TEMPLATE 2: HR STRATEGY - ACTION PLAN

> Name Organisation under review: **Fondazione Bruno Kessler (FBK)**
>
> Organisation's contact details: Human Resources Department: hrstrategy@fbk.eu
>
> Web link to published version of organisation's HR Strategy and Action Plan: https://hr.fbk.eu/en/human-resources-strategy-researchers-0

SUBMISSION DATE: 16ᵀᴴ OF MAY 2018

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	401
Of whom are international (i.e. foreign nationality)	87
Of whom are externally funded (i.e. for whom the organisation is host organisation) – We indicate here the number of FBK PhD Programs: FBK funds universities for providing PhD grants to be carried on in FBK research centres.	81
Of whom are women.	84
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. Corresponding to FBK CCPL Level 2 and 1 (R1/R2 and T1/T2)	70
Of whom are stage R2 = in most organisations corresponding with postdoctoral level. Corresponding to FBK CCPL Level 3 (R3,T3).	145
Of whom are stage R1 = in most organisations corresponding with doctoral level. Corresponding to FBK CCPL Level 4 (R4,T4).	61
Total number of students (if relevant). Corresponding to Internships/Stages.	59
Total number of staff (including management, administrative, teaching and research staff).	166
RESEARCH FUNDING (figures for most recent fiscal year)	K €, FY 2016
Total annual organisational budget.	44,661
Annual organisational direct government funding (designated for research).	31,153

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) .	8,726
Annual funding from private, non-government sources, designated for research.	4,782

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)
FBK is a private research institution inspired by the Constitutional principle of freedom of research, by the non-discrimination rules of the European Union and by the service of the international research community, devoted to excellence in research in numerous disciplines and designated to the role of keeping the Autonomous Province of Trentino in the mainstream of European and international research. Each research area is assigned to a specific centre: Information Technology Centre, Centre for NETworked communities, Centre for Materials and Mycrosystems, Centre for the Evaluation of Public Policies, Centre for Religious Studies, Italian-German Historical Institute, Centre for Theoretical Studies in Nuclear Physics.

2. NARRATIVE (MAX. 2PG)

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current policy and practice under the four thematic headings of the Charter and Code at your organization.

Fondazione Bruno Kessler, established in 2006 under the Laws of the Autonomous Province of Trentino, is a non-profit public interest body, recognized as a private legal entity. As regards personnel management, selection, and recruitment processes, FBK operates according to privately defined rules, but as a private body under public control Fondazione Bruno Kessler is required to comply with the principles of transparency, advertising, and traceability. These principles also inform the recruitment and selection guidelines and procedures.

The proposed HR strategy is based on the HR vision: assure human resource management and skills development, support organizational change, ensure a positive climate in the workplace, invest in training and growth in FBK human and intellectual capital, and promote trade union relations.

With the "Personnel program plan 2016/2018" , Fondazione Bruno Kessler has adopted an instrument for interpreting, planning, and managing the most important profiles and dimensions of its human resources, defined as the combination of knowledge, abilities, and skills, on which the creation of economic, social, and status value depends.

One of Fondazione Bruno Kessler's strong points in the area of **"Ethical and Professional Aspects"** is the specific application of the principles of non-discrimination through the provision and implementation of internal policies that regulate the human resource processes, ensuring the promotion of diversity and inclusion of workers independently of gender, age, ethnic, national, or social origins, religions or beliefs, sexual orientation, or language.

The weakest point involves the awareness of the researchers of the financial management of Fondazione Bruno Kessler, deriving from the traceability of the budgeting decisional processes, disability, political opinions, and social or economic conditions.

Ever since it was established as a private body under public control, Fondazione Bruno Kessler implemented a highly structured policy system based on the principles of transparency, advertising, and traceability. Furthermore, over the years the Fondazione Bruno Kessler strove to adapt to changing conditions in the work market, adopting measures for constant improvement. All the policies are published and can be referenced at the FBK website. As regards the articles in the "Recruitment and Selection" section, survey results have revealed a high percentage of satisfaction among the research community, in particular for the open recruitment process.

As regards "*Working Conditions and Social Security*", Fondazione Bruno Kessler is distinguished as an organization committed to Work Life Balance: since 2009 FBK has been involved in the Family Audit Project, gaining and maintaining certification awarded by the Autonomous Province of Trentino Government Agency. By signing the "Commitment Document", Fondazione Bruno Kessler has manifested its commitment to developing and cultivating an organizational culture and policy system promoting a balance of family and work. A number of welfare programs and projects have been implemented: flexitime (single attendance electronic registration for research staff), mobility for researchers, smart working among others, as explained at this link.

One of the most critical aspects of this issue is adherence to the principle of career development as described in the gap analysis, and the response of researchers under this heading in the survey reflects the changes that have occurred in Fondazione Bruno Kessler over the last two years. We refer in particular to an obstruction to career progression that has hindered the activation of contractual adjustment linked to acknowledgement of merit. This was despite the fact that during this period Fondazione Bruno Kessler took alternative initiatives to promote career development, like for example the Mobility Program For Researchers, incentive based policies, and the promotion of a model of roles and professional development as a practical instrument for orienting personnel policies and human resources.

In the Training and Development category, every year Fondazione Bruno Kessler defines a Learning & Development Plan, following analysis of training requirements. The plan foresees training initiatives in line with the required skills for the roles and professional development paths in the research centres. Furthermore, it is important to note that the FBK Statute does not include educational activities as a core mission, and so it is outside the scope of the Research Centres to provide university level courses or issue degree diplomas/certificates.

3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Action title – Timing – Responsible Unit – Indicator(s) / Target(s).

Overall, the results of the HRS4R survey reveal a high level of satisfaction regarding the four areas investigated: i) ethical and professional aspects; ii) recruitment and selection; iii) working conditions and social security; iv) training and development. Opportunities for improvement are identified as a subset of specific factors: section i) ethical and professional aspects, and section iii) working conditions and social security, together presenting five questions that score below 3.25 or the 75th percentile of the grading scale. These are specifically questions 3, 5, and 8 for section i) and questions 22 and 24 for section iii). Of these questions, question 22 stands out (FBK has defined a specific career development strategy for researchers at all stages in their careers, including researchers on fixed-term contracts). It scores much worst in all respects: the average (2.67) is considerably lower than the next lowest answer (3.09 for question 24), furthermore 67% of respondents request that the problem be addressed within 6 months or sooner.

Revision of the action plan May 2018: after receiving the recommendation by the assessors regarding the need of an increased involvement of the research community, various focus groups were organised in order to evaluate the alignment between the proposed actions and the gaps they addressed in the questionnaire. The outcome of the focus groups was integrated into the action plan, in particular taking into account the two factors which frequently emerged during the discussion: transparency and communication. One of the following comments were added to each action:

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

The Gantt and the timeline of each action were adjusted accordingly.
For the full methodology of the FBK HRS4R please refer to the document "*Description of FBK HRS4R process*".

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Art. 6 Accountability:

"Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and co-operate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities". **Survey Question n3** "*FBK provides adequate means for researchers to be aware of the principles of sound, transparent and efficient financial management*".

→ The actions described below in details have the purpose to increase the means researchers have to be aware of the principles of sound transparent and efficient financial management.

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<tr>
<td>*Action title and description*</td>
<td>*Timing*</td>
<td>*Responsible Unit*</td>
<td>*Indicator(s) / Target(s)*</td>
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A1 - Financial Literacy for Researchers: Training Initiative aimed at familiarizing researchers with the principles of sound, transparent and efficient financial management.

Feedback from the focus groups: **REVISION**

The title and the content of the training course should be reviewed in order to maximise the attractiveness and above all to match the need of the researchers to get practical training for example on how to manage a small budget.

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Q1 2018
Q4 2019

<u>Revised timeline</u>
Q2 2018
Q1 2020

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HR & Accounting and Financial Department

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Indicator: number of participants to the course.
Target: March 2020
All researchers

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A2 - Reorganizing sources: Raising awareness of internal and external policies. Action: Reorganizing sources and simplifying the representation of regulations and internal policies/procedures. Feedback from the focus groups: **APPROVED**	Q3 2018 Q4 2019	Secretary General	**Indicator**: percentage of policies/procedures reviewed. **Target**: 100% by December 2019. All researchers.
A3.1 – Budget Process: Formalizing a procedure for budget planning: establishing times and deadlines, subjects involved, and defining appropriate cascade procedures. Feedback from the focus groups: **APPROVED + New ACTION A3.2**	Q1-Q3 2018 Revised timeline Q2 Q4 2018	Secretary General, Accounting and Financial Department	**Indicator**: publication and presentation of the approved procedure. **Target**: December 2018 ALL researchers.
A3.2 - Budget Management: At the current state, budget management by Research Unit Head is supported by different IT systems – both for what concerns the yearly budget definition and for what concerns the regular monitoring. These IT systems have however some important limitations for what concerns integration and support to budget revisions during the year. With this action a new budget management tool will be launched, to overcome these limits. From a management prospective, thanks to this tool the Unit Head will be able to effectively handle and oversee the state of the Unit Budget and to actively engage its researchers.	Q3 2018 Q4 2019	Data office	**Indicator**: Release of the tool **Target**: December 2019 Research Management
A4 - Budget Reporting: FBK Data Driven: launch of the Data Office project in FBK, which will focus on restructuring the research support services and evolving the	Q1-Q3 2018	Data office	**Indicator**: release of a pilot version of the dashboard by year 1.

corresponding IT systems. The objective is to improve efficiency and enable decision making based on accurate, relevant and timely data - at all levels and for all FBK roles. One of the products of the project will be a shared representation of the budget, through a dashboard available to, and easily understandable by all researchers. Researchers will be directly involved in test procedures for implementation. Feedback from the focus groups: **APPROVED**	<u>Revised timeline</u> Q2 2018 Q1 2019		**Target**: Marzo 2019 All researchers

ART. 8 Dissemination, exploitation of results:
"All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises". **Survey Question n. 5**: "*FBK ensures that the activities of the researchers are disseminated and exploited (e.g. transferred into other research settings or, if appropriate, commercialized)*". → The actions described below in details have the purpose to increase the means researchers have to enhance the dissemination and exploitation of research results.

Action title and description	*Timing*	*Responsible Unit*	*Indicator(s) / Target(s)*
A5 - Mission Based Report: The organization's accountability instrument in relation to stakeholders. This combination of documentary data on the activities of FBK is supported with explanatory content to assist the reading and interpretation of the data. The structuring of these materials is foreseen to include a series of self-standing documents, each one intended for a specific cluster of stakeholders, and designed for easy usability. Feedback from the focus groups: **APPROVED**	Q1-Q4 2018	Secretary General	**Indicator**: validation of the instrument and model by the Board of Directors. **Target**: December 2018 All researchers

A6 – Training Promotion Skills: Enhancing Skills for Promoting Research Results: raising awareness through training initiatives (giving operational tools, providing detailed guidelines for writing dissemination projects) Feedback from the focus groups: **APPROVED**	Q1 2018 Q4 2019	HR (L&D Plan) HIT, Communication Unit	**Indicator**: percentage of participants. **Target**: December 2019 All researchers
A7 – HIT Strategy: In order to reinforce local and international partnerships, FBK will invest in strengthening their strategy for promoting and maximizing research results through an evolution of AIRT team, named HIT (Hub Innovation Trentino): a non-profit consortium that aims to promote and maximize the results of research and innovation in the Trentino region in order to encourage the development of the local economy. It focuses on catalysing innovation, technological transfer, and opportunity scouting on national, European and international levels, regarding the theme of intelligent specialization directly for his members and indirectly for the Autonomous Province of Trentino. Feedback from the focus groups: **APPROVED**	Q1 2018 Q2 2020	HIT and Secretary General	**Indicator**: Number and quality of patents commercialized and sold, amount of business generated in the industrial field, number of start-ups launched. **Target**: Giugno 2020 All researchers
A8.1 – FBK Communication Strategy: Enhance FBK's communication strategy towards some specific targets, primarily schools and education: young students, teachers, and school principals, through the FBK junior project 2018. Another dissemination initiative will be the inclusion of specific actions for "Communicating Science" in the three-year Strategic Plan. The project goal for CISA	Q1 2019 Q2 2020	Communication Unit	**Indicator**: number of initiatives for public dissemination of research results to the context of CISA project (events, conferences, exhibitions, etc.)

(Citizens for Science) is to promote the scientific maturity of citizens, not only through a wide range of public opportunities in which Fondazione Bruno Kessler researchers take the leading role, but also encouraging citizens to take active part in research activities. Feedback from the focus groups: **APPROVED + New Actions A8.2 and A8.3**			and the number of students involved in FBK Junior. **Target**: Giugno 2020 General public and specific target of interest.
A8.2 – FBK Editorial Committee: Focus groups pointed out the need to have a structured evaluation process of the requests, which are gathered by FBK Digital Communication Unit. Therefore a Communication committee will be established, it will comprise members representative of each research centre. Meetings will be held approximately monthly or when needed in order to discuss some general action and review communication proposals from each Centre.	Q3 2018 Q2 2020	Communication Unit	**Indicator:** regularity of editorial committee meetings **Target**: June 2020 Directors of the research centres.
A8.3 – FBK Social Communication Reporting Focus Group pointed out a lack of awareness with regards to the initiatives which are promoted by FBK to enhance Research results. Therefore it has been proposed to share the numbers of social media activity with the research community. Furthermore the focus groups expressed an interest in being supported with the effective use of social media, through this reporting action the awareness of researchers of the possibilities offered by FBK should be enhanced.	Q3 2018 Q2 2020	Communication Unit	**Indicator:** regularity of reports provided **Target**: June 2020 ALL researchers

Art.11 Evaluation/appraisal systems:

"Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression".

Survey Question n8: "*FBK regularly uses transparent evaluation/appraisal systems for assessing researchers' professional performance*".

→ The actions described below in details have the purpose to reinforce and implement transparent evaluation/appraisal systems for assessing researchers' professional performance.

Action title and description	Timing	Responsible Unit	Indicator(s) / Target(s)
A9 – Permanent VQR: The action would involve implementing a Permanent VQR (Quality Evaluation Research Project), which aims at evaluating the results of scientific research. A permanent VQR would involve regularly sharing bibliometric and non-bibliometric indexes on the FBK website. The aim is to implement a continuous monitoring/performance evaluation tool for the research centres, strongly inspired by the VQR model and also serving as a valuable preparation exercise. Feedback from the focus groups: **APPROVED**	Q1 2018 Q2 2020	RESEARCH ASSESSMENT	**Indicator**: number of updates per year on FBK Internal Website and tracking visualization stats. There are bibliometric and non-bibliometric sectors. For non-bibliometric we would make use of peer review **Target**: Giugno 2020 All researchers
A10.1 – Researcher Digital Folder: Creating an organic system of individual performance indicators. Implementing a collection process for relevant individual info useful for evaluation. Recap of an individual researcher's folder (possibly integrated	Q3 2018 Q3 2019	Data Office, Research Assessment, HR	**Indicator**: percentage of integration of data types from different platforms in use, percentage of integrated management tools (career,

with career path, roles, and skills). Creation of a dossier containing the information, periodically updated with associated policy. The implementation will involve researchers directly with testing. Feedback from the focus groups: **APPROVED + new action A10.2.**			education, management, publications, etc.). **Target**: 50% by September 2019. All researchers
A10.2 – Public Presentation of the evaluation process: The focus groups showed researchers' need for more clarity and transparency on evaluation systems, that regulate the valorization of the various professional roles and career paths and the associated rewards schemes. FBK plans an All-hands meeting, opened to the whole community research, in which the HR department will share more information on its evaluation processes.	Q1 – Q2 2019	Human Resources, Research Assessment	**Indicator:** number of participants to the event **Target**: June 2019 ALL researchers

Art. 28: Career development:

"Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements".

Survey Question n22: "*FBK has defined a specific career development strategy for researchers at all stages of their career, including researchers on fixed-term contracts*".

→ The actions described below in details have the purpose to reinforce and implement a structured career development strategy for researchers.

Action title and description	Timing	Responsible Unit	Indicator(s) / Target(s)
A11.1 – Career Progressions: Reactivate career progressions for 2017-19 (ref. to art. 28 Gap Analysis for details). Feedback from the focus groups: **REVISED** The focus groups highlighted the need for more transparency in the appointments of career progressions. In order to respond to this need, a new action, described as A11b, is included.	Q1-Q3 2018	Human Resources	**Indicator**: Number of Progressions from Total POE Availability (see art. 28 Gap Analysis for details). **Target**: October 2018 All researchers on permanent contracts.
A11.2 – Access to career development: Formalize a policy on the criteria and the process of career progression that will be publicly communicated.	Q4 2018 Q3 2019	Human Resources	**Indicator:** Release of the policy **Target**: September 2019 ALL researchers
A12 – Career Paths and Roles: Skills and professional paths: mapping roles and career paths and implementing career management tool, with cascade to technical and soft skills training. Feedback from the focus groups: **APPROVED**	Q1-Q4 2018	HR - IT Support	**Indicator**: Percentage of research staff mapped in terms of career path and role assignment. Percentage of agreement of researchers with their professional paths and assigned roles. **Target**: 100% by December 2018. All researchers on fixed term and permanent contracts.

A13 – FBK PhD Program: Enhancement of doctoral paths in FBK: PhD Program process definition, prePhD& Studentship offers to increase interest and awareness in the programs, Welcome Office Support. Feedback from the focus groups: **APPROVED**	Q4 2018 Q4 2019	PhD Staff Team	**Indicator**: Number of prePhD calls and contracts started per year. Number of doctoral programs funded by FBK. Number of visas/residence permits required for PhD. **Target**: December 2019 All candidates interested in a research career.
A14 – National Scientific Qualification: Support of Fondazione Bruno Kessler for Applications for National Scientific Qualifications, an action in favour of researchers' career development. The campaigns are conducted every 4 months. Abilitation lasts 6 years. Feedback from the focus groups: **APPROVED**	Q1-Q4 2019	Research Assessment	**Indicator**: Number of applications per year. Percentage of qualifications accepted. **Target**: December 2019 All researchers.
A15 – Double Appointment: Sponsorship of Double Appointment programs aimed at encouraging the passage of FBK tenured researchers to the academic world. Feedback from the focus groups: **APPROVED**	Q1-Q4 2018	Secretary General	**Indicator**: Number of double appointments activated. **Target**: December 2018 All researchers on permanent contracts.

ART 30: Access to career advice:

"Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation".

Survey Question n24: "*FBK offers career development advice and job placement assistance, either in the institutions concerned, or through collaboration with other organisations*".

→ The actions described below in details have the purpose to reinforce and implement job placement assistance for researchers.

Action title and description	Timing	Responsible Unit	Indicator(s) / Target(s)
A10 – Researcher Digital Folder: Integrate into a single, user-friendly platform the data relevant to each researcher; allowing data display and extraction regarding their career and professional development (see Action 10). Feedback from the focus groups: **APPROVED**	Q3 2018 Q3 2019	Data office-General Secretary HR	**Indicator**: percentage of integration of data types from different platforms in use, percentage of integrated management tools (career, education, management, publications, etc.). **Target**: 50% by December 2019. All researchers.
A16 – Experience@FBK Certificate: For outbound trajectories, implementation of a process that allows Fondazione Bruno Kessler to certify a researcher's experience and acquired skills (extracting data from their digital folder). Researchers can use the document as a support for job applications to research institutes/companies. Feedback from the focus groups: **APPROVED**	Q4 2018 Q2 2020	HR - Data Office - Secretary General	**Indicator**: Percentage of Experience@FBK produced. **Target**: June 2020 All researchers

General Action for raising awareness regarding C&C			
Action title and description	**Timing**	**Responsible Unit**	**Indicator(s) / Target(s)**
A17 – HRS4R on FBK Books: Once the HRExcellence Logo is awarded to Fondazione Bruno Kessler, FBK Books will publish the work carried out for certification on a dedicated website. Feedback from the focus groups: **APPROVED**	Q3-Q4 2018	Editorial Office - HR	**Indicator**: Publishing and updating the material on FBK Books. **Target**: December 2018 All researchers

FBK ACTION PLAN GANTT

		GANTT - ACTION PLAN	2018												2019												2020					
			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2		
			Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	####	Jun-20
Ethical and Professional Aspects	art. 6 Accountability	A1. Financial Literacy for Researchers																														
		A2. Reorganizing sources																														
		A3.1. Budget Process																														
		A3.2.* Budget Management																														
		A4. Budget Reporting																														
	Art.8 Dissemination	A5. Mission Based Report																														
		A6. Training Promotion Skills																														
		A7. HIT (Innovation Hub) Strategy																														
		A8.1. FBK Communication Strategy																														
		A8.2.* FBK Editorial Committee																														
		A8.3.* FBK Social Communication																														
	Art.11 Evaluation	A9. Permanent VQR																														
		A10.1. Researcher Digital Folder																														
		A10.2. Public Presentation on evaluation																														
Working Conditions and Social Security	Art. 28 Career development	A11.1.* Career progressions																														
		A11.2.* Access to career development																														
		A12. Career Path and Roles																														
		A13. FBK PhD Program																														
		A14. National Scientific Qualification																														
		A15. Double Appointment																														
	Art. 30 Career Advice	A16. Experience@FBK Certificate																														
		A10*. Researcher Digital Folder																														
General Action		A17. HRS4R on FBK Books																														

T0 — Award
T1
R
T2

*Action 10. refers to both Art.11 and Art.30
T1, T2: Indicators Monitoring, R: Revision
* New Actions - see Revised Plan

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate <u>how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit</u> and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy, which implements the principles of Open, Transparent and Merit-Based Recruitment, please also cite the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

FBK implements a well-structured Recruitment process, as described in the OTM Checklist and in the Gap Analysis section dedicated to Recruitment. Below we report a list of actions already implemented by FBK, in line with the principles of Open, Transparent, Merit- Based Recruitment.

<u>Open:</u>

Every appointment request is submitted using an authorization form, completed by the hiring manager with all information relevant to the appointment (position, level, budget), and channelled through the relevant directors for approval. Each appointment request generates an open international call for applicants with only a few exceptions (e.g. for contracts of less than 11 months duration).

In order to advertise positions internationally, the FBK recruitment team make use of a structured list of channels: Euraxess, Eures, PAT portal, Employment Agency, Gender Sensitive Channels (Systers Network, Women in Research, *Donne e Scienza*), along with other ad hoc channels such as Researchgate, Linkedin. Tenure track positions are also advertised in specific channels for scientific sectors (e.g. IIIE, Science, JobsAcUK).

When it is necessary to ensure adequate time is available for applicants to gather relevant documentation, and ensure sufficient call exposure, they are advertised for a minimum of 21 calendar days (as per Province of Trentino rules).

Transparent:

Appointments on contracts longer than 11 months must be published and candidates must follow the selection process as per FBK Recruitment guidelines and procedures. The name of the winner for each call is published on the FBK website in the section "Selection Results", together with the number of interviews held. As per Art. 4 L.P. n. 04/2014, citizens and interested candidates can request information about the selection procedures, depending on their entitlements, by submitting a formal query to trasparenza@fbk.eu, with the details of the regulations governing such requests available at the FBK website.

Merit Based:

The HR recruitment team ensure that candidate evaluations are based on the requirements set out in the job description. The selection committee apply the same evaluation grid for all candidates, reflecting the criteria mentioned in the call. Selection Committee members, at the time of appointment, are informed of internal procedures, and in particular the Guidelines for Gender Sensitive Recruitment.

Further Actions: after completing the FBK Gap Analysis the FBK HRS4R committee decided some measures could be taken to improve FBK OTM-Recruitment Strategy. In particular, we will be implementing the following actions:

 1. In order to maximise visibility of the attractive working conditions for researchers at FBK, we will insert a link to the welfare page in each job description.

2. In order to emphasise the experience creativity, independence, and mobility of candidates, we will be including these traits as standard in each evaluation grid.

4. IMPLEMENTATION (MAX. 1 PAGE) *Please provide an overview of the expected implementation process.*

Revision of the action plan May 2018 For the full methodology of the FBK HRS4R please refer to the document "*Description of FBK HRS4R process*".

Do you have an implementation committee and/or steering group regularly overseeing and monitoring progress? The HRS4R Process Committee together with the Working Group will be monitoring the indicators outlined in the action plan GANTT under T1 and T2 as described in the GANNT table. The person responsible for the actions will be gathering information throughout the implementation phase, in order to assess the applicability and effectiveness of the planned actions. In order to allow adjustments, a Revision moment (R) is inserted 12 months into the implementation phase, giving the Working Group and the HRS4R Process Committee the possibility to gather and assess the progress and efficacy of the actions.

How do you involve the research community, your main stakeholders, in the implementation process? The actions outlined in the plan will be implemented with the members of the specific areas indicated, and the indicators will involve the entire research community, given that most actions have "all researchers" as the main target. For some of the actions, it will be necessary to ask the researchers to participate in a pilot phase so that the committee can receive their opinions first hand and make changes accordingly. In this respect, it will be ensured that the Governance is involved and constantly up to date with the progress of the actions. After obtaining certification, we will be regularly update the FBK HRS4R website with the GANNT so that anyone can access the data and progress status.

Is there evidence of any alignment of the HRS4R with organisational policies? FBK recognizes the research profession and researcher autonomy (Article 59 CCPL), with reference to the "European Charter of Researchers" and the "Code of Leadership for Researchers ". Furthermore, our Recruitment guidelines and procedures indicate the C&C as reference documents for the CCPL (Fondazione Bruno Kessler's Collective Labour Agreement). The HRS4R is set as one of four goals assigned by the Institutional Governance to CASSR (11 Administration Services Supporting Research). Therefore each service must cascade within the team and choose one responsible person who, together with the Working Team and HRS4R Committee, is responsible for implementation, indicator monitoring, and document maintenance.

How do you expect to prepare the internal and external review? The persons responsible for each action in collaboration with HRS4R Committee are responsible for measuring the indicators and preparing the final documentation for internal analysis. We plan to submit another survey at the end of the implementation phase, in order to assess any changes since the start of the project, and collect data for the internal analysis. Following the assessment, based on the external experts' feedback, FBK will implement a revised action plan, with revised indicators and targets, in order to prepare for an external review.