ALLEGATO A

PROVA 1
- Il reclutamento e la selezione del personale nelle pubbliche amministrazioni, ed in particolare nelle università.

- Il candidato descriva il processo di job analysis.

Almost every organisation now knows it must become more resilient as the economy emerges from the pandemic. As well as coping with crises and global events, organisations must excel in the face of the many less high-profile disruptions that hit an organisation – from supply chain bottlenecks to shifts in demand and sudden skills shortages.

PROVA 2
- Il reclutamento del personale nelle pubbliche amministrazioni ai tempi del Covid: vincoli ed opportunità.

- Differenza tra colloquio e intervista.

HR departments have a major role to play in this but to do so successfully requires a change of mindset, taking a step back from traditional administrative functions and reviewing the entire business as if they were an outsider.
Even before the pandemic, many organisations recognised HR had to change.

PROVA 3
- Elementi caratterizzanti le procedure di progressione di categoria del personale tecnico/amministrativo nel triennio 2020-2022.

- Come dovrebbe essere strutturato un colloquio di selezione.

In a 2019 survey of 1,362 HR executives in 55 countries, for example, consultants KPMG found 57 per cent agreed HR would rapidly become irrelevant if it failed to modernise. Just as logistics professionals are remodelling supply chains for greater resilience, HR professionals need to rethink what they're able to contribute so that their organisation becomes more agile.

PROVA 4
- La formazione del personale e il CCNL di comparto.

- Quali test si possono usare per una selezione.

Agility, although a buzzword, is essential for resilience, requiring faster and better-informed decision-making at all levels of an organisation, the reduction of rigid internal hierarchies,

and the development of a highly collaborative internal culture that is united in its goals. This is where HR should take the lead.

PROVA 5
- La figura del tecnologo nelle università.
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- Prove di gruppo per una selezione interna.

The aim is to ensure employees are more adaptable and quicker on their feet, ready, able and motivated to seize new opportunities and to adopt technologies that drive efficiency and reduce cost. HR needs to promote greater collaboration and more devolved decision-making to foster innovation, experimentation and knowledge-acquisition.

PROVA 6
- La programmazione del personale universitario.

- La stesura del profilo del candidato.

The HR professionals in an organisation should ensure managers engage meaningfully with employees and foster a team culture using technology to share ideas that improve performance or productivity and bring together dispersed workforces.

PROVA 7
- Le assunzioni di personale ai sensi della Legge 68/99.

- La valutazione del potenziale.

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Two-way communication should be genuine, ensuring employees and managers understand one another and employees know where their work fits into a business's longer-term goals. In addition, teams should have the power to make relatively small changes that improve their operations without obtaining multiple approvals.

PROVA 8
- Il Piano delle Performance e il sistema di misurazione e valutazione della Performance.

- Le tipologie del colloquio di selezione.

HR should facilitate this by ensuring managers have full day-to-day visibility of how teams are adapting their work through regular communication. Through constant sharing of ideas, and

through trusting your people to make the right decisions, the opportunities to improve resilience through a number of small decisions is significant.

PROVA 9
- Le procedure di mobilità nel pubblico impiego.

- Il modello delle competenze.

Organisations also need HR to instil a learning culture that identifies and responds to individual requirements and encourages knowledge-acquisition and skills development. Employees should have access to everything from bite-sized information that fulfils an immediate need, to more detailed video content and other tools which are all accessible at the point of need.

PROVA 10
- Le Progressioni economiche orizzontali (PEO): leva premiale importante nella gestione delle risorse umane nell'ambito della PA.

- La valutazione delle performance.

To become truly strategic, HR needs to engage with all stakeholders in an Organization, applying a lens as if looking from the outside. This is where organisations that use workforce analytics are at a huge advantage. Advanced workforce analytics platforms deliver fast insights and offer the power to create different positive or negative scenarios about recruitment, retention, restructuring and redeployment, providing the necessary agility when conditions suddenly change.

PROVA 11
- Il Lavoro Agile nella Pubblica Amministrazione.

- Il processo per bandire un concorso a tempo indeterminato.

Companies using analytics can develop their workforce scenarios according to various parameters. Each scenario demonstrates the impact on cashflow and productivity allowing the business to continue with minimal disruption. With the ability to plan for what could occur on a range of probabilities, HR automatically elevates its role within an Organization, feeding insights into boardroom decision-making.

PROVA 12
- Il passaggio diretto di personale tra amministrazioni diverse.

- Il focus group.

There are, of course, many facets to HR, none of which professionals can afford to neglect. Embracing automation and technology that enables employees to service their own requirements remotely will relieve HR of much of the routine admin burden. HR can hardly become a source of strategic insight if it still has to input data into multiple systems and correlate them manually.

PROVA 13
-   Il Responsabile dei processi di inserimento delle persone con disabilità ex art. 39-bis del D.Lgs 165/2001.

-   L'assessment center: struttura e strumenti.

Finally, even though organisations are investing in Employee Assistance Programmes, employee wellbeing should be a higher priority for organisations when considering resilience and agility. A mentally resilient workforce makes for a more resilient organization.

PROVA 14
-   Le Commissioni di Concorso: composizione e nomina.

-   Il candidato descriva come realizzare un piano formativo.

Deloitte, the global consultancy, last year published an authoritative study which estimated that even before lockdown, poor mental health was costing UK employers £45 billion each year and that for every £1 spent on mental health interventions, employers gain £5 in reduced absence, presenteeism and employee turnover.

PROVA 15
-   L'iter autorizzativo della programmazione del personale.

-   Come immagina un progetto formativo per neoassunti?

HR must ensure mental wellbeing is taken up as a priority by their organisation's senior leadership team and seen as a strategic pillar of greater resilience across the entire organisation. Senior HR leaders should push for explicit engagement with the topic starting from the boardroom, and trigger cross-organisational wellbeing initiatives, enabling trained employees to look out for one another and refer those struggling to more specialist help.

PROVA 16
-   Il reclutamento della Dirigenza universitaria.

-   Fra gli obiettivi e le necessità maggiormente diffuse fra gli HR Manager alla fine del 2020 è emerso il bisogno di un'accelerazione verso il digitale e l'implementazione di

nuove tecnologie. Quali strategie metterebbe in campo per raggiungere questo importante traguardo?

In summary, HR has a major strategic role to play in increasing overall business resilience and agility by providing workforce insight and detailed scenario planning, along with a more active culture of collaboration that empowers employees and taps into their enthusiasm and talent. HR departments must be prepared to elevate themselves above the daily grind of transactional tasks and responsibilities. Then they will become strategic partners boosting resilience and enabling the organization to seize new opportunities.

PROVA 17
- Il reclutamento del personale a tempo determinato.

- La struttura di un progetto formativo per rafforzare la padronanza della lingua inglese del personale docente dell'Ateneo.

Nine out of ten employees who have worked at home during lockdown would like to continue doing so in some capacity, research suggests. The report, by academics at Cardiff University and the University of Southampton, presents the first analysis of employee survey data focusing on homeworking, which was gathered for the Understanding Society Covid-19 Study.

PROVA 18
- La mobilità interna del personale.

- Implementazione di un intervento volto a rilevare il clima organizzativo all'interno delle strutture dell'Ateneo.

According to the report, Homeworking in the UK: Before and during the 2020 lockdown, remote working has rocketed since the start of lockdown – rising from 6 percent of employees before the pandemic to 43 percent in April this year. The results also indicate productivity among the majority of those working from home during lockdown remained stable or even improved, compared to six months before.

PROVA 19
- Il superamento del precariato nelle Pubbliche Amministrazioni: il reclutamento speciale.

- La formazione manageriale: come implementare un percorso manageriale per i dirigenti dell'Ateneo volto alla gestione di team ibridi.

Professor Alan Felstead, based at Cardiff University and the Wales Institute of Social & Economic Research, Data & Methods (WISERD), said: "For many years, homeworking has been growing slowly, but since the onset of the pandemic, it is now commonplace. Our

analysis suggests there will be a major shift away from the traditional workplace, even when social distancing is no longer a requirement."

PROVA 20
- La procedura di attivazione di un servizio di formazione esterno a catalogo.

- Un programma di welfare aziendale come contribuito al miglioramento del clima aziendale e la soddisfazione del personale.

Two-fifths (41 percent) of those surveyed said they were able to get as much work done while working at home in June 2020 compared to six months earlier when most, but not all of them, were working outside of the home. More than a quarter (29 percent) said that they got more done at home, while 30 percent said that their productivity had fallen.

PROVA 21
- La procedura per l'attivazione del servizio di supporto tecnico – operativo alla gestione e realizzazione delle prove scritte in modalità telematica di un concorso pubblico.

- Progetto per l'attivazione di uno sportello di supporto psicologico per il personale.

The impact on productivity varies according to the frequency that employees used the home as their place of work. Those using the home sometimes or often reported a downward shift in their productivity when they did so, whereas employees who did all of their paid work at home reported an increase in productivity.

PROVA 22
- I principi alla base del reclutamento delle Pubbliche Amministrazione.

- Gestione di un progetto partecipativo inerente l'identificazione dei valori dell'Ateneo.

Of those employees who reported that their productivity had fallen, three out of ten of them (29 percent) said that they had less work to do and around a similar proportion (27 percent) said that their output per hour was limited by the need to provide care for family members and/or home schooling their children.

PROVA 23
- La procedura di attivazione di un servizio di formazione su specifiche esigenze interne.

- Un progetto di informazione/formazione rivolto a valutatori e valutati a seguito dell'introduzione in Ateneo di un nuovo sistema di valutazione dei comportamenti organizzativi.

The survey data also suggest that homeworking in the future is likely to boost rather than reduce productivity; employees who felt more productive while working at home in lockdown were among the keenest to work at home when social distancing rules no longer apply. This 'selection effect' is likely to be advantageous to employers keen to bounce back strongly from the impact of Covid-19.

PROVA 24
- Le quote di riserva nelle procedure concorsuali.

- Un progetto di onboarding per il personale tecnico/amministrativo dell'Ateneo.

Professor Felstead added: "What is particularly striking is that many of those who have worked at home during lockdown would like to continue to work in this way, even when social distancing rules do not require them to. These people are among the most productive, so preventing them from choosing how they work in the future does not make economic sense.