

Best Practices for Remote Work

*Fondazione Bruno KesslerAnnex to
the Company Agreement for the regulation of the work organization model*

May 13, 2022

Background and purpose of the document

This document, drafted following the experimentation of hybrid work models in the years 2020, 2021, 2022, contributes to the definition of the new organizational structure at Fondazione Bruno Kessler oriented towards continuing improvement of internal organizational citizenship.

It also constitutes a related contribution to what is expressed in the Company Agreement for the regulation of the work organization model signed by FBK and Trade Union Representatives on (...)

The objective of this document is to share a set of best practices that will help promote positive and appropriate behavior during remote work in order to promote organizational well-being.

With this in mind, it is of paramount importance that work performed remotely be carried out similarly to in-person work in terms of work organization and sociality, health, safety, and *cyber security*.

Recipients

These guidelines applies to all FBK staff who perform, or may perform, their work remotely and to those whose duties are affected, even partly, by activities performed remotely by colleagues.

Principles

The practices set forth in this document observe and promote, within their respective scope, collaboration, respect, well-being, sustainability, and balance.

These principles are foundational in making remote work a solution that is functional to the pursuit of organizational objectives, mental and physical protection, and respect for people's Work-Life balance needs.

Remote Work: definition

This document refers to all types of remote work respecting the specifications of the regulatory sources mentioned in the "Reference framework" section. Specifically, the term remote work is used to refer to telecommuting, e-work, remote e-working, smart working, and work from home without time constraints or physical proximity to the office. Remote work is characterized by flexibility in terms of space and time.

Remote work organization

Working time management

With reference to working time, employees will be able to independently define their working time in compliance with the hourly limits set forth in [Legislative Decree No. 66/2003](#), as amended, and in the individual employment contract.

Place of work

Remote work must be carried out on Italian territory. In the event that there is a need to work from outside Italy (both EU and non-EU countries), the staff concerned is required to request prior authorization from the Human Resources Service - copying in his/her supervisor - well in advance in order to allow the application of proper taxes and social security and the management of insurance aspects (e.g. Inail).

Right to disconnect

To promote the well-being of the individual, it is necessary to reduce the interference that the work context can exert on private life. For this reason, all FBK staff are granted the right to separate work time from personal and private time.

For this purpose:

- a. it is essential not to access work materials and content at the end of work day;
- b. staff are strongly advised to disable the synchronization of their company account on their mobile devices (e.g. smartphones, tablets) when work is over for the day;
- c. it is important to respect a lunch break of at least half an hour between 12:00 p.m. and 2:30 p.m.;
- d. in communications between staff, legitimate absences must be respected (for example: sickness, vacation, maternity leave, accident). This is particularly relevant when such absences have been entered in advance through FBK internal calendar tools.
- e. it is preferable to call meetings between 9:00 a.m. and 12:00 p.m. and between 2:30 p.m. and 4:30 p.m., taking into account the legitimate leave and constraints of part-time staff;
- f. except for on-call staff, please do not contact the staff during the evening hours and under no circumstances after 8:00 p.m. and before 7:30 a.m.;
- g. staff is not required to respond to any requests received at the end of the work day and under no circumstances after 8:00 p.m. and before 7:30 a.m.

Safety and physical and mental Recovery

Similarly to what has been implemented for the protection of health during on-site work, FBK promotes the safety and health of staff working remotely. The latter method must necessarily meet the criteria of health and sustainability. With this in mind, the staff is required to:

- comply with all the rules contained in [Title VII](#) of Legislative Decree no. 81/2008 and the requirements indicated in Annex [IV](#) regarding the layout of the workspace and livability requirements;

- alternate, as far as possible, work activities in such a way as to stay away for fifteen minutes from video terminals, or other electronic devices every two hours of work.

Sociality and remote control

The employment relationship is based on mutual trust. In particular, in remote work:

Staff

- operate in line with the objectives set in order to ensure their achievement;
- employ digital working methods to ensure an appropriate productive-organizational contribution;
- maintain frequent and active communication so as to stay aligned with the rest of the team and regularly engage with their work group.

Supervisors

- apply a management style based on quality relationships, trust and collaboration, avoiding invasive control actions (micromanagement) on their staff;
- distribute the workload fairly between staff working remotely and those in the office or whose duties cannot be performed remotely;
- plan opportunities for socialization and exchange of information between employees;
- promote a fair and transparent flow of information and updates on work activities;
- recognize and leverage on the results achieved through constant feedback.

Cyber security

Like for work performed at FBK premises, when staff perform their duties remotely they are required to strictly comply with current regulations on data protection as set forth in the Foundation's [Privacy Regulations](#).

Workers are reminded of the basic rules to be respected during the performance of their remote duties contained in the document "[Instructions for the appropriate processing of personal data in remote work](#)".

Staff who choose to use self-administered FBK-owned and/or private equipment for work purposes must necessarily guarantee levels of digital protection and security equivalent to the standards required by FBK as explained in the [Privacy Regulations](#).

Training to support the new work organization model

The introduction of the work organization model inherently involves a significant evolution of the organizational culture that will be the object of specific training activities in order to allow the acquisition of new skills, knowledge and practices necessary for the effective performance of remote work.

Assessment of discrepancies

Behaviors that deviate significantly from the contents of this document might be assessed both with a view to a more detailed guidelines and in the perspective of the FBK [Code of Conduct](#).

Reference:

This document is developed on the basis of the provisions of the following sources:

- Legislative Decree 81/2008 as amended and integrated;
- Law no. 81/2017 as amended;
- information on health and safety in agile working pursuant to Article 22, paragraph 1 of Law no. 81/2017;
- national directives on agile working dated December 7, 2021;
- CCPL (Provincial Collective Labor Agreement) applied to workers;
- "New organizational work model" company agreement.
- information brochure entitled "Safe remote working - 10 rules to follow";
- information brochure on office activities;
- FBK's internal regulations;
- reciprocity pact.