

**OPERATIONAL PROCEDURES
FOR PERSONNEL SELECTION,
FOR THE ESTABLISHMENT OF A NEW EMPLOYMENT RELATIONSHIP,
FOR CONTRACT RENEWAL AND EXTENSION**

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This document sets forth the operational processes related to the “**Regulations on Selection and Recruitment of Researchers, Technologists, and Technical and Administrative Personnel at Fondazione Bruno Kessler**” approved by the Board of Directors on March 20, 2025

INTRODUCTION

Fondazione Bruno Kessler (FBK) selects and recruits its staff following the principles of transparency, merit, traceability and non-discrimination, to the end of ensuring the achievement of its research, study and innovation mission in the national and international arena, as well as the continuity and effectiveness of its institutional activities.

The Foundation, within the framework of the provisions of its POE Staffing Plan, invests in permanent staff through "reinforced" selection procedures, inspired by the best practices of the international scientific community and organizations focusing on people development, through its tenure track process and the talent development program.

At the same time, in order to meet project requirements and the management of job orders and appointments, it adopts more agile selection and hiring procedures, ensuring rapid alignment between skills and objectives each time: ordinary, structured or abbreviated selection and hiring process, and talent development program.

In accordance with the directives of the Autonomous Province of Trento and the guidance approved by the Foundation, the selection and hiring processes in the Foundation are as follows, provided separately for researchers and technologists, and administrative and technical staff. In compliance with the relevant guidance, moreover, the Foundation may - if adequately justified - lease employees to meet specific operational needs.

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1. **Ordinary, structured or abbreviated selection and recruitment process designed to ensure rapid and effective alignment of skills and objectives for researchers, technologists, and technical-administrative personnel**

1.1 Request for the establishment of a new fixed-term employment relationship

The request for the establishment of a new fixed-term employment relationship (hereinafter "Request") may be made by the Head of the Cost Center concerned or his/her delegate (hereinafter "Requester") who certifies economic feasibility as well as the need to proceed with the hiring of new researcher, technologist, technical or administrative personnel.

This procedure is activated with specific request submitted through FBK portal, section "*request - incoming people -- Call*" indicating by way of non-exhaustive example:

1. The rationale for additional staff member;
2. The indication of the type of employment relationship;
3. The essential elements of the employment relationship (by way of example: start and end dates, duration, level, hours, etc.);
4. The existence of actual economic coverage;
5. Any other information required by the request form.

1.2 Publication of the selection announcement (hereinafter *call*) and collection of applications

The People Innovation for Research Service and the Requester will draft the *call* in Italian and/or English versions. The *call* may indicate, by way of non-exhaustive example:

1. the call opening, closing and publication dates;

2. the description of the work context and of the work activity (*job description*);
3. the preferred requirements and any additional requirements for the *job*;
4. contractual job classification;
5. the documents required for the application;
6. the application procedures and any other useful information for the correct execution of the selection process;
7. the information regarding the processing of personal data in accordance with the relevant regulations in force.

The People Innovation for Research Service shall publish the *call* on the FBK website in the dedicated section and, where appropriate, on other websites and communication channels or by initiating search and selection processes through designated parties.

The call is published on the Foundation's institutional website, the Autonomous Province of Trento's website and the Employment Agency's website, and on at least one communication channel related to the scientific and technological field relevant to the profile sought with at least five days' notice. At the indication of the Requester, this time frame may be extended up to 20 days and, upon adequate justification, may be extended.

Applications shall be submitted in accordance with the *call*.

1.3 Committee setup, *shortlist* compilation and evaluation of applications

During the application collection phase, the People Innovation for Research Service shall appoint the Selection Committee.

The Selection Committee is composed of the Requester (or his/her delegate), an expert in the domain of expertise of the professional profile sought indicated by the Requester, and an officer from the People Innovation for Research Service who also provides support to the selection process.

The Committee may not include individuals who work for the administrative bodies of the entity, individuals who hold public offices or elective positions, who are union leaders or otherwise designated by labor organizations, or otherwise find themselves in other situations that may lead to conflicts of interest. Additional regulatory provisions regarding situations of incompatibility are also applied.

When forming the Committee, the presence of representatives of both genders must be ensured for the figures of the Requester and the expert. The impossibility of ensuring such a composition must be justified by the Requester and included in the Committee appointment document.

1.4 Selection steps

The People Innovation for Research Service shall set up the Committee and, having ascertained that there are no situations that could lead to a conflict of interest in accordance with Article 6 of the FBK Code of Conduct, shall start the evaluation work.

The Service shall ascertain the conformity of the applications received with the requirements of the call and share with the Committee the documentation sent by the applicants and the grid containing the evaluation criteria based on the requirements stated in the call.

The Committee shall assign maximum scores (weights) to each evaluation criterion, and define the threshold for access to the shortlist for interviews.

The Committee shall then proceed with the collective evaluation of the applications based on the documentation received.

All stages of the selection process can also be managed remotely, by teleconference or videoconference, provided that all members can be identified and that they are able to follow and join the discussion, as well as receive, transmit and view documents.

Once the first evaluation phase is closed, the People Innovation for Research Service shall convene for interview those candidates on the shortlist deemed to be in line with the position.

In compliance with privacy regulations, candidates admitted for interview may be offered an assessment aimed at evaluating distinctive skills for the career path connected to the position to be filled.

Following the interviews, the Committee will identify the best profile and any other suitable profiles, based on a comparative assessment and also in consideration of the best alignment with the Foundation's needs.

The eligibility list will be valid for 12 months from its formation, and may be used to possibly fill positions for equivalent duties.

Once the evaluation stage has been completed, the Committee will prepare an evaluation document (selection report) that includes:

1. The rationale for the exclusion of applications not admitted to interview;
2. The quantitative evaluation grid on each candidate admitted to the interview(s);
3. The list of eligible candidate(s) for the position sought according to an order of merit.

In the event that no applications are deemed suitable, the call may be redefined and then published again.

All candidates shall be notified by e-mail upon completion of the selection process.

1.5 Hiring contract proposal and publication of selection outcome

Following the completion of the evaluation report, the People Innovation for Research Service shall proceed in agreement with the Requester to formalize the contract proposal to the successful candidate.

In the case the successful candidate declines acceptance, the People Innovation for Research Service, in agreement with the Requester, may submit a proposal to the next candidate on the eligibility list.

To ensure transparency, the names of candidates included on the eligibility list may be published on the FBK website, if they have given their consent.

1.6 Orientation and onboarding

By the first working day, the individual employment contract and any annexes will be signed.

The People Innovation for Research Service will organize a welcome meeting for newly hired staff and an onboarding process aimed at supporting effective integration into the FBK community.

1.7 Application management

Applications received are retained by the People Innovation for Research Service for one year and processed in accordance with current legislation on the processing of personal data as well as with internal FBK regulations.

2. Abbreviated ordinary selection and hiring process (Direct call)

2.1 Request for the establishment of a new employment relationship.

The request for the establishment of a new employment relationship (hereinafter "Request") may be made by the relevant Cost Center Manager or his/her delegate (hereinafter "Requester") who certifies economic feasibility as well as the need to proceed with the hiring of new personnel.

By completing the dedicated online request procedure on the FBK portal, section "*Request - incoming people - Skip Call*", the Requester shall indicate, by way of non-exhaustive example:

1. The reasons for hiring additional staff, consisting of the needs of FBK that the new resource is going to meet;
2. Indication of the type of employment relationship;
3. The essential elements of the employment relationship (by way of example: start and end dates, duration, level, hours, etc.);
4. The existence of actual economic coverage;
5. Any other information required by the request form.

2.2 Categories of *direct call* eligible candidates

The Head of the Cost Center concerned may request to proceed with a direct recruitment of profiles pertaining to the following cases only:

- professional figures provided for by Article 10, paragraph 4 of Fondazione Bruno Kessler's Organization Regulations, i.e. highly specialized professional figures with professional profiles that are difficult to be filled with third parties;
- those who are in possession of a doctoral degree or who have completed the course and are awaiting public discussion of the final thesis, within the Foundation's PhD Program;
- those who have been assessed as suitable in a Foundation selection process for related tasks, if the eligibility list is still valid at the time of the call (12 months from the formation of the eligibility list);
- those who have been judged eligible in selection processes for related duties administered by institutions under the provincial system of research and higher education (STAR) if the eligibility list is still valid at the time of the call (12 months from the formation of the eligibility list);
- holders of Caritro, Marie Curie, ERC or equivalent grants, and those whom said holders associate with the relevant grants;
- candidates eligible to fill in for officers on maternity leave and later leaves related to the maternity event (e.g., leave of absence, vacation leave);
- recipients of the hiring program reserved to people with disabilities pursuant to Law no. 68/1999 et seq.;
- those who are eligible under the induction contract for research support as governed by Article 76 of the Foundations Collective Bargaining Agreement.

2.3 Orientation and onboarding

By the first working day, the individual employment contract and any annexes will be signed.

The People Innovation for Research Service will organize a welcome meeting for newly hired staff and an onboarding process aimed at supporting effective integration into the FBK community.

3. Contract renewals and extensions (stage following the signing of the first employment contract, if applicable).

In the event that the employee has been hired through a selection process, it is possible - for equivalent tasks - to proceed with the stipulation of a subsequent contract without recourse to another selection as long as it complies with the terms of length set forth in the corporate adaptation of contract agreement for the regulation of fixed-term employment relationships for the staff of Foundations pursuant to Law No. 14 of August 2, 2005 and with Autonomous Province of Trento directives on personnel.

Requests for contract renewals or extensions must be adequately justified and submitted to the People Innovation for Research Service by the Head of the Cost Center by filling out the dedicated online request procedure on the FBK portal, section "*request - incoming people - Skip Call*".

In compliance with the contractual classification provided for by the CCPL in force at the time of renewal of the individual employment contract, upon proposal of the Requester, the possibility of applying a different classification may be evaluated in relation to organizational needs, experience gained in the Foundation and the actual duties to be performed.

4. Tenure Track and Talent Development Program process to recruit permanent staff through "reinforced" procedures in line with best practices in the scientific community and people-oriented organizations.

The selection and recruitment process aimed at awarding permanent positions to the Foundation's staff and, within the framework of the POE staffing plan, ensuring continuity, sustainability and integrity of institutional activities is inspired by the practices in place in international scientific communities and – in consideration of its peculiar nature - is governed by specific "Guidelines for Tenure Track" – approved by the Board of Directors at its meeting of February 7, 2025 and by the Tenure Track Implementation Procedure updated by Resolution no. 06/2025 of the Head of the People Innovation for Research Service on April 8, 2025.

5. Selection and recruitment process for permanent technical and administrative staff through "reinforced" procedures.

5.1 Request for the establishment of a new permanent employment relationship

The establishment of a new permanent employment relationship is subject to the Foundation's strategic planning (Staffing Plan and POE Planning), at the instance of the Center's Management or Service Managers.

Without prejudice to the right to draw from any competition lists for recruitment in force at the Autonomous Province of Trento or its public instrumental bodies, the People Innovation for Research Service shall proceed with the selection and recruitment process for permanent technical-administrative figures.

The Foundation may proceed with new permanent hires, provided that these are the result of the completion of open public selection, also with a reservation of positions for internal staff provided

that they do not exceed 50% and with an evaluation of professional qualifications and experience that, in terms of scoring, do not affect more than 30% of the overall evaluation.

The request for the establishment of a new employment relationship may be made by the Head of the Cost Center concerned or his/her delegate (hereinafter "Requester") who certifies economic feasibility as well as the need to proceed with the recruitment of new permanent professional figures.

This procedure is activated with specific request submitted through FBK portal, section "*request - incoming people -- Call*" indicating by way of non-exhaustive example:

- The reason for the staffing, consisting of FBK's needs that the new resource is going to meet;
- Indication of the type of employment relationship;
- The essential elements of the employment relationship (by way of example: start date, level, hours, etc.);
- The existence of actual economic coverage;
- Any other information required on the request form.

5.2 Publication of the selection announcement and collection of applications

The People Innovation for Research Service, in agreement with each Center Director or Service Head, according to the profile sought, shall prepare the *call* in Italian and/or English version. The *call* may indicate, by way of non-exhaustive example:

1. the call opening, closing and publication dates;
2. the description of the work context and of the work activity (*job description*);
3. the preferred requirements and any additional requirements for the *job*;
4. contractual job classification;
2. the documents required for the application;
3. the application procedures and any other useful information for the correct execution of the selection process;
4. evaluation scores for length of service and/or experience in the Foundation (including work experience) and/or professional qualification, if applicable;
5. information regarding the processing of personal data in accordance with the relevant regulations in force.

The selection announcement must be published on the institutional website of the Foundation, on the website of the Autonomous Province of Trento and on the website of the Trento Employment Agency for at least 20 days.

This period may be extended with adequate justification by the Requester.

5.3 Committee setup, shortlist compilation and screening of applications

During the application collection phase, the People Innovation for Research Service shall appoint the Selection Committee.

The Selection Committee is composed of the Requester (or his/her delegate), an expert in the domain of expertise of the professional profile sought indicated by the Requester, and an officer from the People Innovation for Research Service who also provides support to the selection process.

The Committee may not include individuals who work for the administrative bodies of the entity, individuals who hold public offices or elective positions, who are union leaders or otherwise designated by labor organizations, or otherwise find themselves in other situations that may lead to conflicts of interest. Additional regulatory provisions regarding situations of incompatibility are also applied.

When appointing the Committee members, the presence of representatives of both genders must be ensured as far as the figures of the Requester and the expert are concerned. The impossibility of guaranteeing such a composition must be justified by the Requester and reported in the Committee appointment document.

5.4 Selection process

The People Innovation for Research Service shall set up the Committee and, having ascertained that there are no situations that could lead to a conflict of interest in accordance with Article 6 of the FBK Code of Conduct, shall start the evaluation work.

The Service shall ascertain the conformity of the applications received with the requirements of the call and share with the Committee the documentation sent by the applicants and the grid containing the evaluation criteria based on the requirements stated in the *call*.

The Committee shall assign maximum scores (weights) to each evaluation criterion, and define the threshold for access to the shortlist for interviews.

The Committee shall then proceed with the collective evaluation of the applications based on the documentation received.

All stages of the selection process can also be managed remotely, by teleconference or videoconference, provided that all members can be identified and that they are able to follow and join the discussion, as well as receive, transmit and view documents.

Once the first evaluation phase is closed, the People Innovation for Research Service shall convene for interview those applications on the shortlist deemed to be in line with the position.

In compliance with privacy regulations, individuals admitted for interview may be offered an assessment aimed at evaluating distinctive skills for the career path connected to the position to be filled.

Following the interviews, the Committee will identify the best profile and any other suitable profiles, based on a comparative assessment and also in consideration of the best alignment with the Foundation's needs.

The eligibility list will be valid for 12 months from its formation, and may be used to possibly fill positions for equivalent duties.

During the period of validity of the eligibility list, the final merit rankings may also be used for any fixed-term hires to perform equivalent or related tasks; the acceptance of a fixed-term contract does not preclude the signing of any permanent employment contract during the period of validity of the eligibility list (12 months).

Once the evaluation stage has been completed, the Committee will prepare an evaluation document (selection *report*) that includes:

1. The rationale for the exclusion of applications not admitted to interview;
2. The evaluation grid on each applicant admitted to the interview(s);

3. evaluation scores for length of service and/or experience in the Foundation (including work experience) and/or professional qualification, if applicable;
4. The list of eligible candidate(s) for the position sought according to an order of merit.

In the event that no applications are deemed suitable, the call may be redefined and then published again.

All candidates shall be notified by *e-mail* upon completion of the selection process.

5.5 Contract proposal for hiring and publication of selection outcome

Following the completion of the evaluation report, the People Innovation for Research Service shall proceed in agreement with the Requester to formalize the contract proposal to the successful candidate.

In the case the successful candidate declines acceptance, the People Innovation for Research Service, in agreement with the Requester, may submit a proposal to the next candidate on the eligibility list.

With a view to transparency, the names of the candidates will be included in the suitability list.

5.6 Orientation and onboarding

By the first working day, the individual employment contract and any annexes will be signed.

The People Innovation for Research Service will organize a welcome meeting for newly hired staff and an onboarding process aimed at supporting effective integration into the FBK community.

5.7 Application management

Applications received are retained by the People Innovation for Research Service for one year and processed in accordance with current legislation on the processing of personal data as well as with internal FBK regulations.