

Webinar: Personnel of ERICs: Challenges and Best Practices

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Content: Webinar Personnel of ERICs



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Challenges and Best Practices

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Germany

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Speaker

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- EU-OPENSREEN
- 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



Hiring the right employees for the right jobs	Onboarding	Payroll and Administration	Designing and updating HR policies	Diversity	Employee Benefits
Training and Career Development	Job Plan Job Description	Performance Evaluation	Maintaining work culture	Resolving internal conflicts among employees	Ensuring the health and safety of employees
Disbursing rewards and incentives	Setting Rules for Employee Promotion	Sharing Information with Employees	Conducting Survey Management	Change Management	Human Resource Technology Management
Investigating Internal Complaints	Employer branding	Employee Engagement	Employment Relations	Legal Knowledge	Future HR Roles

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:

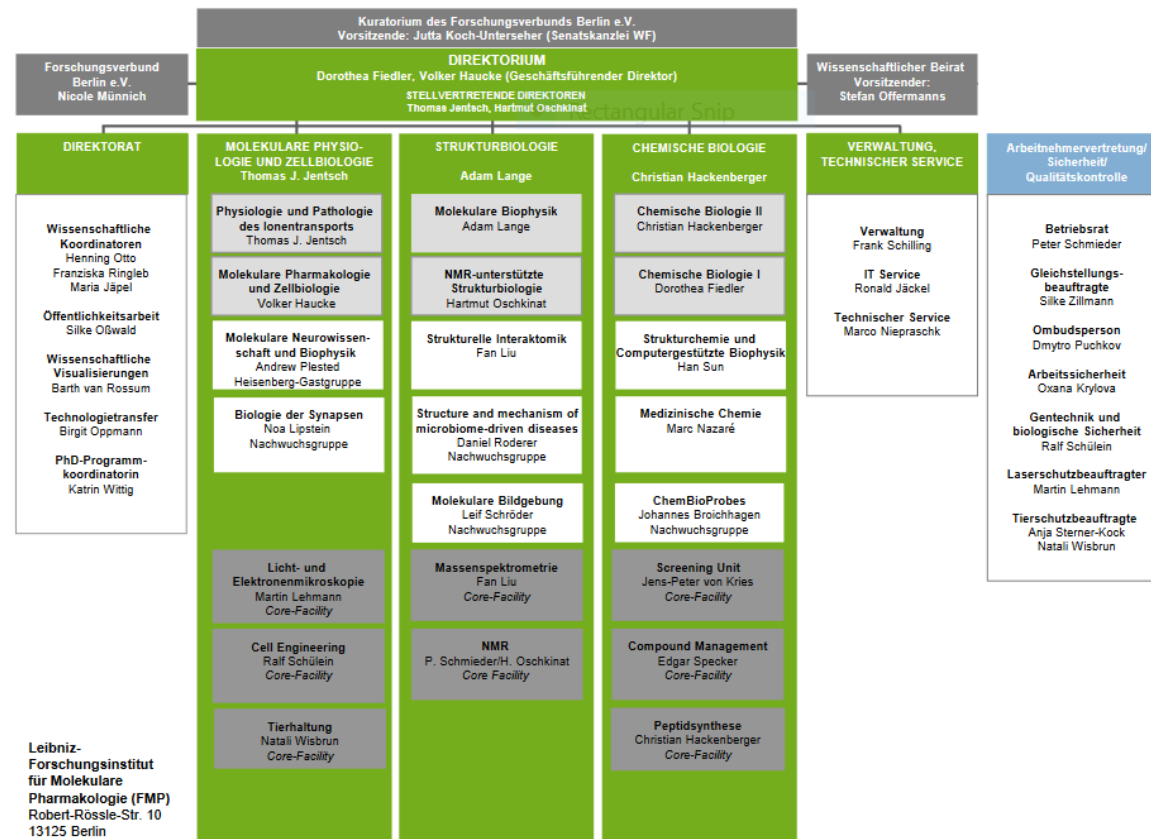
BBMRI, CERIC, DARIAH, EATRIS, ECRIN, ESS and EU-OPENSREEN

Contributing experts

ERIC	Contact Name	Position	Email	Special expertise
ESS spallation	Mauro Zambelli (Milos Davidovic)	In-kind group leader ESS	Mauro.Zambelli@ess.eu	In kind and seconded personnel and any other special employment
BBMRI	Barbora Halmova	Finance officer	barbora.halmova@bbmri-eric.eu	RESAVER, cross border employments, external consultant Deloitte
ECRIN	Alicja Szofer-Araya	Head of Administration and Finance	alicja.szofer-araya@ecrin.org	Secondments, cross-border employments, remote working, insurance issues
EATRIS	Anne-Charlotte Fauvel	Head of European Affairs	annecharlottefauvel@eatris.eu	Gender, cross border employments, remuneration, external consultant
DARIAH	Arnaud Roi	Managing Director	arnaud.roi@dariah.eu	Secondments, cross-border employments performance reviews
CERIC	Andrea Santelli	Chief Administrative Officer	andrea.santelli@ceric-eric.eu	Secondments cross-border employments, new work, HR regulations, performance reviews
Senior Expert	Carlo Rizzuto	Senior Expert former CERIC	carlo.rizzuto@ceric-eric.eu	ASSESSMENT ON THE IMPLEMENTATION OF THE ERIC REGULATION European Commission Expert Group on the ERIC Regulation https://www.horizontevropa.cz/files_public/elfinder/1898/Report%20published.en.pdf)

History of EU-OPENSOURCE

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-OPENSOURCE 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

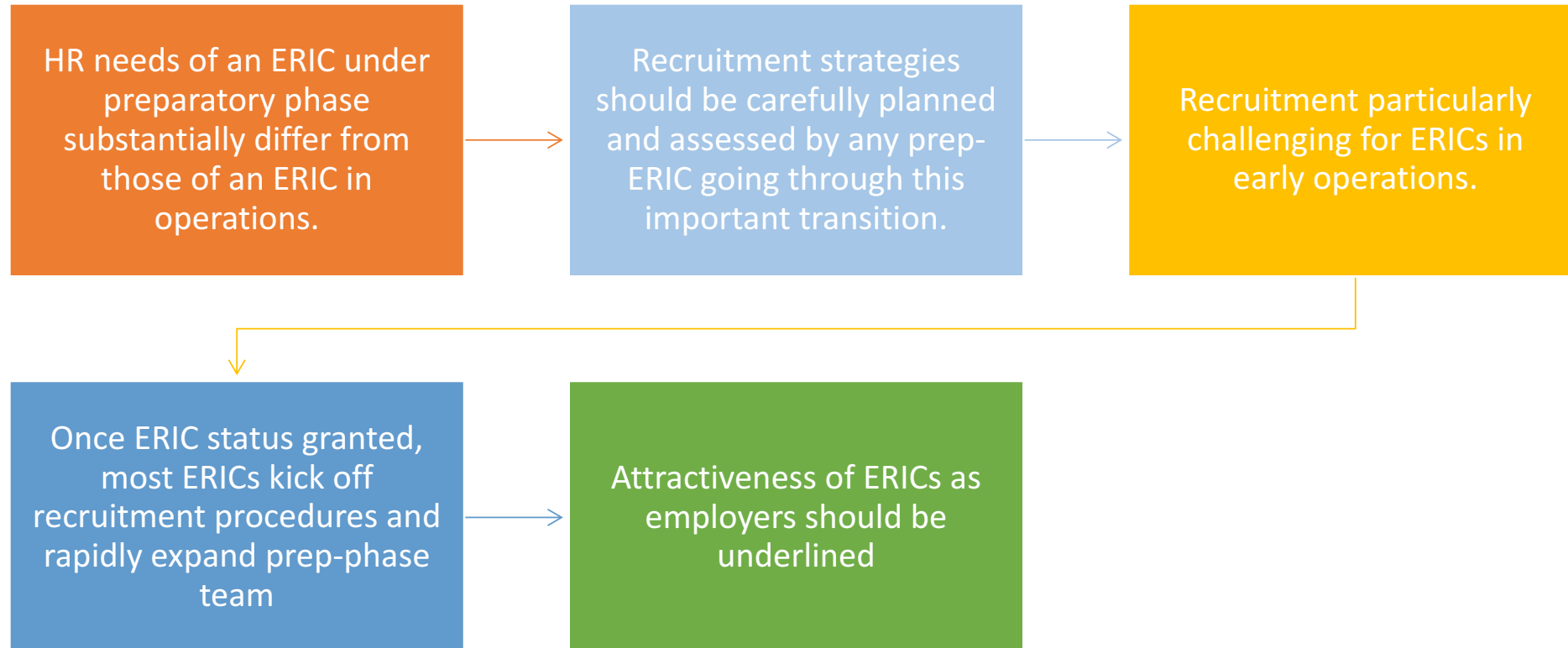
Basic principles of ERICs' recruitment and employment policies are provided in ERIC Statutes

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






Highlight potential of ERICs as attractive employers



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 esp 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

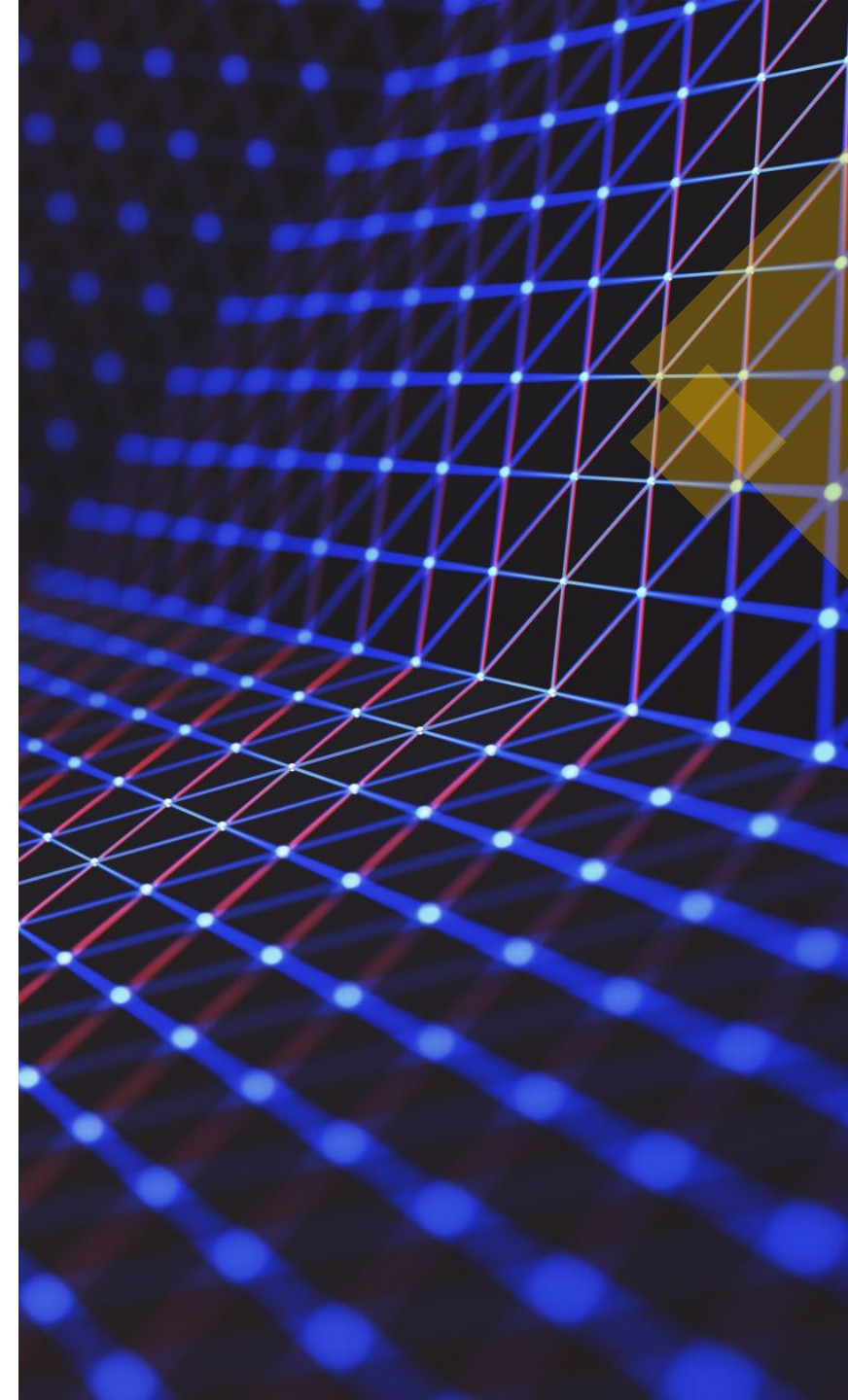
Seconded personnel always three parties involved:



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)



HR POLICIES



EMPLOYEE HANDBOOKS
/ EMPLOYMENT
REGULATIONS



MOBILE WORK
AGREEMENTS



PERFORMANCE
REVIEWS



BONUS SCHEMES



FRINGE BENEFITS

Effects of the Pandemic and Future Challenges

Remote work

Working across
borders

Hybrid working
models

New methods (agile,
scrum) and (IT) tools

Flexible working
arrangements (trust-
based working hours
and locations)

New mindset required
– less control more
freedom and
involvement

New Leadership:
hierarchical
leadership replaced
by trust and empathy.

New leaders
empower employees

Self-realisation and
development of
potential of the
individual

Participation across
hierarchies

Mindfulness and
health

Work life balance