

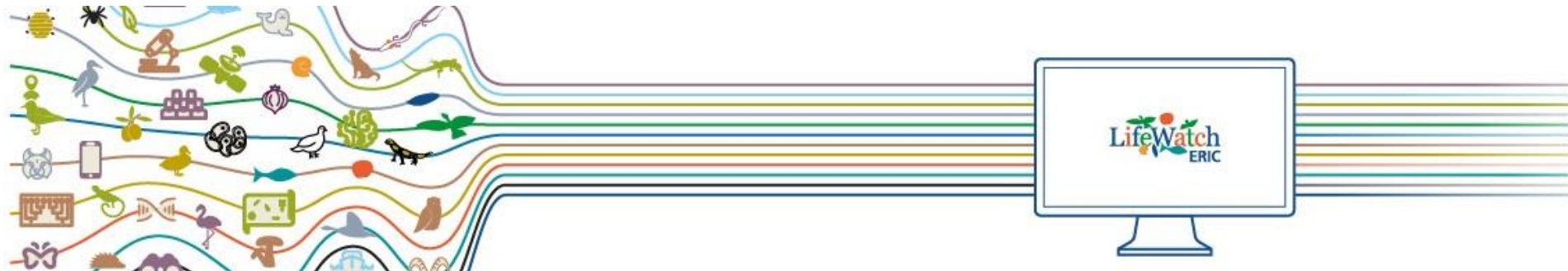
EIRO FORUM

Compensation Policy based on Culture Principles



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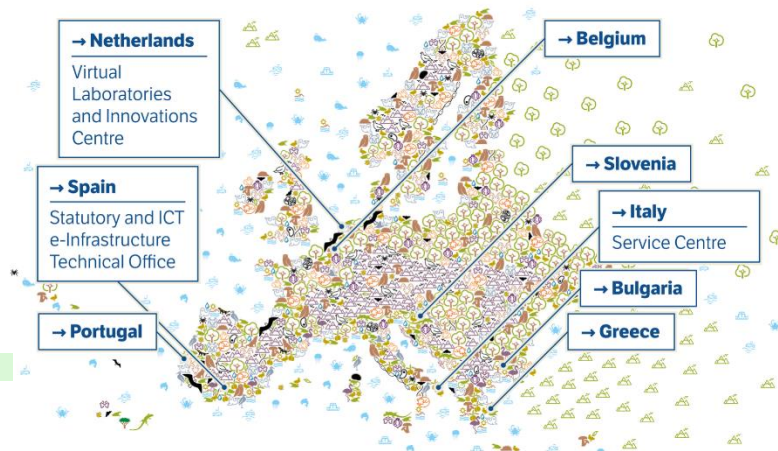
LifeWatch ERIC's vision is to Become the Research Infrastructure providing access to the world's biodiversity content, services and communities in one click.



LifeWatch ERIC's mission is to accelerate the research efforts of the scientific community by delivering a European state-of-the-art e-Science Research Infrastructure on biodiversity and ecosystems.



The **goal** of the **LifeWatch ERIC infrastructure** is the construction of virtual "workbenches" with e-services that allow its user communities to analyse patterns and trends in biodiversity in space and time, its (natural or man-made) drivers and the impacts on ecosystems.



Compensation situation in 2023

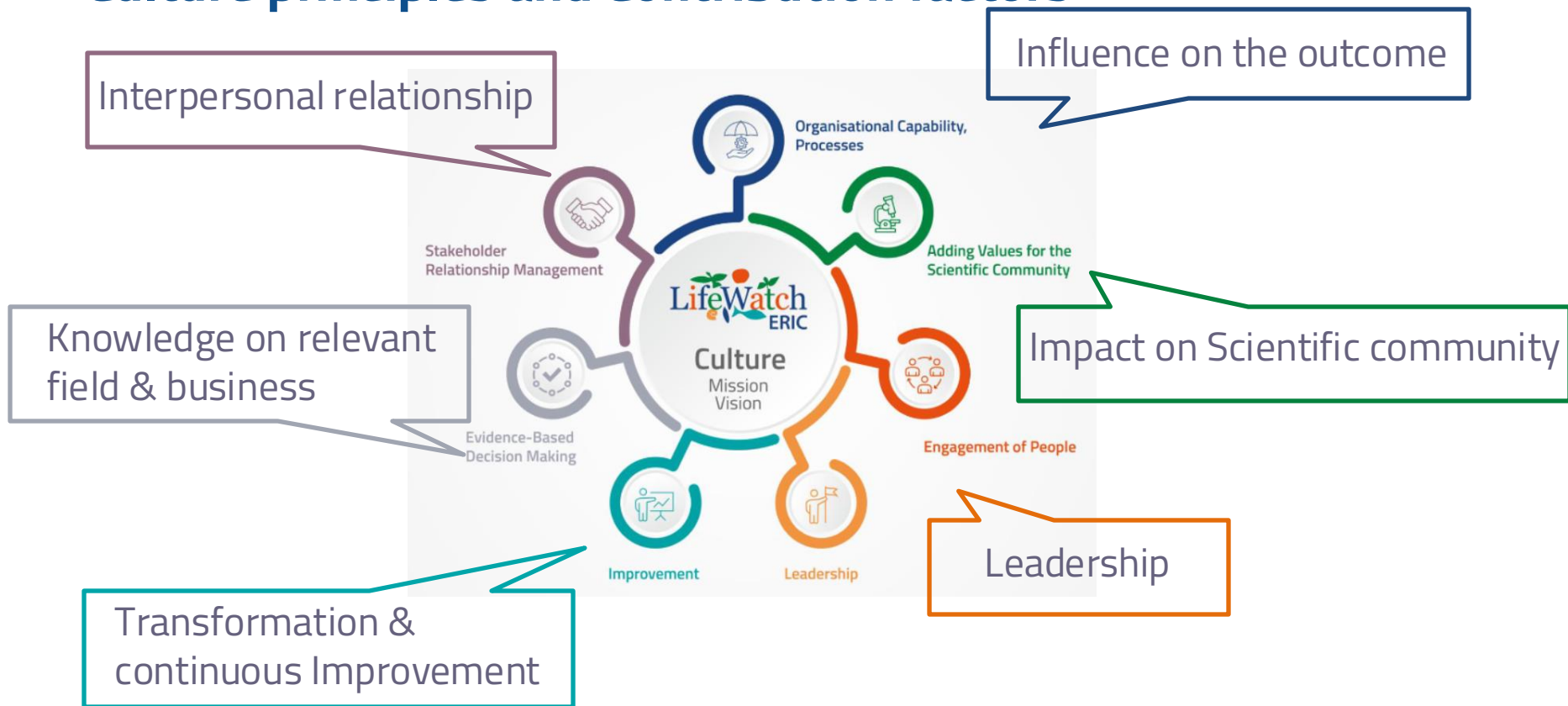
- Salary disparities among countries
- Different criteria among directors
- Flat salary scheme, specially in Spain
- Availability of salary information



Culture principles



Culture principles and Contribution factors



Contribution factors vs Competences

Contribution factors

Focus on Job description

Described in order to identify the level of intensity in the position

The assessment is stable for a specific position

Competences

Focus on the employee

Described the skill or capability necessary to perform the work properly

The employee competence assessment evolves with their development and grow

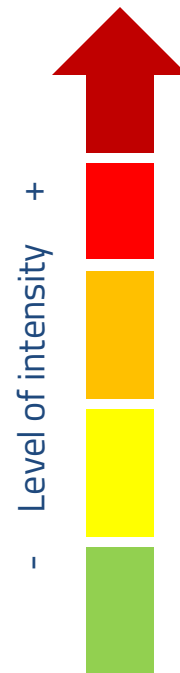
Relation between Culture Principles and contribution factors

Culture principle	Definition and observed behaviours	Contribution factors	Factor definition
Adding Value for Scientific Community	<p>Definition:</p> <p>We want to fulfil the needs of the Scientific Community by providing a fully integrated e-infrastructure capable of delivering access to data and services that will enable the community to conduct inspiring and groundbreaking research.</p> <p>Our behaviour:</p> <p>We want to gain and retain the trust of the Scientific Community. We take every interaction with the Scientific Community as an opportunity to deliver added value.</p>	Impact on the scientific community	It measures the influence of the decisions and actions on the scientific community satisfaction and on the quality of the relationship.
Engagement of People	<p>Definition:</p> <p>A diverse group of talented, empowered and inspired people is essential at all levels of the organisation to enhance its capacity to innovate and create value.</p> <p>Our behaviour:</p> <p>To manage/contribute in an organisation in an effective and efficient way, it is important to involve and collaborate with all people at all levels and to respect them as individuals, regardless of origin, education, religion, beliefs, physical ability, gender or sexual identity. We promote recognition, empowerment, gender equality and the development of competencies, and we encourage staff members to achieve their personal objectives as well as those of the organisation.</p>	Leadership	It measures the degree of responsibility in the work team in relation to the complexity of its management (qualification of the team, number of people, etc.) to achieve our objectives and the influence on the commitment and engagement with the organisation. Likewise, degree of responsibility for them in terms of their activity, development, performance, remuneration or motivation .
Leadership	<p>Definition:</p> <p>Our management commit to the highest standards of ethics and professional conduct and actively raise awareness about LifeWatch ERIC Culture and Principles. They demonstrate accountability by taking responsibility for their commitments, establishing unity of purpose and direction by creating the conditions in which people are engaged in achieving the objectives of the organisation.</p> <p>Our behaviour:</p> <p>We strive to create harmony between inspirational managers and employees, which enables us to drive the Strategy and achieve our objectives through the application of steering documents (e.g., policies, processes and procedures)</p>		

Description of the Contributor Factor

Leadership

Category	Description
Executive Board	People management is the core function of the role and requires the leadership, management and direction of the direction of Directors. They are responsible for fostering a culture based on professional development, autonomy and accountability throughout the organization.
Officer	Requires the management and leadership of several teams within a single directorate , consisting mainly of experienced people . People management is the main function. Responsible for professional development, autonomy, results, etc.
Manager	(Contribution through others) Requires the management of a team with in-depth technical knowledge as a main function. Is responsible for the planning and organising of the team's tasks and responsibilities. (Individual contribution) Does not require the management of people as a primary function, but leads the work of an experienced team to achieve the expected results. Their main responsibility is to transmit and ensure the development and maintenance of knowledge.
Specialist	(Contribution through others) Requires organising of the team's work with a general level of technical knowledge , participating in the evaluation of its development and evolution (Individual contribution) Does not require people management, but is co-responsible for the training and specialised technical development of colleagues at a lower level of development
Support	Does not require people management , although may occasionally mentor people in their team



Position mapping process



- Assessment all the position against the 6 factors definitions



- Assign a level for each position



- Result: position matrix which defines different levels according to the value added to the organisation. The levels are linked with a compensation structure



- A thorough analysis from the Board is required to assure consistency in the matrix

Position mapping result

Position Matrix

	Areas /grade	ICT-Core	Projects Mng	Scientific Coord	Training & Communication	Central Services
Executive Board Members	16					
	15					
	14					
	13					
Officers	12					
	11					
	10					
Managers	9					
	8					
	7					
Specialists	6					
	5					
	4					
Support	3					
	2					
	1					

Salary table

Category	Level	Spain (94,7)		Italy (97,3)		The Netherlands (114,6)	
		Min	Max	Min	Max	Min	Max
Executive Board Members	16						
	15						
	14						
	13						
Officers	12						
	11						
	10						
Managers	9						
	8						
	7						
Specialists	6						
	5						
	4						
Supporting positions	3						
	2						
	1						

Next steps

- To develop a **competence framework** based on LWE Culture Principles
- Promote the development of those competences by:
 - Designing a **training** plan to develop those competences
 - Designing a **performance assessment** that contemplate not only the results but the way they are achieve.

