

Staff Mobility in Research Infrastructures

Status, Incentives and Barriers

Catalin MIRON - Deputy Head of LIDYL
DRF/IRAMIS, CEA Paris-Saclay, France

Plan

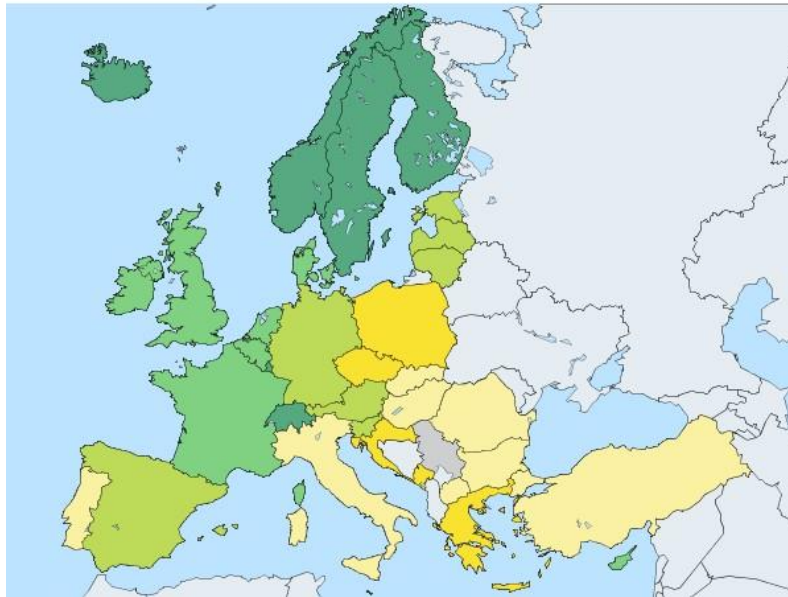
- Distribution of HR in S&T Sector in Europe
- RIs' Staff and the Sustainability of RIs
- Key Features of RIs' Staff
- Mobility of RIs' Staff - Where do we stand?
- Drivers and Incentives to Staff Mobility
- Barriers to Staff Mobility and Challenges
- Conclusions
- Diverse perspectives: next speakers and round table

Distribution of HR in S&T Sector in Europe

Human resources in science and technology (HRST)

% of active population - 2017

Total Total



- Not restricted to science or to RIs
- Large discrepancies between North and South, which are even more pronounced at the global level
- There is considerable room for staff mobility!

Legend

27.7 - 36.5

36.5 - 44.0

44.0 - 50.3

50.3 - 57.1

57.1 - 59.9

Not available

Minimum value:27.7 Maximum value:59.9

Source of Data Eurostat

<https://ec.europa.eu/eurostat/tgm/mapToolClosed.do?tab=map&init=1&plugin=1&language=en&pcode=tsc00025&toolbox=types>

RIs' Staff and the Sustainability of RIs

- Staff and Users create public value and represent the main assets of RIs, being key contributors to the impact of RIs
- RIs staff need to combine creativity (science and technology, administrative processes, services) and a true sense of service
- Long-term sustainability of RIs depends, among other factors on "...*having the right people at the right place, at the right time*" as highlighted (in different terms) by both
 - ESFRI report: "Long-Term Sustainability of Research Infrastructures", October 2017
 - EC report: "Sustainable European Research Infrastructures", 2017

Key Features of RIs' Staff

- Staff-wise, RIs are quite similar to international organizations (IOs):
 - Similarly to IOs, General Service (GS) staff is usually locally recruited, whereas Professional (P) staff is most often internationally recruited
 - RIs are always multicultural environments but, contrary to IOs and international RIs, in national RIs language skills are usually not required when hiring GS staff
- RIs' staff structure specificities:
 - The required RIs staff's competencies and skills change during the typical lifecycle of RIs: implementation, operation, upgrade, decommissioning
 - Highly specialized Professional staff is necessary, some required staff categories being shared among RIs or with hi-tech companies (e.g. data specialists)
 - Scientists, who usually hold management positions in RIs, most often lack formal training in key management areas (e.g. financial, human resources, risk, quality and operational management)

Mobility of RIs' Staff - Where do we stand?

- Staff mobility is an excellent answer to the dynamic needs of RIs and facilitates knowledge, know-how and good practices sharing among RIs
- No global framework or platform for RI staff mobility is currently under operation
- Mobility is successful for Junior Professionals (post-docs, early stage scientists and engineers), much less for infrastructure managers, and not at all or very scarce for General Service and Senior Professional categories
- Mobility to- and from industry almost absent; better for universities and research organizations
- RESAVER Pension Fund (<http://www.resaver.eu>) represented an important step forward and a real encouraging factor for mobility of GS and P-staff involved in research activities
- Various initiatives, in particular the European Union's Framework Programmes, have supported Users' Mobility between EU's RIs via the Transnational Access (TNA) programmes
- Recently, EUCALL (2015-2018) - a H2020-RIA - has raised awareness on the interest and advantages of staff exchange (RI innovation) and of the combined use of complementary RIs for solving complex scientific problems in physical sciences

Drivers and Incentives to Staff Mobility

- RI-specific competency framework suitable to all RIs, regardless of their location, legal form and scientific area covered (hiring and assessing staff performance)
- Transparent and unified recruitment procedures and processes supported by a global job advertising platform
- Ensure continuity of pension schemes with pension rights transfers among countries/organizations (global pension fund?)
- Comprehensive staff remuneration framework shared among RIs
- Sustainable formal training programmes for RI managers

Barriers to Staff Mobility and Challenges

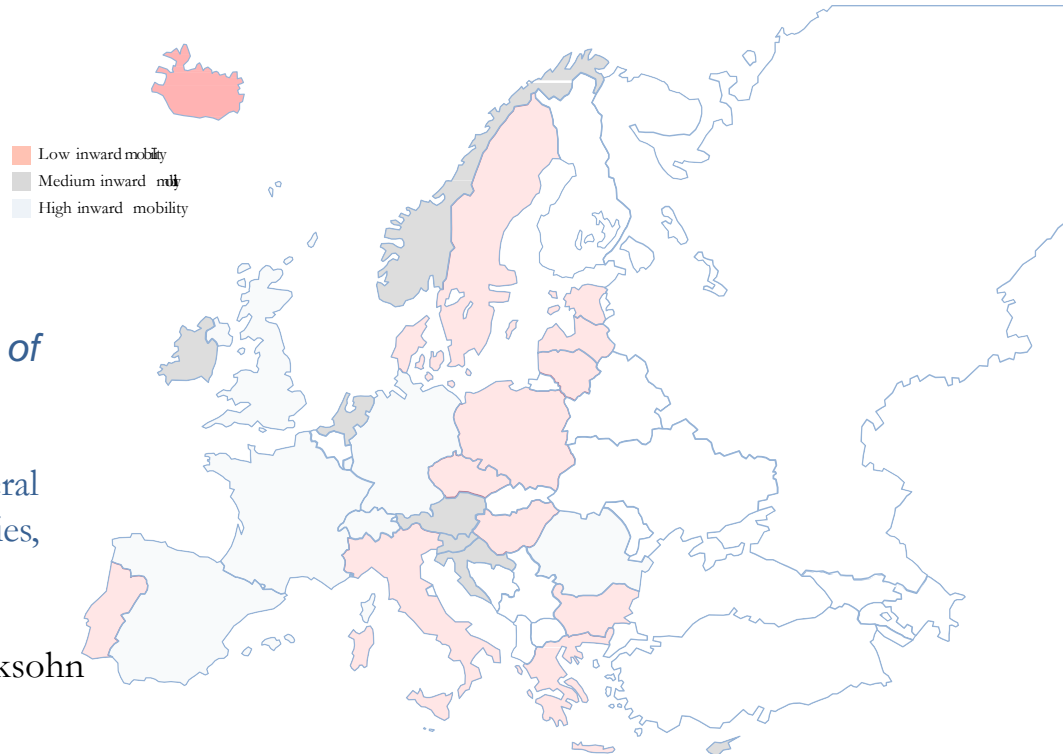
- Working languages spoken at national RIs
- Differences in legal frameworks, salaries and living standards
- Lack of international schools in some locations
- Discontinuity of retirement pension schemes
- Lack of financial support to incentivize mobility (installation allowances, coverage of schooling fees, etc.)
- Absence of a job market and a platform to advertise and manage jobs at the global level

ELI's HR: SWOT Analysis

(CM, *Sustainability of RIs*, GSF of the OECD, Geneva, May 2016)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Uniqueness: ELI is 1st international user RI in the field of laser based science and applications	Locally available HR: are not sufficient to fully cover the needs, and HR need to be additionally attracted from abroad	Training: creation, in the Host countries, of specialized curricula for undergraduate and doctoral studies, short training cycles	Competition: of the <u>private industrial R&D sector in photonics (engineers)</u>
Performance: well beyond current state-of-the-art technologies and experimental capabilities	Applicable labor law: and associated implications for the employees in a distributed RI	Capacity building: in the Host countries at the the individual and at the institutional level (international support)	Competition: of <u>academic institutions offering research positions (scientists)</u>
Innovation potential: unprecedented innovation and scientific discovery potential	Lack of information: about the employment sites and the local living standards (transportation, housing, schooling, health care)	Reverse "brain drain": attract well trained nationals of the Host countries to come back, and foreign specialists to join	Shortage: of highly-specialized S&T staff in the laser sector at the global level
Links to regional innovation clusters: encouraging entrepreneurial initiatives and mobility towards industry	Income level expectancy: based on the Human Dev. Index (HDI) and GDP (PPP) ranks CZ (29,37), HU (44,47) and RO (52,59)	Social benefits: encouraging mobility of human ressources across borders (e.g. RESAVER)	Large volume in short time: be able to hire personnel by 2018 to fulfill the mission

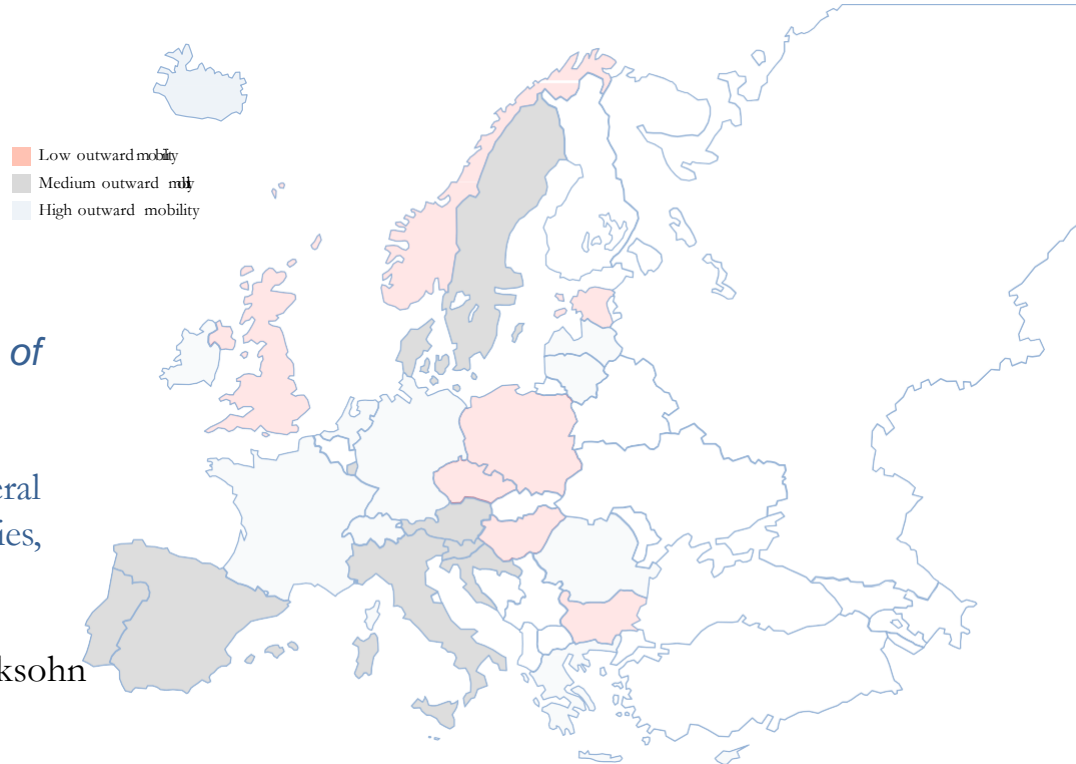
Researchers Inward Mobility in Europe



Source: *Cross-border mobility of young researchers*,
Directorate General
for Internal Policies,
10/2009

Courtesy of F.Gliksohn

Researchers Outward Mobility in Europe



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Conclusions

- RIs should have a closer look at and get some inspiration from Multilateral Organizations (UN, OECD, etc.) regarding HR processes and procedures to overcome barriers and challenges to staff mobility
- Create a global forum dedicated to RIs or a substructure within an existing organization of global impact (GSF/OECD, UNESCO)?
- Standardize and disseminate as much as possible RI-specific competency frameworks and skills sets, recruitment procedures, remuneration scales and staff benefits (paid annual leave, health insurance, retirement pension schemes, etc.)
- Staff mobility can be incentivized or discouraged by the national immigration policies and political support is needed to encourage mobility
- Invest into the future: build capacities, in particular in developing countries, to grow the global offer of human resources in the area of RIs

Welcome to the next two speakers

Jennifer Edmond

- Director of Strategic Projects for the Faculty of Arts, Humanities and Social Sciences at TCD, IRL
- BoD of DARIAH-EU ERIC
 - <https://www.dariah.eu/>
 - ERIC since August 2014
- Perspective of A&H area

Veronica Cesco

- Policy Officer at the European Commission, BE
- In charge of RESAVER
 - <http://www.resaver.eu/>
 - Pension Fund and Insurance
- Pioneer initiative supporting transborder staff mobility

Thank you for your attention!

Catalin MIRON
CEA Paris-Saclay, France
Phone: +33 1 69 08 34 80
Email: catalin.miron@cea.fr