

# **RAMIRI Handbook**

## **Chapter 5**

### **HUMAN RESOURCES**

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# Human resources in a Research Infrastructure

## **Focusing on people who are a key factor of success of any RI**

- Based on experience gained on existing facilities and projects
- Suggestions and recommendations, **not a HR course**
- Aiming at **developing the right HR environment** to fully develop the human factor in Research and Service organisations
- Importance of defining HR strategy at early stages, implementing, monitoring and adapting it during the life time of the facility
- Including case studies and presentations made at RAMIRI workshops

## **Content of Chapter 5: HR in a RI**

### **5.1 Introduction**

### **5.2. General Framework**

Variety of HR subjects and situations

HR is more than administration

### **5.3. Staffing and its evolution during the facility lifetime**

Different needs according to the RI phase

Important for staffing/ Job profiles and type of contracts

Motivation to be kept during all facility life time

## 5.4. Commonalities and differences in single site and distributed RIs, and in different countries - Conditions of employment

*Need for clear setting of contractual rules between the RI and staff*  
Different legal frames / agreements / sizes

Complexity of Distributed /Virtual RIs

- One or Various employers

- Several work laws

- Time limited projects or agreements

- Different conditions of employment , salaries, benefits, etc

***Need to build a true RI identity by defining common policies and ensuring an effective communication***

## 5.5. Main aspects of HR Management

### 5.5.1 Recruitment

International

Transparency

Time limited/permanent – Internal/external

### 5.5.2 Staff evolution / career development / mobility

#### *Key issues to maintain staff motivation*

Evaluation of performance and assessment of competences

Link between performance, skills and staff evolution

Mobility

Effective training schemes (including soft skills)

Management training, mentoring, coaching

### 5.5.3 Integration and support - attractiveness

Expatriation policies in question

Support to staff and families

Language issues

### 5.5.4 Equal opportunities

Diversity issues (gender, age, disabled staff, etc...)

Non discrimination policies

### 5.5.5 Work / life balance

***More and more important***

Assessment of level of stress and risk of burnout

Family friendly policies

Partners employment issues

Children education

## 5.6. Case studies on Human Resources for Distributed Infrastructures

### 5.6.1 [Case Studies](#)

Setting up distributed “virtual RIs “(as ERIC):  
EuroQuakes – EuroLang

### 5.6.2 [Human Resources Planning](#)

### 5.6.3 [Recruiting and Attractiveness](#)

for Coordination team and Partner Centers teams

## **5.7. RAMIRI Training Slides (as presented during the RAMIRI seminars)**

Our final goal: serving the users (M. van der Rest)

HR in a Research Infrastructure – example of the ESRF (C. Stuck)

Managing interesting times (A. Crivelli)

HR Equality and Opportunities (T. Weiss)

HR in a distributed facility (P. Wittenburg)



## Useful Reference texts and Definitions

### ***Some reference texts***

Herding cats

Skills and Human resources for e-infrastructures within Horizon 2020

Athena SWAN: Charter for Women in science, Annual Report 2011

The Toolkit guide from the UK equality challenge unit

### ***Some Definitions:***

Research infrastructures (EU FP7) - Pan EU RIs -

Distributed infrastructures (ESFRI)

regional Partner Facilities

## As in all work places Human Resources are essential in a Research Infrastructure

HR is not limited to the HR departments  
but involves all actors:  
Top Management , all supervisory levels,  
coordination teams,  
staff, personnel representatives.