



Decree of the Rector n. 1521 of 04/12/2024
Competition for awarding 1 research grant at the University of Udine

DISCLAIMER:

The official and legally binding call for applications is in Italian only.
This document cannot be used for legal purposes and is only meant to provide information in English on the call for applications (Decree of the Rector n. 1521 of 04/12/2024). Please refer to the official call published on: <https://www.uniud.it/it/albo-ufficiale>

Any change and integration will be made available on the above-mentioned web page. Therefore, no personal written communication regarding the examination date and/or competition results shall be provided to applicants.

Annex 1

Call for applications for the award of 1 grant for the performance of research activities at the University of Udine on the topic "Artificial Intelligence tools for the training and management of human capital" SSD: PSIC-03/A (principal investigator, Renata Kodilja)

Research grant funded by Fondazione Cassa di Risparmio di Gorizia

Art. 1

A selection proceeding is hereby announced for the award of 1 research grant at the University of Udine for the performance of the research activity identified in Annex A, which forms an integral and substantial part of this call. The research grant is linked to the research project on which it is based and is subject to the corresponding financial coverage.

The grant may be renewed with the winner in accordance with the provisions of Article 22 of Law no. 240 of 30 December 2010 (in the text prior to Leg. Decree no. 36 of 30 April 2022, converted with amendments by Law no. 79 of 29 June 2022) and the Regulations of the University of Udine for the awarding of research grants issued by Rector's Decree no. 182 of 31 March 2021, in the presence of a positive assessment by the scientific supervisor of the activity carried out by the research fellow, adequate scientific justification and related financial coverage, within the limits set out in Article 3, letters b) and c) below.

The research grant does not entitle the successful candidate to any rights as regards access to University roles.

Any personal communication to candidates relating to this selection will be sent exclusively to the email address indicated in the application form.



Art. 2

The activities covered by the research grant referred to in this call for competition and the admission requirements are indicated and described in Annex A. Failure to meet the admission requirements at the time of applying shall result in the **exclusion** of the candidate from the selection process.

Possession of a PhD qualification or equivalent qualification obtained abroad or, for the sectors concerned only, of a medical specialisation qualification accompanied by an adequate scientific production, constitutes a preferential requirement for the awarding of the grant envisaged for this selection, if it has not been mentioned as an admission requirement.

The Selection Board shall assess, for the sole purpose of admission to the competition, the suitability of any qualification obtained abroad, without prejudice to the assessment of the medical specialisation qualification to which Article 38, paragraph 3.1 of Legislative Decree 165/2001, as amended, and the relevant Community regulations apply.

The Board assesses the qualification obtained abroad based on the relevant documentation enclosed with the application to take part in the selection and may exclude the candidate if the submitted documentation does not provide sufficient elements for the assessment.

Candidates are therefore invited to enclose all documentation in their possession relating to their qualifications in order to provide the Board with sufficient elements to assess their position.

Candidates are admitted to the selection process subject to a reservation and their exclusion, for failure to meet the requirements, may be ordered at any time by reasoned decision.

Art. 3

The research grant referred to in this call cannot be awarded to the following subjects:

- a) Employees of Universities and the entities referred to in Article 22(1) of Law no. 240 of 30 December 2010 (in the text prior to Leg. Decree no. 36 of 30 April 2022, converted with amendments by Law no. 79 of 29 June 2022).
- b) Recipients of previous research grants pursuant to Law no. 240 of 30 December 2010, for the maximum period allowed by the regulations, excluding the period in which the grant was received in conjunction with a PhD, up to the legal duration of the relevant course.
- c) Those who have already been awarded research grants and fixed-term researcher contracts pursuant to Law no. 240 of 30 December 2010 for a total of 12 years, even if not consecutive.
- d) Those who have a degree of kinship or relationship, up to and including the fourth degree, with:
 - The Rector, the Director General or a member of the Board of Directors of the University of Udine.
 - The principal investigator or a professor/researcher belonging to the department or structure of interest where the research grant activity takes place.

The research grant referred to in this call cannot be cumulated with the following:

- a) Awarded scholarships of any kind, except those granted by national or foreign institutions useful for supplementing, by means of stays abroad, the fellow's training or research activities.
- b) Other research grants.
- c) Employment relationships, even if part-time, without prejudice to the provisions of the regulations for employees of public administrations.



The grant referred to in this call is also incompatible with simultaneous attendance of degree courses, master's degrees, and PhDs with scholarships and medical specialisation, in Italy and abroad.

Persons who have been convicted of a criminal offence resulting in disqualification from holding public office or inability to contract with the public administration as a secondary penalty are not eligible for selection.

Art. 4

Applicants must submit, in the manner described in Article 5 below, the application to take part in the selection, duly signed in handwritten or digital form. An application without a signature will result in the **exclusion** of the candidate, except in the case of access through the use of the Public Digital Identity System (SPID) in which case the signature will not be necessary.

The application must be uploaded in its entirety (i.e., every page), **otherwise** the applicant will be **excluded** from the selection.

Applicants must enclose the following with their application for participation in the selection, **under penalty of exclusion**:

1. The professional scientific *curriculum vitae* in Italian or English or one of the additional languages, if any, indicated in Annex A, highlighting the candidate's aptitude for carrying out and implementing the research programme.
2. Copy of valid identity document or other identification document. Citizens of non-EU countries must enclose a copy of their passport or, if available, a copy of the Italian identity document and of the valid residence permit.
3. Limited to citizens of non-EU states residing or authorised to reside in Italy, a copy of their residence permit or authorisation to reside in Italy.
4. For candidates who cannot provide a self-certification under the conditions set out below, documentation proving possession of the academic qualification required for admission to the selection. Possession of a higher academic qualification does not exempt the candidate from producing such documentation, which, if missing, will result in exclusion:
 - **Candidates who are Italian citizens or citizens of a European Union Member State** must submit a declaration in lieu of certification and, if necessary, a notarial deed regarding the academic qualification needed for admission (indicating the academic qualification, the academic institution awarding the qualification, the year it was awarded and the mark obtained) and the publications and other qualifications held, indicating for each one all the identification details necessary for the Board's assessment. **The application for participation counts as a declaration in lieu of certification of the declared academic qualification.** If the subject matter of the declaration is not clearly identified in terms of its nature, duration, time setting and institution concerned, the selection board will disregard it. The Administration reserves the right to carry out appropriate checks on the truthfulness of the content of the declarations made; in the event of a false declaration, the provisions of Article 76 of Presidential Decree no. 445/2000 and Articles 483, 485, and 486 of the Italian Criminal Code shall apply. The University will not take into account any certificates attached by candidates who are Italian citizens or citizens of a state belonging to the European Union.
 - **Citizens of a non-European Union State** must submit documents and qualifications in Italian or English or one of the additional languages, if any, indicated in Annex A, under penalty of exclusion from the selection or, as the case may be, non-assessment.
Documents and titles, originally in a different language, must be accompanied by a translation, made by the candidate under his or her responsibility, into Italian or English or any other language indicated in Appendix A. With reference to the dissertation only, the translation may be limited to an extended abstract.



- **Citizens of a non-EU State regularly residing in Italy** may use declarations in lieu of certification only in respect of states, personal qualities or facts that can be certified or attested to by Italian public bodies, without prejudice to the special provisions contained in the laws and regulations governing immigration and the status of foreigners.
- **Citizens of non-EU states authorised to reside in Italy** may use the aforementioned declarations in cases where they are produced pursuant to international conventions between Italy and the declarant's country of origin.

Applicants may also enclose with their application for assessment purposes their publications and any other qualification deemed useful to prove their qualification in relation to the research programme described in Annex A and to certify any research activity carried out in public and/or private entities (with the indication of the starting date and duration). The submission modalities are similar to those indicated in point 4 of the previous paragraph.

Only the qualifications possessed by the candidate on the date of submission of the application for selection and presented in accordance with Article 5 will be assessed.

Any exclusion from the selection procedure due to lack of eligibility requirements, absence of mandatory documents, failure to sign the application to take part in the selection or submission of the application in a manner other than that provided for in this call will be communicated to the parties concerned exclusively by email to the email address indicated in the application to take part in the selection.

Art. 5

Registration for this selection will begin on December 13, 2024 at 2:00 pm (Italian time) and will end on January 17, 2025 at 2:00 pm (Italian time).

The application to take part in the selection must be completed, under penalty of exclusion, using the appropriate online procedure, available at <https://pica.cineca.it/>.

For those who do not already have a user account, the procedure involves a registration phase for the applicant, and a subsequent phase for completing the application online.

Once completed, the application must be signed in the manner (handwritten signature, with attached identity document, or digital signature) described in the online procedure, under penalty of exclusion from the selection. The application does not have to be signed if the above-mentioned online procedure is accessed using the Sistema Pubblico di Identità Digitale (SPID - Digital ID Public System). In the case of a handwritten signature, the applicant must upload the application to the system in its entirety. The information entered in the application form shall constitute a declaration in lieu of certification and affidavit, pursuant to Articles 46 and 47 of Presidential Decree no. 445/2000.

The qualifications referred to in Article 4 must be attached to the application in .pdf format. Individual files, in .pdf format, may not exceed 30MB in size.

It is not permitted to submit attachments to the application in the form of links to files residing on "online storage/file sharing" services or web pages. Reference may not be made to documents or publications submitted to this or other administrations or documents attached to the application for participation in another selection procedure.



The application for participation in the selection is automatically sent to the University of Udine with the final closure of the online procedure.

The University Administration:

- accepts no liability if it is impossible to read the submitted documentation in electronic format due to damaged files;
- does not accept or take into consideration qualifications or documents received in paper form or by any other means than those specified in this article.

The Administration accepts no liability in the event of incorrect indication by the candidate of his/her email address or in the event of failure or delay in communicating a change in the email address indicated in the application, nor for any digital transmission errors attributable to third parties, unforeseeable circumstances or force majeure.

Applicants are advised not to wait until the last few days before the deadline to submit their application. The University accepts no liability for any malfunctions due to technical problems and/or overloading of the communication line and/or application systems.

Art. 6

The selection test takes place according to the modalities set out in Annex A.

The test will aim to ascertain the candidates' preparation, experience and research aptitude. It will consist of an assessment of the professional scientific curriculum, publications and titles submitted, and an interview, where applicable.

Failure of the candidate to attend the interview will be considered as withdrawal from the selection, whatever the cause.

Candidates who intend to avail themselves of the benefits provided for by Article 20 of Law no. 104 of 1992 (need for assistance, possible use of additional time for the performance of examination tests) in relation to their disability situation, must declare this and accompany the application with appropriate medical certification in order to allow the Administration to prepare in time the means and tools to guarantee the statutory benefits; failure to submit the medical certification exempts the Administration from any obligation in this regard.

Art. 7

The Competition Selection Board is identified in Annex A to this call, of which it forms an integral part. At its first meeting, the Board appoints the Chairperson and the Secretary taking the minutes, and establishes the criteria and procedures for assessing the qualifications and the interview, where applicable.

The results of the assessment must be made known to the parties concerned at the interview, where provided for.

The Board can attribute to the selection a total number of 100 points (one hundred hundredths). At the end of its work, the Board formulates the overall merit list based on the total marks obtained by each candidate and draws up the minutes of the competition operations.



The grant may be awarded, subject to the ranking list, to candidates who have obtained a minimum overall mark of 70/100 (seventy hundredths).

The Board's judgement is final on the merits.

The ranking list will be made public exclusively by publication on the University's official notice board; the outcome of the assessment will not be the subject of personal communication to candidates.

Those who do not declare their acceptance of the research grant and do not present themselves at the structure where the research activities are to be carried out to sign the contract by the deadline communicated by the same to the email address indicated by the candidate in the application shall forfeit their right to the research grant, except for health reasons or reasons of force majeure duly documented and promptly notified.

Candidates holding qualifications obtained abroad, if successful, must submit the following, if not already attached to the application:

- **For degrees issued by a country that is a party to the Lisbon Convention (<https://www.enic-naric.net/>), the following documentation:**
 - *Supplement* Diploma or similar certificate in English issued by the competent University.
 - "Certificate of Verification of Foreign Qualification - CIMEA" issued by CIMEA (Centre for Information on Academic Mobility and Equivalences) via the "*diplome*" service at <https://cimea.diplo-me.eu/udine/#/auth/login>
- **For degrees issued by a country not party to the Lisbon Convention (<https://www.enic-naric.net/>), one of the following options:**
 - Declaration of the on-site value of the qualification held and the certificate relating to the qualification with examinations and grades. The certificate in a language other than Italian or English must be accompanied by an official translation into one of those languages (certified by the competent diplomatic-consular authority or sworn at a court in Italy).
 - "Certificate of Comparability and Verification of Foreign Qualifications - CIMEA" issued by CIMEA (Centre for Information on Academic Mobility and Equivalences) via the "*diplome*" service at <https://cimea.diplo-me.eu/udine/#/auth/login>

If the aforementioned documentation is not available at the time of the conclusion of the contract, the candidate must prove that he or she has requested it and submit it as soon as possible; if it is not submitted within six months of the start of the contract, the candidate will forfeit the contract and will be required to repay any related sums received to date.

Art. 8

The research activity cannot be started before the contract defining the terms of the collaboration is signed.

The activity covered by the research grant must have the following characteristics:

- a) Be carried out in the context of the research programme covered by the grant and not be a purely technical support to the same.
- b) Close connection with the implementation of the research programme that is the subject of the relationship with the winner.
- c) Having a continuous and in any case temporally defined character, not merely occasional, and in coordination with the overall activity of the University.



d) Performance in a condition of autonomy, within the sole limits of the programme prepared by the Head of the same, without predetermined working hours.

The research fellow is obliged to submit a detailed written report on the work carried out and the results achieved, together with the opinion of the scientific supervisor, to the reference structure within the deadlines laid down in the contract. The research fellow will also have to submit interim reports and time sheets if requested by the reference structure and/or the scientific supervisor.

The research fellow is bound to strict confidentiality regarding the data and information to which he/she becomes privy in the course of his/her research activity. At the request of the scientific coordinator, he/she will be required to sign an appropriate confidentiality agreement.

The industrial property rights to the results obtained by the research fellow in the performance of the research activity belong exclusively to the University, without prejudice to the moral right of the research fellow to be recognised as an author or inventor.

The University reserves the right to revoke this call for competition for reasons of public interest, should the research project and/or the financial backing on which the research grant is based cease to exist. Should these causes arise after the contract has been signed, the University may terminate the contract without notice.

Art. 9

The following apply to the grant under this call:

- On tax matters, the provisions of Article 4 of Law no. 476 of 13 August 1984, as amended.
- On social security matters, the provisions of Article 2(26) et seq. of Law no. 335 of 8 August 1995, as amended.
- On compulsory maternity leave, the provisions of the Ministerial Decree of 12 July 2007.
- On sick leave, the provisions of Article 1(788) of Law No 296 of 27 December 2006, as amended.

During the period of compulsory maternity leave, the allowance paid by INPS pursuant to Article 5 of the Ministerial Decree of 12 July 2007 is supplemented by the University up to the full amount of the research grant.

The grant will be paid in monthly instalments in arrears.

Art. 10

The data collected as part of the procedure referred to in Article 5 is necessary for the proper management of the selection procedure, for the possible subsequent management of the research grant and purposes related to the management of the services provided by the University. The University of Udine is the Data Controller. At any time, the data subject may request access, rectification and, compatibly with the institutional purposes of the University, cancellation and restriction of processing or may object to the processing of his/her data. He/she can always lodge a complaint with the Italian Data Protection Authority. The full information is available on the University of Udine website in the "Privacy" section accessible from the home page www.uniud.it Direct Link: <https://www.uniud.it/it/it/pagine-speciali/guida/privacy>



Art. 11

For any matters not expressly mentioned in this call, reference is made to the relevant regulations in force cited in the introduction and to the "Internal regulations for the award of research grants pursuant to Law no. 240 of 30 December 2010" of the University of Udine issued by Rector's Decree no. 182 of 31 March 2021.

Art. 12

The official in charge of the proceeding is Dr. Sandra Salvador, Head of the Research Services Area of the University of Udine.

The reference office at the University of Udine is the "Area Servizi per la Ricerca - Ufficio Formazione per la Ricerca", Via Mantica 31 - 33100 Udine.

To request information on the call, please complete the following form available on the University of Udine website:
https://helpdesk.uniud.it/SubmitSR.jsp?type=req&accountId=universityofudine&populateSR_id=42105



Annex A

Responsabile scientifico della ricerca / Principal investigator:

Nome e Cognome / Name and surname: Renata Kodilja
Qualifica / Position: Professoressa Associata / Associate Professor
Dipartimento / Department: Lingue e Letterature, Comunicazione, Formazione e Società / Languages and Literature, Communication, Education and Society
Area MUR / Research field: 11 - Scienze storiche, filosofiche, pedagogiche e psicologiche
Macrosettore concorsuale e Settore scientifico disciplinare / Scientific sector: 11/PSIC-03; PSIC-03/A - Psicologia sociale

Titolo dell'assegno di ricerca / Topic of the research fellowship "assegno di ricerca":

I bandi sono consultabili dal sito dell'Ateneo, del MUR e di Euraxess / The calls are available on the University, MUR and Euraxess websites

Testo in italiano:

Strumenti di Intelligenza Artificiale per la formazione e gestione del capitale umano.

Text in English:

Artificial Intelligence tools for the training and management of human capital.

Obiettivi previsti e risultati attesi del programma di ricerca in cui si colloca l'attività dell'assegnista di ricerca / Foreseen objectives and results of the research programme performed by the research fellow "assegnista di ricerca":

I bandi sono consultabili dal sito dell'Ateneo, del MUR e di Euraxess / The calls are available on the University, MUR and Euraxess websites

Testo in italiano:

L'Intelligenza Artificiale (IA) sta rivoluzionando numerose funzioni e approcci nella gestione delle risorse umane (Human Resource Management, HRM) a livello organizzativo. L'IA sta rimodellando il modo in cui le aziende gestiscono i propri dipendenti, creano programmi delle risorse umane, misurano la produttività, aumentano l'efficienza, forniscono feedback immediati e migliorano la partecipazione complessiva dei dipendenti.

L'HRM include una serie di pratiche diverse connesse al fattore umano nelle organizzazioni; comprende varie procedure per la gestione delle competenze e delle abilità umane: dall'acquisizione di talenti, alla gestione dei dipendenti, alla formazione e aggiornamento delle competenze, all'ottimizzazione delle loro prestazioni.

Il progetto di ricerca si focalizza sugli strumenti di IA che offrono interessanti opportunità e applicazioni nell'ambito delle risorse umane, in particolare nella selezione del capitale umano, individuazione dei talenti, *onboarding*, formazione ed *engagement*.

a) Selezione del capitale umano, individuazione dei talenti

Sistemi di IA possono analizzare grandi quantità di curriculum in breve tempo, identificando i candidati più adatti in base a criteri specifici. Ciò consente ai team di assunzione di esplorare nuovi aspetti del proprio pool di candidati, rivelando dettagli altrimenti invisibili e facilitando un processo di selezione più informato e strategico.

Lo sviluppo di una strategia di capitale umano a lungo termine presuppone anche l'adozione di un programma di gestione dei talenti per i dipendenti esistenti. La gestione dei talenti implica l'implementazione di metodi o processi coordinati volti a migliorare lo sviluppo professionale continuo delle persone, a preservare i talenti esistenti e ad adattarsi alle esigenze organizzative.

I metodi di acquisizione dei talenti hanno subito una trasformazione costante nel contesto di un ambiente aziendale globalizzato. Ad esempio, l'uso della tecnologia e dell'intelligenza artificiale ha migliorato le



capacità di elaborazione delle informazioni dei dipartimenti delle risorse umane. Il software di acquisizione dei talenti può ora aiutare a scansionare, leggere e valutare le candidature.

L'IA può facilitare la valutazione di tratti della personalità, competenze specifiche e abilità cognitive che solitamente sono osservabili solo dai reclutatori durante o, talvolta, dopo il processo di assunzione.

b) *Formazione, onboarding ed engagement del capitale umano*

La formazione è particolarmente cruciale per stare al passo con il ritmo dello sviluppo tecnologico. L'IA può svolgere un ruolo in questo senso, a livello di programmazione, organizzazione e coordinamento delle attività di formazione. Oltre a queste attività logistiche, l'IA può anche svolgere un ruolo più importante nell'assegnazione dei dipendenti ad attività di formazione personalizzate, in base alle loro esigenze personali. Algoritmi di apprendimento automatico possono adattare i programmi di formazione in base alle esigenze individuali dei dipendenti attraverso test e questionari online. In base a questa valutazione, l'IA può creare un percorso di apprendimento personalizzato che si concentra sulle aree di sviluppo del lavoratore in base al ruolo da ricoprire, il possesso di competenze e del livello di esperienza maturato, ai suoi interessi e consigliare i corsi più adatti. L'IA, tenendo conto delle esigenze formative della persona, imposta un apprendimento personalizzato, *Adaptive Learning*, che sfrutta l'analisi dei dati per offrire un'esperienza di apprendimento ottimizzata e adattata alle esigenze specifiche.

Quando si parla di *onboarding*, è fondamentale creare un'esperienza positiva e coinvolgente per i nuovi assunti al fine di lasciare un'impressione duratura. Grazie agli strumenti di IA, i team delle risorse umane possono creare un *onboarding* coinvolgente e personalizzato per i nuovi dipendenti, dall'inserimento dei nuovi assunti nell'organizzazione e nella sua cultura fino all'aiutarli a orientarsi nei primi giorni di lavoro.

Piano di attività previsto:

Rassegna, casistica e valutazione di efficacia delle metodologie, tecniche e strumenti per la selezione del capitale umano, individuazione dei talenti, formazione, *onboarding* ed *engagement* delle risorse umane nelle organizzazioni.

Piano di monitoraggio e valutazione dei risultati:

Verifica del numero di:

- metodi;
- tecniche;
- strumenti software;
- interviste di esperti del settore: selettori, sviluppatori di software, operatori, studiosi.

La valutazione dei risultati di ricerca prende in considerazione la completezza della rassegna rispetto alla totalità di strumenti, tecniche disponibili.

Indicatori di efficacia:

Gli indicatori consistono in:

- ampiezza della casistica di metodi, tecniche e strumenti di IA presi in considerazione;
- adeguatezza dei metodi selezionati e proposti in relazione alle esigenze delle organizzazioni presenti sul territorio di riferimento.

Grado di innovatività del progetto:

Il progetto presenta un elevato grado di innovatività considerata la relativamente recente pratica di utilizzo degli strumenti di IA e la notevole varietà di proposte presenti nel settore.

Ricadute delle attività progettuali sul territorio della città di Gorizia e dell'Isontino:

L'IA continuerà a evolversi e a giocare un ruolo sempre più importante in ambito HR. È importante che le aziende del territorio isontino si preparino a questa trasformazione investendo in tecnologie AI e nello sviluppo delle competenze del loro personale. L'IA può essere un potente strumento per migliorare l'efficienza e l'efficacia delle funzioni HR. Ad esempio l'uso dell'IA per lo screening dei cv nel reclutamento dei talenti presenta tre grandi vantaggi per le aziende:



- risparmio di tempo e risorse. Accelerare lo screening iniziale permette ai recruiter di concentrarsi sulle attività più importanti;
- capacità di analizzare una mole di dati molto più ampia rispetto a quanto potrebbe fare un essere umano, fornendo così una visione più completa dei candidati;
- meno soggettivismo nella valutazione dei candidati. Gli algoritmi sono oggettivi; ciò garantisce una selezione imparziale, che aiuta le aziende a identificare i candidati più qualificati, riducendo anche il rischio di discriminazioni.

Congruenza con gli assi di intervento della Fondazione CariGo:

Il progetto si inserisce a pieno titolo nell'ambito dell'asse di intervento denominato "Formazione del capitale umano". Il progetto si focalizza sulla individuazione per favorire un'ulteriore implementazione delle tecnologie di IA nei processi e nei software per la gestione delle risorse umane, sia nelle piccole imprese che nelle grandi aziende. Verranno analizzati i principali ambiti di utilizzo degli strumenti di IA, considerando i benefici organizzativi, come l'incremento della produttività e la riduzione dei costi del lavoro, e le questioni etiche e legali, come la tutela della privacy.

Attività di disseminazione previste:

Le attività di disseminazione previste sono:

- convegno sul tema "Opportunità e criticità dell'impiego di strumenti di Intelligenza Artificiale nella Gestione del Capitale Umano"; organizzato dall'Università di Udine in partnership con gli stakeholder istituzionali del territorio, con l'intento di coinvolgere responsabili RU delle imprese del territorio, operatori, professionisti, studiosi e studenti;
- pubblicazione dei dati della ricerca nonché "guida ragionata" agli strumenti di IA di migliore utilizzo in azienda per la gestione del capitale umano.

Text in English:

Artificial Intelligence (AI) is revolutionizing numerous functions and approaches in human resource management (HRM) at the organizational level. AI is reshaping the way companies manage their employees, create HR schedules, measure productivity, increase efficiency, provide immediate feedback, and improve overall employee participation.

HRM comprises a number of different practices related to the human factor in organizations various procedures for the management of human skills and abilities: from the acquisition of talents, to the management of employees, to the training and updating of skills, to the optimization of their performance.

The research project focuses on AI tools that offer interesting opportunities and applications in the field of human resources, in particular in human capital selection, talent identification, onboarding, training and engagement.

a) Selection of human capital, identification of talents

AI systems can analyse large amounts of resumes in a short time, identifying the most suitable candidates based on specific criteria. This allows hiring teams to explore new aspects of their candidate pool, revealing otherwise invisible details and facilitating a more informed and strategic selection process.

Developing a long-term human capital strategy also requires adopting a talent management program for existing employees. Talent management involves implementing coordinated methods or processes aimed at improving people's continuous professional development, preserving existing talent, and adapting to organizational needs.

Talent acquisition methods have undergone a constant transformation in the context of a globalized business environment. For example, the use of technology and artificial intelligence has improved the information processing capabilities of human resources departments. Talent acquisition software can now help scan, read, and evaluate applications.

AI can facilitate the assessment of personality traits, specific skills, and cognitive abilities that are usually only observable by recruiters during or sometimes after the hiring process.



b) Training, onboarding and engagement of human capital

Training is especially crucial to keep up with the pace of technological development. AI can play a role in this regard, in the planning, organisation and coordination of training activities. In addition to these logistical tasks, AI can also play a more important role in assigning employees to customized training activities, based on their personal needs. Machine learning algorithms can tailor training programs to employees' individual needs through online tests and questionnaires. Based on this assessment, the AI can create a personalized learning path that focuses on the worker's areas of development based on the role to be filled, the possession of skills and level of experience gained, their interests and recommend the most suitable courses. AI, taking into account the training needs of the person, sets up personalized learning, Adaptive Learning, which leverages data analysis to offer an optimized learning experience adapted to specific needs.

When it comes to onboarding, it's crucial to create a positive and engaging experience for new hires in order to leave a lasting impression. With AI tools, HR teams can create engaging and personalized onboarding for new employees, from onboarding new hires into the organization and its culture to helping them navigate their first few days on the job.

Planned activity plan:

Review, case studies and evaluation of the effectiveness of methodologies, techniques and tools for the selection of human capital, talent identification, training, onboarding and engagement of human resources in organizations.

Monitoring and evaluation plan of results:

Numbers of:

- methodologies;
- techniques;
- software tools;
- interviews with industry experts: selectors, software developers, operators, scholars;

The evaluation of the research results takes into consideration the completeness of the review with respect to the totality of available tools, techniques.

Effectiveness indicators:

The indicators consist of:

- breadth of case history of AI methods, techniques and tools taken into account;
- adequacy of the methods selected and proposed in relation to the needs of the organizations present in the reference area.

Degree of innovation of the project:

The project presents a high degree of innovation considering the relatively recent practice of using AI tools and the considerable variety of proposals in the sector.

Impact of the project activities on the territory of the city of Gorizia and the Isonzo area:

AI will continue to evolve and play an increasingly important role in HR. It is important for companies in the Isonzo area to prepare for this transformation by investing in AI technologies and in the development of the skills of their staff. AI can be a powerful tool for improving the efficiency and effectiveness of HR functions. For example, the use of AI for CV screening in talent recruitment has three major advantages for companies:

- saving time and resources. Speeding up initial screening allows recruiters to focus on the most important tasks;
- ability to analyze a much larger amount of data than a human could do, thus providing a more complete view of candidates;
- less subjectivism in the evaluation of candidates. Algorithms are objective; This ensures unbiased selection, which helps companies identify the most qualified candidates, while also reducing the risk of discrimination.

Congruence with the axes of intervention of the CariGo Foundation:

The project is fully part of the axis of intervention called "Training of human capital". The project focuses on the identification and subsequent implementation of AI technologies in processes and software for human resource management, both in small companies and large companies. The main areas of use of AI tools will be analyzed,



considering the organizational benefits, such as increased productivity and reduced labor costs, and ethical and legal issues, such as privacy protection.

Planned dissemination activities:

The dissemination activities envisaged are:

- conference on the theme “Opportunities and criticalities of the use of Artificial Intelligence tools in Human Capital Management”; organized by the University of Udine in partnership with the institutional stakeholders of the territory, with the aim of involving HR managers of local companies, operators, professionals, scholars and students;
- publication of research data as well as a “reasoned guide” to the best used AI tools in the company for human capital management.

Struttura dell’Università di Udine presso la quale verrà sviluppata l’attività di ricerca / Department or other structure of the University of Udine where research activities will be carried out:

Dipartimento di Lingue e Letterature, Comunicazione, Formazione e Società (DILL). / Department of Languages and Literatures, Communication, Education and Society.

Importo dell’assegno di ricerca (al lordo oneri carico assegnista) / Total grant gross for the research fellowship:

€ 20.266,98

Durata dell’assegno di ricerca / Duration of the research fellowship “assegno di ricerca”:

12 mesi / months

Finanziamento / Financed by:

L’assegno di ricerca è finanziato dalla Fondazione Cassa di Risparmio di Gorizia. Accordo di Collaborazione tra l’Università degli Studi di Udine e la Fondazione Cassa di Risparmio di Gorizia – anno 2024. CUP G63C24000490007.

Requisiti di ammissione / Minimum qualifications necessary:

Possesso di un diploma di laurea vecchio ordinamento (ante decreto 3 novembre 1999 n. 509) o di laurea specialistica/magistrale (ex decreto 3 novembre 1999 n. 509 e decreto 22 ottobre 2004 n. 270) o titolo equivalente conseguito all’estero. / Possession of a University degree obtained before Decree n. 509 of 3 November 1999 or specialistic/Master’s degree (post decree n. 509 of 3 November 1999 and decree n. 270 of 22 October 2004) or equivalent degree obtained abroad.

Nota / Note: nella valutazione dei titoli la Commissione giudicatrice terrà in particolare considerazione il possesso di una laurea magistrale o titolo equivalente conseguito all’estero nell’area delle scienze filosofiche, sociologiche, psicologiche o della comunicazione. / In evaluating the qualifications, the Examining Board will keep in particular consideration the possession of a University degree or equivalent degree obtained abroad in the area of philosophical, sociological, psychological or communication sciences.



Modalità di presentazione della documentazione oggetto di valutazione / Arrangements for the submission of documents:

La modalità di presentazione della documentazione oggetto di valutazione è specificata all'art. 4 del bando. / The way of presenting the documentation under evaluation is specified in art. 4 of the present notice.

Ai fini valutativi, i candidati potranno presentare le pubblicazioni e ogni altro titolo ritenuto utile a comprovare la propria qualificazione in relazione al programma di ricerca descritto nell'Allegato A, nelle seguenti lingue: / For evaluation purposes, candidates may present publications and any other qualifications deemed useful to demonstrate their qualification in relation to the research program described in Attachment A, in the following languages:

- Italiano / Italian
- Inglese / English

Procedura selettiva / Competition procedure:

Valutazione per titoli e colloquio. / Evaluation of titles and oral exam.

I risultati della valutazione dei titoli saranno resi noti agli interessati nel corso del colloquio. / The evaluation of the qualifications will be disclosed to candidates during the interview.

Calendario del colloquio / Calendar of the oral exam	Modalità / Modality	In presenza / On site
	Data / Date	21 febbraio / February 2025
	Ora / Time	10:00 / 10:00 am (Italian time)
	Luogo / Place	Laboratorio ROC - primo piano sede di Santa Chiara del Centro Polifunzionale di Gorizia via Santa Chiara, n. 1 - 34170 Gorizia (GO)

Per sostenere il colloquio i candidati devono esibire un valido documento di riconoscimento. / Candidates must come to the interview with a valid identity document.

Eventuali variazioni saranno rese note esclusivamente mediante pubblicazione all'albo ufficiale on line dell'Ateneo / Any change will be made public solely through publication on the University web site http://web.uniud.it/ateneo/normativa/albo_ufficiale

Commissione giudicatrice / Examining Board:

Nome e Cognome	Qualifica	SSD	Università
Membri Effettivi / Permanent members			
Renata Kodilja	PO	PSIC-03/A	Università degli Studi di Udine
Daniele Ungaro	PA	GSPS-07/A	Università degli Studi di Udine
Antonella Pocecco	RU	GSPS-06/A	Università degli Studi di Udine
Membro Supplente / Temporary member			
Gian Pietro Zaccomer	RU	GEOG-01/B	Università degli Studi di Udine