Webinar: Personnel of ERICs: Challenges and Best Practices

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Content: Webinar Personnel of ERICs

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Speaker

• Maren-Susanna Kappe
• EU-OPENSCREEN
• Communications and HR Manager

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What makes a company?
HR is about managing the employee life cycle

- Recruit
- Onboard
- Develop
- Retain/Motivate
- Offboarding
### Key HR responsibilities

<table>
<thead>
<tr>
<th>Hiring the right employees for the right jobs</th>
<th>Onboarding</th>
<th>Payroll and Administration</th>
<th>Designing and updating HR policies</th>
<th>Diversity</th>
<th>Employee Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Career Development</td>
<td>Job Plan</td>
<td>Performance Evaluation</td>
<td>Maintaining work culture</td>
<td>Resolving internal conflicts among employees</td>
<td>Ensuring the health and safety of employees</td>
</tr>
<tr>
<td>Disbursing rewards and incentives</td>
<td>Setting Rules for Employee Promotion</td>
<td>Sharing Information with Employees</td>
<td>Conducting Survey Management</td>
<td>Change Management</td>
<td>Human Resource Technology Management</td>
</tr>
<tr>
<td>Investigating Internal Complaints</td>
<td>Employer branding</td>
<td>Employee Engagement</td>
<td>Employment Relations</td>
<td>Legal Knowledge</td>
<td>Future HR Roles</td>
</tr>
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</table>
Method: In depth interview and survey among ERICs

Based on the results of the survey on Recruitment, Employment, and Secondment practices conducted for D3.4

seven ERICs with special employment situations were identified. In-depth interviews with the use of an online survey were conducted with these ERICs and with the support of Carlo Rizzuto as Senior Expert. The following ERICs were chosen for an in-depth analysis of the present situation:

BBMRI, CERIC, DARIAH, EATRIS, ECRIN, ESS and EU-OPENSCREEN
## Contributing experts

<table>
<thead>
<tr>
<th>ERIC</th>
<th>Contact Name</th>
<th>Position</th>
<th>Email</th>
<th>Special expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESS spallation</td>
<td>Mauro Zambelli (Milos Davidovic)</td>
<td>In-kind group leader ESS</td>
<td><a href="mailto:Mauro.Zambelli@ess.eu">Mauro.Zambelli@ess.eu</a></td>
<td>In kind and seconded personnel and any other special employment</td>
</tr>
<tr>
<td>BBMRI</td>
<td>Barbora Halmova</td>
<td>Finance officer</td>
<td><a href="mailto:barbora.halmova@bbmri-eric.eu">barbora.halmova@bbmri-eric.eu</a></td>
<td>RESAVER, cross border employments, external consultant Deloitte</td>
</tr>
<tr>
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<td>Head of Administration and Finance</td>
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<td>Secondments, cross-border employments, remote working, insurance issues</td>
</tr>
<tr>
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</tr>
<tr>
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<td>Secondments, cross-border employments performance reviews</td>
</tr>
<tr>
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<td>Secondments cross-border employments, new work, HR regulations, performance reviews</td>
</tr>
</tbody>
</table>
History of EU-OPENSSCREEN

From 20,000 to 4 people...

Project team of 4 people at FMP Berlin

FMP with more than 270 employees, FMP belongs to Forschungsverbund Berlin (1500 employees) which again belongs to Leibnizgemeinschaft (97 big institutes around Germany with more than 20,000 employees)

March 2018 became ERIC
Within 4 years EU-OPENSSCREEN grew to 14 employees and still growing...
HR challenges of ERICs

- Starting from scratch, establishing all necessary procedures, while setting up offices and facilities
- Prep phase staff needs to be smoothly transferred to the ERIC
- Recruitment policies and procedures especially in the prep phase not in place
- Limited visibility as relatively young organisations
- Distributed ERICs usually rely on relatively smaller size teams (between 10 and 20 employees)
- Difficulties when establishing the ERIC caused by the special legal form (opening of bank accounts, registration of the ERIC etc)
- Lack of personnel
- Personnel has to perform different functions
- No HR department/function
- Job protection: long-term commitment of the ERIC’s member countries is essential to ensure sustainability and attractiveness of ERICs as employer
HR Policies and Procedures

- Basic principles of ERICs’ recruitment and employment policies are provided in ERIC Statutes
- ERIC is an equal opportunity employer
- Employment contracts follow national laws of the country in which the staff is employed
- Positions need to be publicly advertised
HR Policies and Procedures: Recommendations for ERICs

HR needs of an ERIC under preparatory phase substantially differ from those of an ERIC in operations.

Recruitment strategies should be carefully planned and assessed by any prep-ERIC going through this important transition.

Recruitment particularly challenging for ERICs in early operations.

Once ERIC status granted, most ERICs kick off recruitment procedures and rapidly expand prep-phase team.

Attractiveness of ERICs as employers should be underlined.
ERICs are newly established international organisations, facilitating scientific breakthroughs and societal progress, they bring substantial opportunities for staff to innovate and to professionally grow as the ERIC grows.

ERICs operate very much like “scientific start-ups”, with relatively flat hierarchies, requiring staff to wear multiple hats, offering opportunity to take part in “something new”. For academic posts, such flexibility could also mean more academic freedom than universities can provide for.
Recommendations to ERICs regarding recruitment

- Have a good recruitment and communication strategy in place right from the start
- Pay attention to proper announcement channels
- Attractive remuneration package, especially when recruiting senior staff
- Attractive working conditions: flex time, remote work, child care, bonuses, other employee benefits (pension plans, company tickets, extra holidays etc)
- Career development and training options
Announcement of open positions

Recommended platforms:

• Own communication channels (website, social media, newsletter), EU projects and other ERICs newsletters and communication channels

• EURACCESS, Euractiv, EuroBrussels, Nature publications National employment agencies, Academic Transfer, Stepstone, Indeed
Special employment issues of ERICs

- Secondments
- Employment of personnel in other countries than the ERIC seat
- Administrative and legal issues: employment contracts, payroll and insurances
- Attracting and keeping qualified personnel
- Remunerations and performance evaluation
- Effects of the pandemic
Working with different types of personnel

Directly employed by the ERIC
Seconded employees
  ▪ As part of membership contribution
  ▪ Working across borders or inside borders
  ▪ As in kind contributions
  ▪ Full time, part time
Working with seconded personnel: problems and solutions

Seconded personnel always three parties involved:

- Employee
- Sending Institution
- Host Employer
Working with seconded personnel: problems and solutions

**Problems:**
- Tax and legal issues
- Different working conditions at the sending and hosting institution such as holidays and working hours
- Authority and control of the secondee’s work
- Work recognition and career prospects of secondees after returning

**Solution:**
- Secondment policies and contracts
- Adapted to the specific situation
Employment of personnel in other countries than ERICs seat

Offering this opportunity is becoming increasingly important (consequence of the pandemic, esp for highly qualified staff not willing to relocate)

**New challenges:**

- Administrative issues, tax, payroll
- Legal issues, special employment contracts and provisions for mobile work
- Expert Advice is needed, some ERICs work with local experts others employ large consulting companies such as Deloitte (BBMRI)
Administrative and legal issues: employment contracts, payroll and insurances

- Biggest hurdles especially for smaller ERICs which cannot afford a fully-fledged HR department.
- Employment laws, social security and tax laws vary significantly inside Europe, country-specific knowledge is required.
- Almost all ERICs rely on the expertise of external experts
Tool Box: HR Processes and Policies

Many ERICs have already established processes and policies in place. Other ERICs can benefit from these already existing solutions in the form of best practices examples (tool box will be provided)
### Effects of the Pandemic and Future Challenges

<table>
<thead>
<tr>
<th>Remote work</th>
<th>Working across borders</th>
<th>Hybrid working models</th>
<th>New methods (agile, scrum) and (IT) tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible working arrangements (trust-based working hours and locations)</td>
<td>New mindset required – less control more freedom and involvement</td>
<td>New Leadership: hierarchical leadership replaced by trust and empathy.</td>
<td>New leaders empower employees</td>
</tr>
<tr>
<td>Self-realisation and development of potential of the individual</td>
<td>Participation across hierarchies</td>
<td>Mindfulness and health</td>
<td>Work life balance</td>
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