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# TRAINING POLICIES AND REGULATIONS

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**HUMAN RESOURCES DEVELOPMENT UNIT  
FONDAZIONE BRUNO KESSLER**



<http://hr.fbk.eu>

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## Document objectives:

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This document formally defines how the different training and development opportunities offered by the Human Resources Development Unit (hereafter HR Development Unit) of Fondazione Bruno Kessler are delivered to its employees. This policy intends to be a support tool for staff that, at the heart of the training process, requires recognition, enhancement and development of their skills, support for change within a business environment as favorable and attentive as possible to the continued growth of its human resources.

Training and development actions draw inspiration from FBK's mission that includes *«...investing in the training, growth and skills development of the human and intellectual capital of which it is made up»*. They also support the principles of the European Charter for Researchers<sup>1</sup>, which provides that *«...at all stages of their career, researchers and scientists should seek continuing professional growth by updating and expanding their skills and competencies... »*

At FBK, training and qualification of human resources cover a decisive role in that they support professional and personal growth, facilitate the achievement of strategic objectives and accompany innovation processes, encouraging the spread of new kinds of organizational culture that make change sustainable.

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<sup>1</sup> [www.europa.eu.int/eracareers/europeancharter](http://www.europa.eu.int/eracareers/europeancharter)

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## Training programs at FBK

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Drawing from the range of existing definitions, we define training as the set of actions whose primary goal is to acquire, develop, update and maintain the skills, abilities and attitudes, which enable a better personal, professional and social adaptation of the individual.

By promoting greater effectiveness of individual and group performance, training processes tend to increase the personal satisfaction, closely connected to improved work performance, which proves strategic for organizational innovation.

In other words, training is a process that aims to achieve and develop skills useful for the appropriate development of the human capital in view of the continued evolution of the working environment. Training is not in fact an immutable structure, but a system that is constantly faced with a variable dimension, linked to the changing needs of the environment and, specifically, to the peculiarities inherent to the human resources.

FBK's investment in training thus arises from the intertwining of individual goals and organizational goals. The former meet the needs that affect the personal sphere in terms of aspirations, attitudes, interests, etc.; the latter are more closely linked to the organizational strategy.

Specifically, training actions offered by the HR Development Unit, aim at updating and developing three types of skills:

- **Basic skills**, the general knowledge acquired especially during school and university, preparatory for entering the job market and needing constant update (e.g. : foreign languages, computer, safety, etc.)

Safety training is handled directly by the Safety Unit under the Risk Prevention and Protection Service.

- **Specific technical skills**, the set of knowledge and skills required in specific professional and scientific areas. They relate to the effective performance of certain professional activities in various fields.

The HR Development Unit handles mainly the technical and specialist training for the staff of the research support departments. The development of specific technical skills for research staff occurs primarily through participation in conferences, workshops, summer schools and seminars, organized and curated independently by the single research units.

- **Soft skills**, which include a broad set of personal skills and abilities, involved in many types of working behaviors. Soft skills are general, highly transferable, non-specific and common to several roles. Training actions on soft skills are divided into four areas: management skills (e.g. : delegation, decision-making), effectiveness skills (e.g.: self-awareness, stress tolerance), interpersonal skills (e.g.: self-control, teamwork, communication) and operating skills (e.g.: autonomy, problem solving).

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## The training process

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The training process consists of the following stages:

- (1) Identification of training needs
- (2) Action planning and choosing of the training method
- (3) Funding sources and catalog launch
- (4) Training delivery
- (5) Satisfaction survey analysis

(1) The identification of training needs is based on formal and informal methods. The first method includes specific requests and context analysis (reorganizations, assessment processes, analysis of satisfaction surveys, etc.); the second method involves collecting information on needs through interviews with directors / Unit Heads, and recipients themselves. Training is afforded based on the strategic objectives and priorities of the organization. Training is planned annually based on needs and available resources.

(2) Some training initiatives aimed at upgrading or maintaining basic skills are offered annually, while those aimed at strengthening specific technical skills and soft skills are designed to meet specific needs (for example, for certain roles and career paths).

Based on needs emerged and on organizational targets, the most suitable methods to deliver the training actions are selected:

Classroom training: It is the traditional and classical way of training and is based on the "real time" interaction between the trainer and the group of participants.

Outdoor training: It is used to refer to activities that develop learning from experience and are held in open spaces, or in different, and possibly "distant" places from the business experience; It focuses on the development of organizational behavior through the use of metaphors and new contexts, outside everyday life, where the workers can freely experiment with and experience the soft skills they want to develop.

Seminars: informative and dissemination meetings on specific issues that are intended to stimulate discussion and reflection.

Workshops: educational events focusing on a single topic, theoretical, practical and hands-on, usually addressing specific professional categories.

Customized training: it is an individual program designed to meet personal needs and in line with organizational strategies.

On-the-job mentoring: a professional provides on-the-job training to the single worker in activity planning and implementation. The focus is to transmit operational know-how.

Distance Learning: carried out by the participant on an online platform.

Blended: it combines distance learning with classroom training.

Coaching: It is a training process that aims to bring about a change, a transformation that can improve and boost the trainee's potential to reach personal, team and management goals. It wishes to offer the worker instruments to process and identify their goals and strengthen their effectiveness and performance.

Training is either organized in-house or outsourced, relying on educational institutions.

(3) Training delivered by the HR Development Unit is financed partly from institutional funds and partly through *Fondimpresa* a cross-professional fund, which FBK has joined. The fund,

available on a yearly basis, is fed through a mandatory contribution based on employee salaries. The Training Catalog covers two years and is communicated internally through dedicated events. Once the catalog has been launched, sign up for courses is open.

(4) At the end of the courses, workers are given a satisfaction survey designed to learn about the trend of the course (satisfaction) and to gather information for the planning of training programs for the following year.

(5) At the end of the courses, attendees will be asked to complete a satisfaction questionnaire to learn about the course trend (satisfaction) and to gather useful information for the planning of the following year's training plan.

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## Equal opportunity and diversity management

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Also when it comes to training offers, FBK cares about ensuring equality of opportunity in the development of its staff and valuing the diversity that characterizes its human capital. To do this, in collaboration with the FESTA project (FP7), the planning of training activities is attentive to an inclusive offer, starting from raising trainers' awareness about the use of diversity sensitive topics and material, and including classroom work actions (group work, simulations) that put the focus on some gender stereotypes. The purpose of this awareness raising is to recognize the mechanisms of gender discrimination in an effort to promote a culture that respects gender equality and diversity in general, in all contexts and relationships in which it may occur. An effective management and valuing of diversity has also an impact on the results of training performance: a diverse and engaging learning environment favors increased (individual and group) cognitive performance.

## Training rules and regulations

	Training courses (max 3 per year)				Other trainings activities (free attendance)	
	Classroom trainings	Workshop	E-learning	Customized trainings	Seminars	Other initiatives
<b>PAT – FBK Employees</b>	✓	✓	✓	✓	✓	✓
<b>PhD Students and collaborators</b>	X	X	X	X	✓	✓

### Enrollments:

- on my.fbk.eu (Applications - INAZ portale utente) for contracted personnel
- via e-mail [formazione@fbk](mailto:formazione@fbk) for PhD Students and collaborators

- Employees hired for periods of less than one year **are not eligible** for training activities. These workers will only receive training deemed essential for the continuation of their work activities
- Employees who have applied for leave related to study rights (**150 hours**) cannot benefit from further opportunities for the year of reference of the leave.
- Applications for participation in training courses by employees who are using a **leave of absence** or are **seconded** to other agencies, will be accepted based on specific needs and future outlook.
- Participation in training activities is considered, in all respects, as working time and, therefore, the courses will be held, as a rule, during regular working hours. If the training takes place in the municipality of Trento, trainees will accrue the actual course hours, outside the Municipality, workers will accrue the daily hours as per their contract. If the courses are scheduled outside regular working hours, the foundation will allow participants to make up time for the hours of actual training.
- To ensure fairness in the delivery of courses and to allow all employees to participate in training activities, employees may not participate in more than **3 training courses/workshops** funded by FBK per year.

- Applicants must **make arrangements** to participate in training courses with their supervisor, in line with their role and career path. Costs relating to travel outside the province will be charged to the employee's cost center of reference.
- If authorized by their supervisor, workers are given the opportunity to apply for the activation and/or financing of customized (ad-hoc) training. The HR Development Unit will examine the request taking into account their role and career path, consistency of the training with their work activities, available resources and investment made in previous years on them. In the event that FBK has committed to supporting customized training programs that are particularly onerous in terms of time and resources, employees will not be eligible to apply for further investments for their education in the following 2 years.
- Requests for mandatory training for professionals registered in professional registries are accepted only if the object of the training is consistent with the work activities carried out at the Foundation. Any fees for participating in the training initiative will be borne by each professional.
- Each employee will be responsible for **signing up** for training initiatives. Registrations are made online through the INAZ portal, and will be accepted according to the chronological order in which the application forms are received. The HR Development Unit reserves the right to consider the registration of each employee, in compliance with these rules.
- Workers must **promptly notify** (with an advance notice of at least 3 working days) any **absences and/or cancellation** from training courses, in order to ensure good planning of the training and to offer the opportunity to others to take part in the initiatives offered.
- In the event that an employee fails to notify their absence or cancel their registration for the courses, the HR Development Unit will determine whether they are eligible for registration to future similar initiatives. Once the employee has started the training course, they are required to regularly attend it, balancing training work activities and planned time-off.
- Enrollment in training initiatives entails an agreement between the employee and FBK where, for the training opportunities offered, the worker commits to **attend at least**

**75%** of the total course hours. In the event of excessive absences from a course (more than 25% on total course hours), the worker will not be issued a certificate of attendance and the HR Development Unit will determine whether the employee is still eligible for enrollment in future similar initiatives.

- At the end of each training course, attendees will be given a **satisfaction survey**; completing this form is required in order for them to be issued the certificate of attendance.