



**ISTITUTO  
ITALIANO DI  
TECNOLOGIA**

**HUMAN RESOURCES MANAGEMENT POLICY  
GUIDELINES - EMPLOYEES**

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## 1. General guidance on selecting and managing the Foundation's human resources

1.1 In all categories of staff, researchers, technicians and administrative employees, the Foundation aims to attract people who excel in their respective professional category and to give them a reason to perform their duties with maximum commitment, offering them, in accordance with the safeguards laid down by civil law, remuneration that reflects the excellence required and is to a reasonable extent sensitive to the quality and quantity of the activity actually performed.

1.2 The Foundation aims to create a research organization inspired by the following principles:

- complete freedom of action and experimentation for each research unit, guaranteed by giving to the manager of each unit complete discretion over the management of human resources and materials;
- strict control of the scientific value of the results of activities carried out, implemented as far as possible by involving external Italian and foreign academics in the assessment;
- continuous evaluation of the activities carried out by the personnel according to the Foundation's policies and procedures;
- maximum accountability of the Principal Investigator, as per § 10 of the General Operation Rules, and the researchers, for the results of the activity carried out.

## 2. Making staff accountable for the result of their work

2.1. According to the program agreement referred to in § 1, all employment relationships established by the Foundation require a high degree of responsibility to be assumed by the provider for the outcome of the work, remunerated with a salary which, for certain pre-established categories of employees, is increased by applying a fixed or variable percentage. In order to have a comprehensively fair system of remuneration, the Foundation strives to define its policy as clearly as possible, analyzing organizational roles and determining consistent minimum and maximum, fixed and variable remuneration thresholds. The criteria and methods used for the analytical assessment of productivity, quality and quantity of individual services provided and the results achieved by each team are established by the Executive Committee. The research unit coordinator's assessment is carried out as part of the research unit evaluation process referred to in § 18 of the General Operation Rules.

2.2. If an employee should resign, any variable retribution relative to the year in which the resignation takes effect shall not be paid, unless recognised by the Scientific Director for special merit, corroborated by a positive evaluation of the employee, as established by Art. 37 paragraph 2 of the Regulation of the professional relationship between the IIT Foundation and staff employed under a non-executive employment agreement.

## 3. Staff recruitment and management

3.1. Staff, including executives, is selected in compliance with the Foundation's selection procedures and in compliance with the provisions of the Foundation's Code of Conduct and

Scientific Conduct, according to transparent criteria exclusively related to intellectual and practical skills and ability to integrate successfully in the Foundation's organization and program. Therefore, selection methods that prioritize an objective assessment of skills in a broad sense, by using tools such as assessment centers, technical skills measurement tests and the involvement of independent and qualified assessors, should be considered in relation to the nature of the profile sought and the associated organizational level. All the members of the assessment/selection committee have the obligation to inform the other members about the presence of conflicts of interest in relationship with one or more candidates, complying with the Foundation's Code of conduct and scientific conduct. Research personnel applying for tenured positions are selected according to the Tenure Track Policy rules.

3.2. The hiring of Research Directors, Senior Scientists and technical and administrative directors with budgeting powers and front-line responsibilities, under fixed-term or permanent executive employment contracts, must be authorized by the Executive Committee, upon the proposal made by the Scientific Director, having evaluated the validity of the reasons supporting the recruitment and nature of the contract. In any case, Scientific Executives must not be assigned additional coordination and management tasks for research facilities (Departments, Facilities, Network Centers) if they have reached the age limit of 65 years. In addition, no similar additional tasks must be assigned if due to be completed after the stated age.

3.3. Responsibility for determining the number of staff is entrusted to the Scientific Director, taking into account the unit's programs and available funds, ensuring that the Foundation's resources are used efficiently and complying with the related policies and procedures, particularly the one related to drafting the budget.

3.4. The research unit coordinator is selected by the methods stated in § 10.3 of the General Operation Rules.

3.5. All personnel management activities, including the negotiation of promotions and/or any changes to remuneration levels, within the minimum and maximum levels set by the Executive Committee, will be carried out by the individual(s) appointed by the Committee itself in accordance with the procedures applied within the Foundation and in compliance with the provisions of the Foundation's Code of Conduct and Scientific Conduct.

#### 4. Staff management

4.1. Full-time staff must request prior authorization from the Scientific Director, subject to the positive opinion of the belonging Director/Unit Coordinator, if they intend to carry out paid work for third parties for an yearly amount exceeding 10% of the yearly gross remuneration. The Scientific Director is required to ex-post inform the Executive Committee of the authorizations granted.

4.2. Subject to the provisions of § 4.1 and except for matters not otherwise regulated by the Policy for the promotion of Spin-off Companies, regarding the protection of the tangible and intangible interests of the Foundation, the development of cooperation with other research organizations is encouraged, for developing the research itself, as well as ensuring professional

growth and the skills of the researchers.

4.3. Staff may not however use the financial and material resources of the Foundation for research activities carried out on behalf of third parties or going beyond the Foundation's research programs, except on the basis of a written agreement with the research unit coordinator, previously authorized by the Executive Committee.

4.4. All employees undertake, in any case, not to accept and not to perform for themselves or third parties, whether individuals or legal entities, any task that competes with the activity of the Foundation. Employees give the Foundation an undertaking - for the duration of their employment - not to have any contractual relationship, whether personal or through partnerships or corporations, with third-party company suppliers to the Foundation of goods and/or services connected with the laboratory instruments used for the research activity for which they are employed.

4.5. All employees must promptly report any future changes, even of what was previously declared and self-certified, as well as the occurrence and/or secession of causes and/or conflicts of interests in accordance with the provisions of the Foundation's Code of Conduct and Scientific Conduct and according to the procedures set out in the Conflict of Interest Management Procedure.

4.6. The Foundation, in order to facilitate the achievement of its institutional purpose of promotion of technological development of the Country, fosters the initiatives of its employees to start Spin Off companies/Companies to be Established or already Established, as well as the professional collaboration for them.

4.7. The Foundation may assign to its employees, with a special procedure, additional assignments, special and/or temporary ones, having a different object from that of the existing subordinate employment relationship, through coordinated and continuous collaboration contracts, provided that this choice is a better economic solution if compared to an external task, and provided that the employees are selected on the basis of competence criteria.