

Guidelines for the development of a Succession Plan

adopted with resolution no. 14/2022 dated December 12th, 2022 of the Head of the Human Resources Service

"Succession planning" refers to an inclusive managerial process aimed at promoting, enhancing and retaining the distinctive set of knowledge, skills and abilities of staff with a view to development and turnover - be it natural or strategic - in positions and roles considered critical to the Foundation's "mission" and goals in relation to the evolving internal and external context.

The development of a Succession Plan thus responds to the need to promote, enhance and retain specific and distinctive profiles of knowledge, expertise and skills by planning their transfer within the Foundation's workforce according to a structured scheme of "generational pact".

The "generational pact" consists of the linking of the career path of two or more professional profiles - *junior* with ascertained potential and *middle* or *senior* explicitly interested and involved in an exit or mobility trajectory - by means of an inclusive Project of turnover in organizational roles or positions deemed by the Foundation's Management and Board of Directors as critical to the Foundation's goals and mission.

The "generational pact" is structured based on the following two directions: support and enhancement of *middle* or *senior* profiles in the perspective of their imminent retirement or of a professional mobility experience outside the Foundation; support and enhancement of high-potential *junior* profiles in the perspective of a stabilization process.

In the logic of the "generational pact", the structure of the turnover project contemplates formally connecting the career paths of the profiles involved.

This connection is aimed at transferring and consolidating the set of competencies and knowledge deemed distinctive for the strategic purposes of the Foundation and is provided according to the best canons and principles of mentoring, coaching and tutoring.

Mentoring, coaching and tutoring thus are an essential, symmetrical and complementary part of both the stabilization process for *junior* profiles and support of professional mobility or of retirement for *middle* or *senior* profiles.

The process leading to a permanent position will abide by the Trento Province Staffing Directives and the Foundation's Guidelines for Tenure Tracks. With respect to the latter, it will have regard to the potential expressed by the *junior* profile concerned, the relevant career path as well as the purpose and content of the generational pact.

The Succession Plan is a programming tool that necessarily fits into the strategic programming of the Equivalent Staffing Points (Punti Organico Equivalenti, POE Plan).

Entry in the Succession Plan into the POE staffing plan can be matching or deferred.

It is matching when the economic enhancement of the role or organizational position to which the *junior* profile formally involved in the "Generational Pact" is destined finds a match in the POE Plan in force.

It is deferred when the economic value of the role or organizational position to which the *junior* profile's career path is destined is provided by the economic value of the corresponding *middle* or *senior* profile that is involved in the same "generational pact".

In the case of deferred entry, given the inviolability of the regulatory constraints established for POE planning, the "generational pact" can proceed-in the form of a Conciliatory Agreement-with deviations from the terms set forth in the Adaptation Company Agreement for the regulation of fixed-term work relationships.

These deviations must be financially sustainable and, above all, must effectively and justifiably translate into the enhancement of the career path of the *junior* profiles involved in the "generational pact" and to the Foundation's "mission" and goals.

The "Succession Plan" is developed jointly by the Succession Committee appointed by the Board of Directors, the Secretary General's Office, the Human Resources Service, and the managers of the *junior*, *middle* and *senior* profiles involved in the "generational pact".

The Succession Plan, subject to the opinion of the Succession Committee, must be approved by the Foundation's Board of Directors.