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# **HUMAN RESOURCE MANAGEMENT AT UNIVERSITY OF GENOVA. ORGANIZATION, ROLE, WAGE INCENTIVES AND DEVELOPMENT**

**Mr. Mario Picasso, <picasso@unige.it>**

# ADMINISTRATIVE ORGANIZATION STRUCTURE

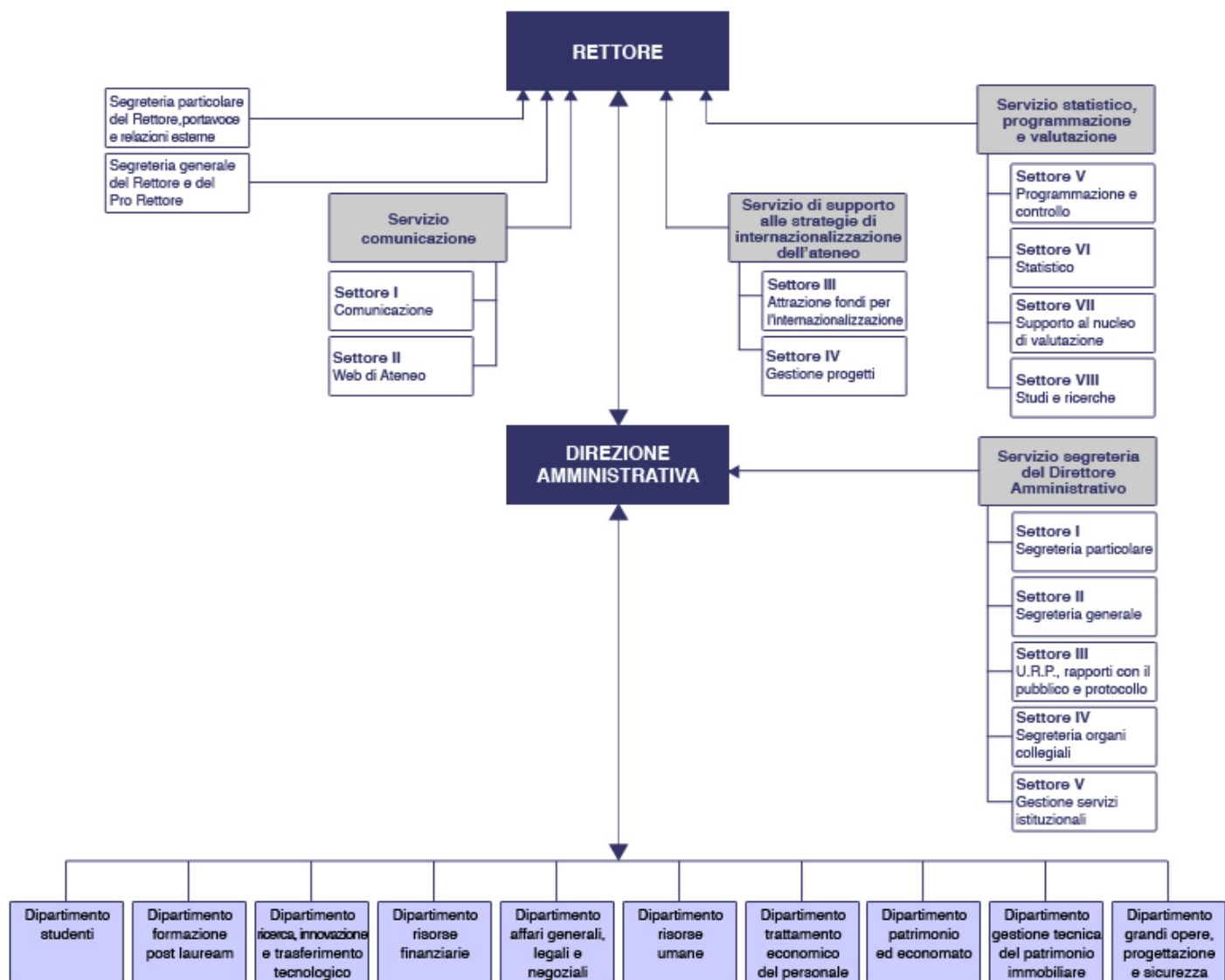
The institutional goals of University are research and didactics.

The relations with the surrounding territory are also very important and the administrative and technical staff is in support of these institutional activities.

## ORGANIZATION CHART

Type	purpose	accountability
Departments	Research	Directors (academic staff) Administrative responsables
Faculties	Didactics	Deans (academic staff) Administrative responsables
Library Services Centres	Libraries	Directors
Other Services Centres	Information & communication technology	Directors
Research Centres	Research	Directors (academic staff)
Administrative Department	Administrative Support	Managers

# MANAGEMENT



# key Organization Chart

## Rector

**Secretariat**

**Public Relations**

**International  
strategies**

**Statistics, planning  
and evaluation**

## Administrative Director

**Secretariat**

**Students' services**

**Post graduation education**

**Research and technological innovation & transfer**

**Financial resources**

**General and juridical affairs**

**Human resources**

**Staff salaries and wages**

**Assets management**

**Real Estate maintenance**

**Works and building planning and safety**

## MICRO ORGANIZATION AND THE PERSONS IN CHARGE

<b>Administrative Department: administrative and technical activity in support of other units</b>	<p>The Administrative Department is made up of offices and organizational units, carrying out administrative and technical activities.</p> <p>The person in charge of these structures, assesses her/his staff, is a manager, and is evaluated for her/his activity.</p>
<b>Departments and Faculty Services Centres: didactics, research and technical- administrative support</b>	<p>The person in charge has the duty to assess her/his staff, is a member of the teaching staff, and her/his administrative activity is directly evaluated by the Assessment Board and indirectly for the outcomes achieved.</p>
<b>Library Services Centres and other Services Centres and technical and administrative activities in their support</b>	<p>In other structures the person in charge belongs to the technical-administrative personnel and is evaluated by the specific coordination boards.</p>

# TOWARDS USER ORIENTATION AS A COMMON GOAL

Every University structure supplies, directly or indirectly, didactical and research activities.

Every University structure supplies services to external users (students) or internal users (teaching staff).

The University activity and the organizational behaviour of employees as a whole are aimed at better supplying these services.

# PRIVATIZATION OF THE EMPLOYMENT RELATIONSHIP IN THE PUBLIC SECTOR



# THE CONSTITUTION AND THE FORMER RULES

The employment relationship in the public sector has its basis, *firstly, in the Constitution*, main in:

**Art. 97, establishing the principles of impartiality and good administration** and the rule of public competition for the recruitment in the public sector.

**The decree n. 3 of 1957**, confirmed noteworthy differences compared to the employment relationship in the private sector.

The most important ones were:

- Establishment of the employment relationship with a unilateral act of the Public Administration;
- Decree of appointment;
- Exclusive competence of the administrative judge for arbitration, instead of the ordinary judge;
- Regulation of each phase of the employment relationship through unilateral acts of the Public Administration.

# THE REFORM

**As the years passed by, the public sector system proved to be inadequate to reach the goals of efficacy and efficiency requested by national regulations.**

## **Goals of the reform**

- Quicker management
- Leaner organization
- Improved transparency and visibility of the bureaucratic apparatus
- Centrality of user
- Work rationalization and optimization

## LEGISLATIVE FRAMEWORK

law n.142/90 (“**territorial bodies**”)

law n.241/90 (“**administrative transparency**”)

decree n.29/1993 (“**privatization of employment in the public sector**”), absorbed by decree n. 165/2001

decree n. 150/2009 (“**Brunetta**” reform: work and productivity optimization, statutory reserve for some areas, selectivity and premiality)

# MODALITIES OF PRIVATIZATION IN THE PUBLIC SECTOR

The Civil Code now rules the subject of employment in the public sector. The jurisdiction lies within the competence of the Ordinary Judicial Authority. **Exceptions:** judges, lawyers and State procurators, military personnel and **teaching staff**, remain in the domain of public law.

**Agreement:** The employment relationship arise from an agreement and therefore from the mutual assent of the parties.

**Employment relationship:** because of its «public» nature, is forced to address its action towards the attainment of a public interest goal.

**Human resources valorisation:** The hierarchical relationship is replaced by the concept of organization: everyone is part of the whole, each one giving their contribution to the result, each one is evaluated.

**Management:** is inspired by business-oriented practices; manager is subject to controls to the results achieved, to the skill to manage the units and to the ability to make the human resources more valuable.

COMPLEMENTARY  
COLLECTIVE BARGAINING

THE COLLECTIVE WAGE  
AGREEMENT  
“CCNL”

# THE COLLECTIVE WAGE AGREEMENT (CCNL)

- The decree 29/93 introduced the contractual system for P.A.
- The decrees 150/2009 defined some further points
- The public administration is subdivided in different sectors (justice staffs, fiscal agencies, Universities, etc.)
- The collective wage agreements regard a **three years period.**

## THE COLLECTIVE WAGE AGREEMENT (CCNL)

- There is a national bargaining and a decentralized one, in which the Administration and the Trade Unions have to reach an agreement on the complementary staff wage.

## ADDITIONAL COLLECTIVE BARGAINING (CCI)

- The University of Genoa negotiates periodically complementary collective agreements with Trade Union Representations (OO.SS.) about :
  - additional economic treatment regulation
  - particular provisions such as extra-time working, supplementary tasks, ...

# CCI – COMPLEMENTARY WAGE

- Funds for the Economical progressions and for collective and individual productivity
- Job role and performance complementary wage for EP employee
- Performance complementary wage for B C D employee
- Job role complementary wage for BCD employee
- Other complementary wage



# FUNDS FOR THE ECONOMICAL PROGRESSIONS AND COMPLEMENTARY WAGE

- Funding allocation aims to promote real significant improvements for the administration efficiency and the quality of the institutional services.
- Resources are used to finance the above-mentioned complementary wage and career progresses

# PROFESSIONAL CLASSIFICATION

- EP** Vice manager, special role
- D** Functionary, Head of Office,  
Administrative responsible  
of sc. Department
- C** Administrative employee
- B** Executive employee

# COMPLEMENTARY WAGE

- Special Funds is intended for the role and performance complementary wage of EP staff
- Part of additional treatment fund is intended for the role complementary wage of D staff, with technical, administrative and/or accounting responsibility (Departmental Secretary, Head of Central Administration Sector).
- Part of additional treatment fund is intended for the performance complementary wage reserved to B C D staff.

# SPECIAL COMPLEMENTARY WAGE

- Special work regulation and economic complementary wage are intended for staff operating in Health structures and for foreign languages experts.

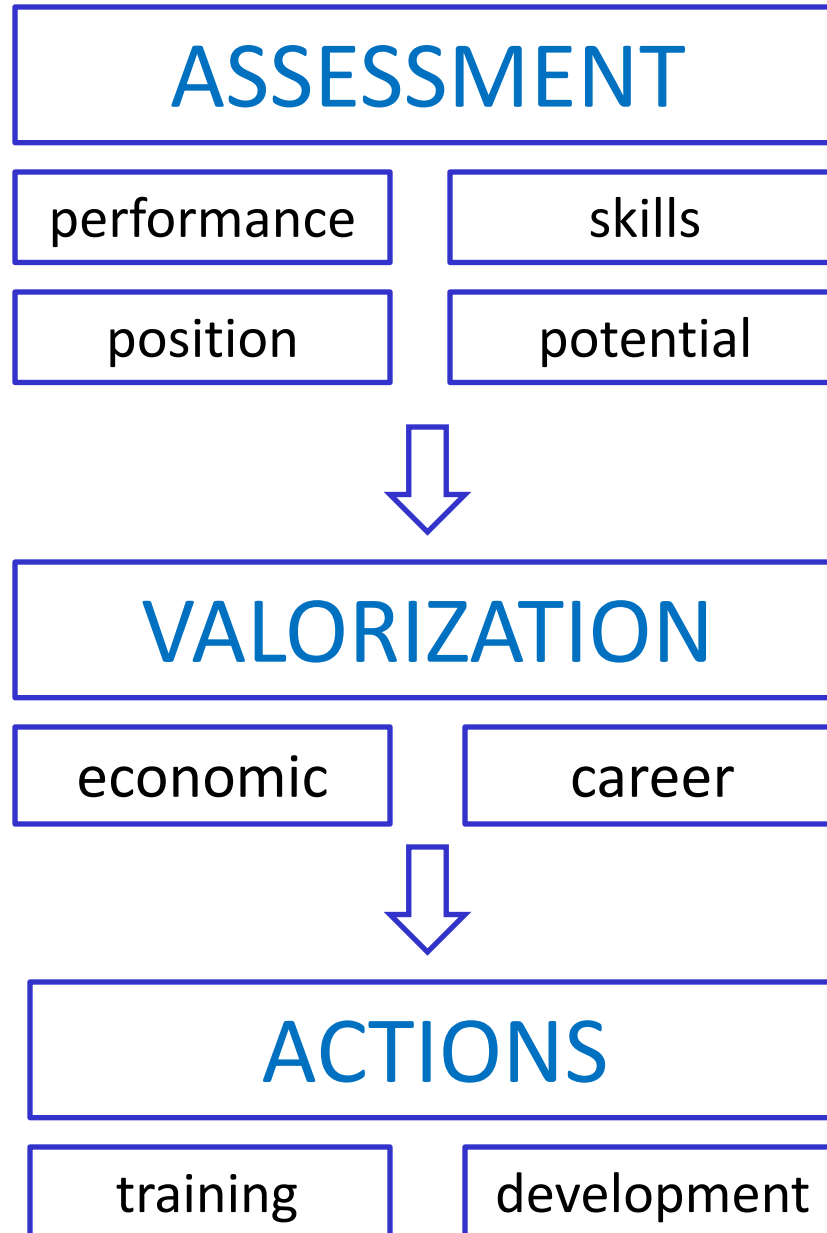
# COMPOSITION OF THE ADDITIONAL COMPLEMENTARY WAGE FUND

- Starting from the resources for the additional treatment assigned in 1999, the following increases are provided:
  - increases provided by CCNL based on the cost of living;
  - increases coming from the difference between the present salary and the initial position of the person who resigns.

## COMPOSITION OF ADDITIONAL COMPLEMENTARY WAGE FUND

Total resources	3.000.000 €
Employees	1.419
EP complementary wage	20%
BCD performance complementary wage	20%
BCD role complementary wage	20%
Other complementary wage (supplementary salary for B C D)	40%

# TRAINING AND DEVELOPMENT



# TRAINING

*Training is a fundamental and constant dimension of work and is an essential tool in human resources management.*

*Every organization, to manage changes and assure high quality services, must be based on knowledge and skills. Therefore, they must guarantee the right to lifelong learning, through an educational activities plan that also takes into account the needs and inclinations of individuals.*

“Frattini Directive”,  
Department of Public Administration

13.12.2001<sub>24</sub>



## Goals:

Skills dissemination (*know-how, knowledge, know-how-to-be*)

Transmission of organizational culture

## For the organization:

Updating of its resources, to meet the needs of the administrative action

## For the persons:

Chances of professional growth

Training for beginners addressed at those entering an organization for the first time .

Continuous training in the other cases, it is a form of ***lifelong learning***

## TRAINING PROCESS:

1. Analysis of training needs
2. Drawing up of three-year and annual plan
3. Planning of actions
4. Setting up of single training actions
5. Acknowledgement of the training activity

# SKILLS MAPPING

Aimed at assessing and valorizing personal skills, competences and knowledge regarding the own role.

## Methodologies:

**Survey of formal competences**, checked at the end of a training action

**Survey of informal competences and potential**, through interviews with the help of a labour psychologist

**Survey on a cognitive-intellectual basis**, competences are assessed by posing problems (problem solving).

## SOME EXAMPLES OF PRACTICAL USES OF SKILL MAPPING

- ✓ To assess in which competence areas there are lacking, in order to arrange training activities to bridge the gap
- ✓ As regards organizational positions, to have a valuable instrument for choosing the staff to be appointed with supplementary tasks, once competences have been defined.
- ✓ To define comparison requirements useful to assess the lack of staff in single units, on the basis of data such as age, education, skills, and so on.

# HIGHLIGHTS

- Contractual resources are intended for financing the increase of productivity.
- The University of Genoa allocates about 60% of the additional complementary wage fund to achieve this goal.

# FURTHER GOALS

- Further recognition of professional skills
- Stricter selection in complementary wage attribution
- More focused career development