Dresden
12 December 2014

TAP INFN – HRM area – action2

OBJECTIVE:

To develop a competency-based HRM model to improve fairness, objectivity and transparency of HR procedures

GenisLab @ INFN
Dresden - 12 December 2014

METHODS:

- **Discussion** with INFN's top management

- **Interviews** with senior staff about technical competencies and institutes' core values

- **On-line survey** about technical competencies on two pilot INFN structures

- **Focus groups** about behavioural competencies with representatives of different professional profiles

- **Data analysis** of the survey and focus groups results

- **Sensitization activities** during National Training Comittee (CNF) with staff training representatives and seminars

- **Two training courses** for senior staff and facilitators:
    - The Competency Model and Organisational Change Management
    - Gender Balance: The Development and Management of HR through the promotion of gender equity

INDICATORS:

- **People involved** in competence definitions:
    - INFN's **top management** (2 men, 1 woman)
    - Genis Lab **facilitators** (2 men, 2 women)
    - **Senior staff** involved in interviews (6 men, 4 women)
    - **Staff** involved in focus groups (22 men, 16 women)

- **1 Discussion** of competency model in Executive Board

- **Monitoring report** including impressions and (gender-sensitive) qualitative data on application of the model

- **3 Focus groups** about INFN's core values and behavioural competencies

- **3 Competency model presentations** during CNFs,
 3 during seminars (RM 1, TS, LNGS) and
 2 during Board of LNF Directors meetings

- **Number of participants** on 2 training courses: **20** on February course and **20** on December course

HIGHLIGHTS (1/2):

HOW THE WORK ON THE VALUES AND THE SKILLS
HAS A STRONG IMPACT IN A GENDER PERSPECTIVE?

-**It promotes objectivity, transparency and greater equity** in the evaluation of the tasks related to various professional

-**It includes "behavioral skills"**, including skills typically associated with high "feminization" professions

-Mapping of the values and behavioral skills has highlighted **the value "Respect (and valorization) for differences"** with its related behaviors, as fundamental to the realization of the mission of the institute

HIGHLIGHTS (2/2):

WHAT ARE THE MOST IMPORTANT THINGS
IN TERMS OF STRUCTURAL CHANGES?

1. We now have a model set of values, behavioral and technical competences, collectively developed and validated by a small but significant group of staff (207 people + management)

2. The further implementation of the model is fully supported by the Head of HR and by at least one member of the Board. It has been defined as "a strategic tool to meet the challenges of a quickly changing research environment"

3. We have raised gender awareness among staff responsible for data monitoring. This is the first time this happens as in previous years gender sensitive data collection was considered exclusive responsibility of the Equal Opportunity Committee

GENiS Lab

SEVENTH FRAMEWORK PROGRAMME

HOW THE ACTIVITY WILL CONTINUE:

•**Technical competency survey to be filled by all remaining INFN structures to create final INFN Competency Model**

•**Application of INFN Competency Model for**:
- establishment of INFN's lecturers register for training activities
- application of survey results in education and training program planning

•**Integrate the CM in the cycle of Human Resources Management**

•**To organize a complete observatory on the evolution, in the years, of the institution's gender phenomenology to reach equal gender opportunities and a true gender equity**

Thank you!

All materials and additional information
are available on our INFN Genis Lab website:

https://web2.infn.it/genislab/

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