interlocutor

Drawing on the early feedback received, we have prepared these Guidelines to provide further details on the agile working scheme combining on-site work with remote work as set forth in the "Resolution on agile working" and the related "Individual Agreements".

Together with the colleagues from the Data Office, we are working to implement information systems that will support the operations needed to correctly and smoothly implement the chosen agile working model.

With the colleagues from the Corporate Assets and the Safety Departments, we are working on logistical solutions that will best fit the organizational model being tested.

Also on the basis of the evidence that will emerge from this early experimentation of alternating onsite work and remote work, the Foundation, involving the different

stakeholders and together with the internal as well as Provincial union representatives, will develop a more articulated work organization model which will come into effect as of January 1, 2021.

Guidelines pursuant to Resolution n. 8/2020 and the relating Individual Agreements.

(Effective date: September 15, 2020)

Recipients

These Guidelines apply to all staff of the Foundation.

Insofar as it is compatible with its regulations, the Foundation intends to extend the new operational and work organization model to the staff of the Autonomous Province of Trento assigned to it.

The Foundation has, thus, initiated a discussion with the Personnel Department of the Province and, separately, with the provincial trade union representatives for the public sector in order to find the required agreement.

Until specific discipline has been identified, PAT staff seconded to our organization is excluded from the application of these guidelines and will be subjected to provincial regulations.

Alternating on-site work and remote work:

Keeping in mind that the working week at the Foundation is divided into 5 days, from Monday to Friday, and it has been specified that the agile working scheme allows for the possibility of working both on site and remotely even on the same day, the staff - from September 15 until December 31, 2020 - will be required to comply with the following rules:

- 50% of the working days of the calendar month shall be planned so that work be performed on site;
- in the calendar months in which working days are odd, 50% shall be rounded up;
- immediate supervisors shall monitor and ensure the full operation of the workers assigned to him/her (employees, in-house consultants, PhD students, interns) and compliance with health and safety requirements.

The use of vacation or other full-day leaves (for example: Leave under Law No. 104/1992, parental leave, sick leave, etc.) shall reduce the total number of working days in the calendar month¹.

¹Examples:

- October 2020 has 22 working days, 11 of which must be worked on site;
- November 2020 has 21 working days, 11 of which must be worked on site;
- December 2020 has 21 working days; using 5 days of vacation, the number of working days will be 16 and 8 days must be worked on site.

For the purposes of calculating the 50%, business travel days are considered as on-site work unless the worker expresses a preference for different arrangements.

Special schemes

Personnel assigned to tasks that cannot be carried out remotely (so-called "non-teleworkable") are not subject to the combined agile working scheme referred to in the previous section.

To the extent needed to ensure the operation of the related process flows, the staff of the FBK Library and the staff of the laboratory system of the Center for Materials and Microsystems are equated with the so-called "non-teleworkable" staff.

The Foundation will grant the possibility to work remotely (100% agile working) to disabled workers and to workers with morbidity certified by the occupational health physician (so-called "fragile workers") who request it.

The Human Resources Service - jointly with immediate supervisors - shall evaluate any requests for exemption from the limit indicated in the previous paragraph received from employees.

These requests, duly documented, shall be acceptable for the following reasons only:

- professional reasons: off-site long-term stays due to training or work reasons that are demonstrably in connection to specific professional development or to their work at the Foundation;
- socio-health reasons: situations attributable to the provisions of the applied Collective Agreement, the European Researchers' Charter or family needs related to the management of Covid-19 risk.

Staff obligations

All staff - including those with "non-teleworkable" tasks - shall be required to prepare and upload a daily report of their work on INAZ - Portale Utente, as an attachment to the "Smart-working" code option.

Staff working on site will have to swipe their badges only once, for attendance recording and safety purposes.

All staff will continue to organize their work according to a plan periodically agreed upon with their immediate supervisors.

The employer shall ensure the regular operation of the Foundation and compliance with health and safety provisions.

Guidelines and FBK Disciplinary Code

These Guidelines are an integration of the [FBK Disciplinary Code](#).