

# The ERICs in operation: key issues

## Attracting talent

Marialuisa Lavitrano

Director Italian Node of BBMRI-ERIC

Director Executive Masters in Management of Research Infrastructures

University Milano-Bicocca

# Why is it important to attracting talent?

**Research Infrastructures** are a vital element for the realization of the **European Union as a knowledge-based society**.

RI are at the core of the **Open Science and Open Innovation** strategy and a major factor in its success being standing pillars for excellence in science.

The **EU and Member States** invested a significant budget in the development of Research Infrastructure.

**Questions about how to organize, maintain, manage and finance them have become a major topic.**

The introduction of the **ERIC legal** instrument in 2009 has helped especially the distributed RI to find an adequate solution for their distributed nature of linking many smaller RIs (often Core Facilities within research performing organisations) into a structured organization. At the same time this has created additional management and governance issues.

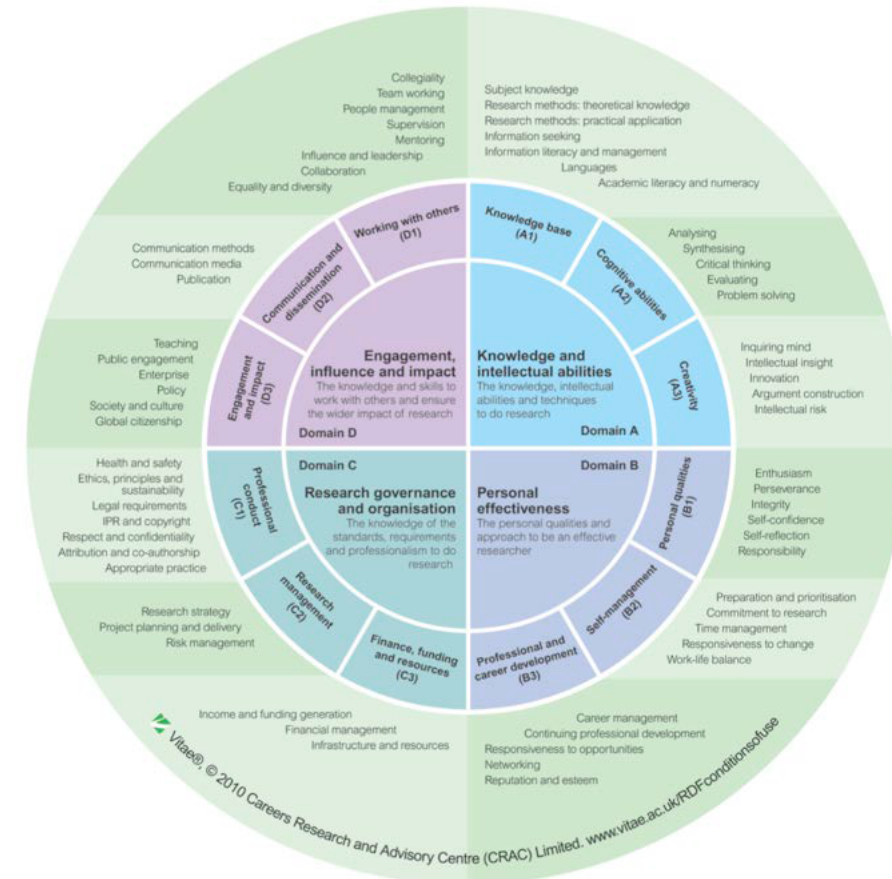
# Why is it important to attracting talent?

The **management** of Research Infrastructures has become a **central issue** to ensure an efficient interface with stakeholders as well as funding and political institutions.

## RI are complex organizations

**Managers and operators require a distinct set of competencies** to deal with issues such as multinational operations, transnational access and data flow, different social security systems, different cultures, different legal systems etc.

*‘Employers and/or funders should ensure that all researchers at any stage of their career are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.’*

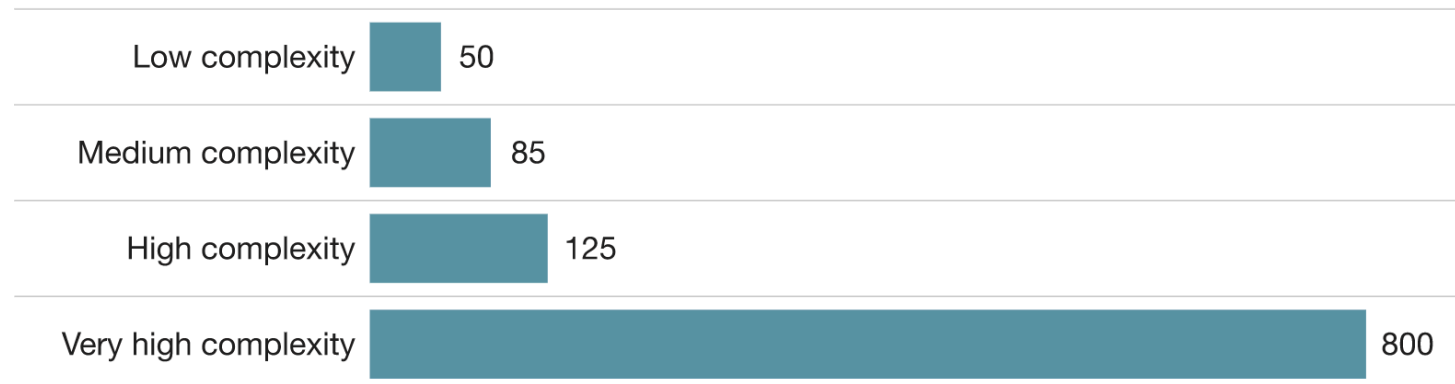


# Why is it important to attracting talent?

**Managers of research infrastructures** must have a scientific understanding, be part of the scientific user community and at the same time **balance the scientific needs and the technical possibilities with the management skills** necessary for the operation of large, expensive facilities and the diplomatic skills required to engage with and define agreements between a large number of international actors.

## Relationship between quality of talent and performance

Productivity gap between average performers and high performers, by job complexity, %



Source McKinsey global survey: "war for talents"

In highly complex organizations high performers are an astounding 800% more productive

# Employee value proposition

**What employees get for what they give.**

“**Gives**” come in many flavors—time, effort, experience, expertise, ideas.

“**Gets**” include tangible rewards, the experience of working in a RI, the way its leadership helps employees, and the substance of the work

**If the employee value proposition is truly strong, RI will attract and retain the best talent.**

# Attracting talent

## The MEMBER STATES

Employment and Crossborder:

**Need to have common legal framework for employment**

## The EUROPEAN COMMISSION

EEA outlook: need to have common regulations concerning employment: difference between hosting an ERIC vs. a node

## The SUSTAINABILITY

Avoid fragmentation of training initiatives

## The MANAGEMENT

Management role in the curricula :  
Need for specific training for managers and operators of RIs  
New topics and skills to be included in the education curricula

## RI & NODES

Attract Talent:

Provide career path for people who are involved in ERICs.  
Need for specific training for managers and operators of RIs

## Attracting talent: what to do

- to support RI to prepare the next generation of leaders of RI and empower their current staff
- to develop life-long management education specialised to tackle the specific challenges of RI
- to address their special multi-disciplinary training needs at the appropriate level
- to avoid fragmentation of training initiatives and to develop a sustainable business model for management training of middle and top level scientists in charge of management positions within the RIs.

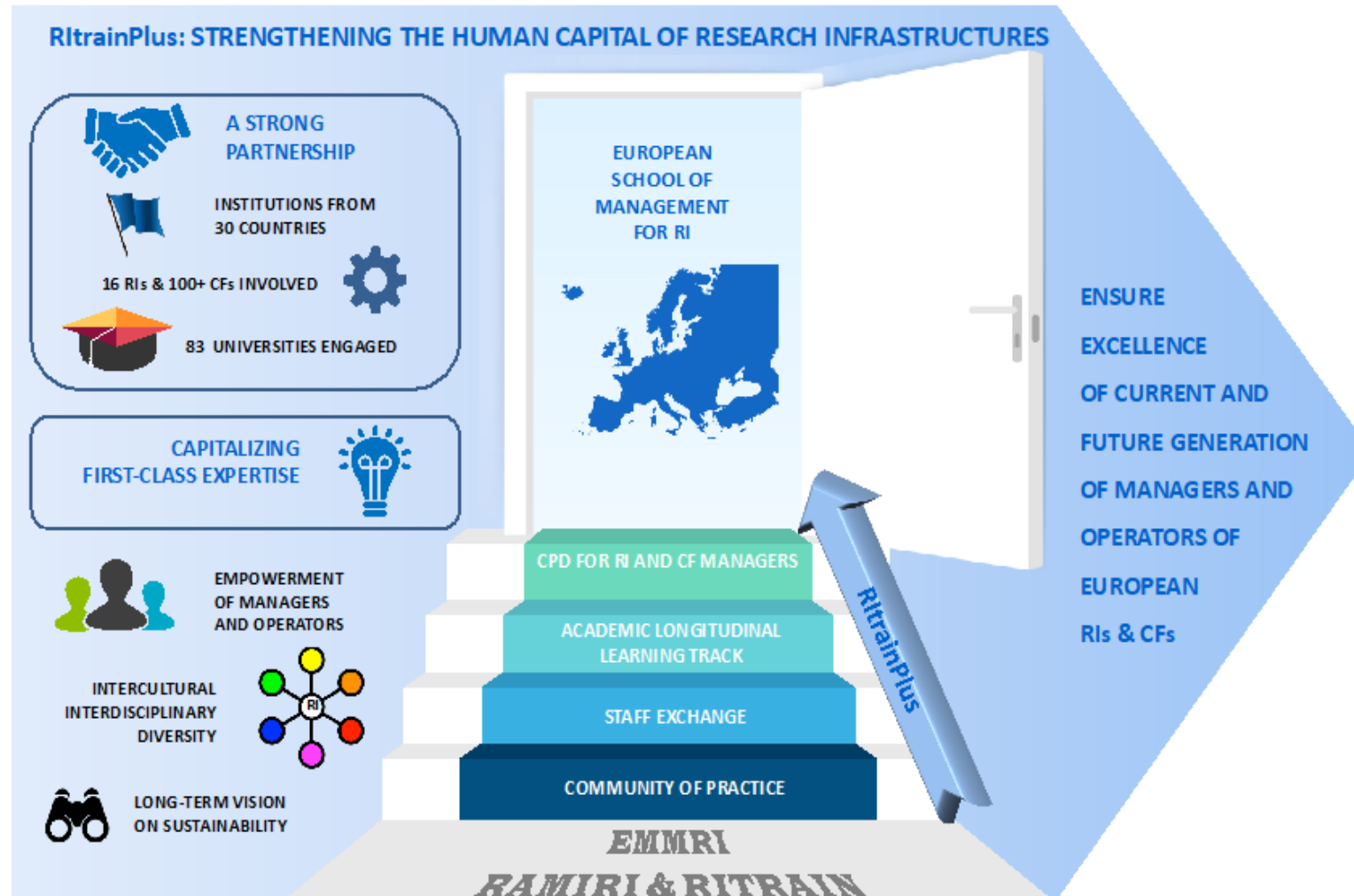
- About **300k€/project** on average are devoted to **training activities**, but this results in a scattered and **fragmented training context**
- The current educational and training programmes offered by Universities and Business Schools do not tackle the specific needs of RI and CFs

## Attracting talent: what is going on

- **STRENGTHENING THE HUMAN CAPITAL OF RESEARCH INFRASTRUCTURES**
- Call name: Support to policy and international cooperation. INFRASUPP-02-2020
- Project Title: RIttrainPlus #101008503
- Project Coordinator: Marialuisa Lavitrano



# Attracting talent: what is going on *Rltrain Plus*



**RltrainPlus** project is built on the experience gained in **RAMIRI** and **Rltrain** projects and **goes further** with the aim of designing a training programme to strengthen knowledge and competencies not only for professionals currently working in RIs but also to prepare the future generations of managers and operators and to **pave the way for a career path**.

# Attracting talent: what is going on *Rltrain Plus objectives*

Establish a European School  
for Management of Research Infrastructures

Capable of addressing **specialized training courses** and workshops to meet the needs for professional skills on issues related to **governance, management, organisation, financial, data management, ethical and regulatory issues, socio-economic impact analysis, and internationalization** of Research Infrastructures.

# The European School is a dedicated organisation for sustainable training

- Design and disseminate specific **Learning Activities** in academic tracks (from **BA to PhD** level)
- Deploy **executive post-graduate courses**
- Develop ad hoc curricula and training materials
- Foster staff exchange
- Establish a **Community of Practice**, to promote existing excellence and experience, and share knowledge.

*Marialuisa Lavitrano*

*Director Executive Masters in Management of Research Infrastructures*

*University Milano Bicocca*

*[marialuisa.lavitrano@unimib.it](mailto:marialuisa.lavitrano@unimib.it)*

*Linkedin: <https://www.linkedin.com/in/marialuisa-lavitrano-b87507201/>*

*Twitter: <https://twitter.com/LavitranoML>*