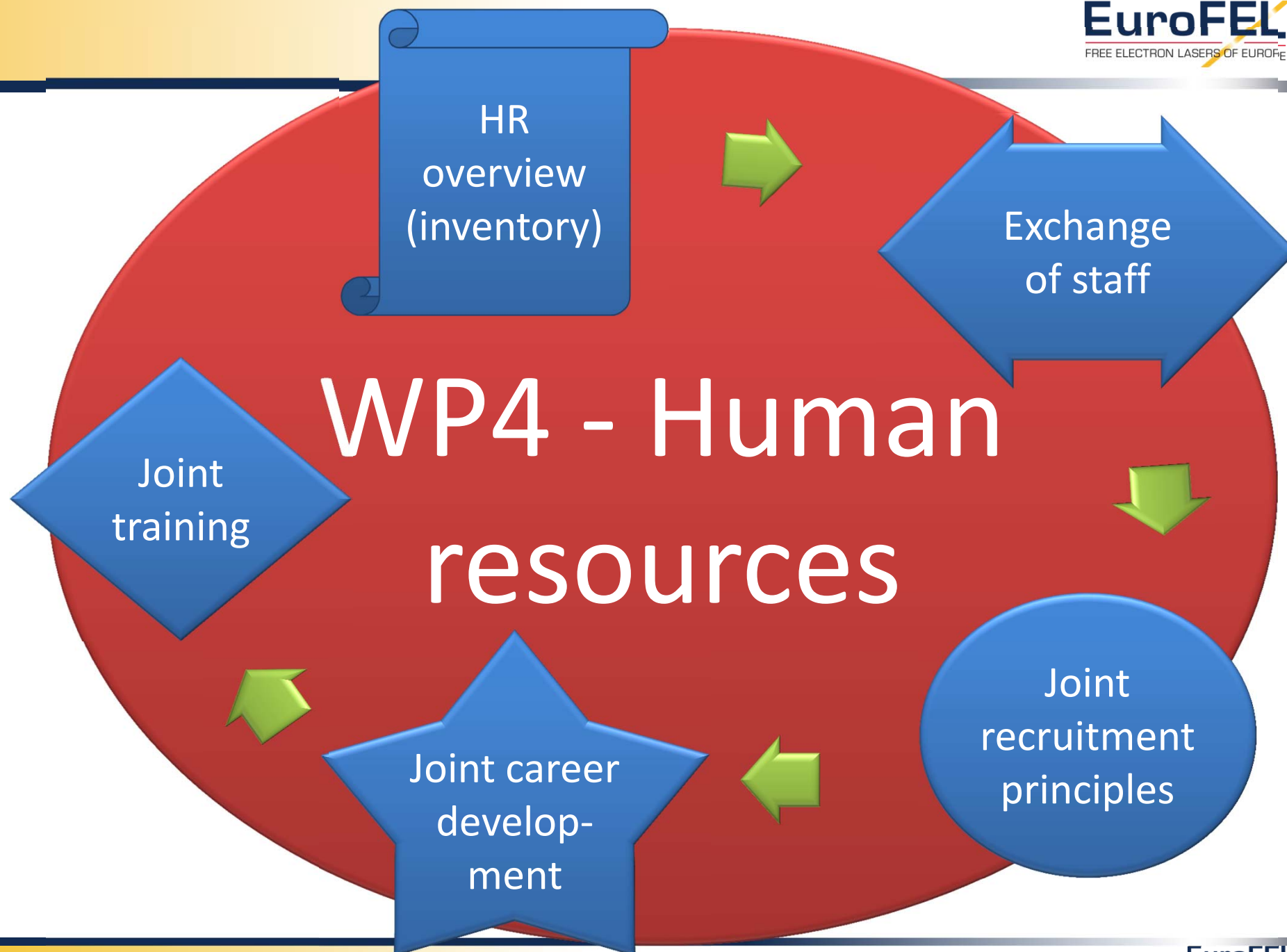




WP4 Human resources

Sverker Werin on behalf of the wp4 workforce

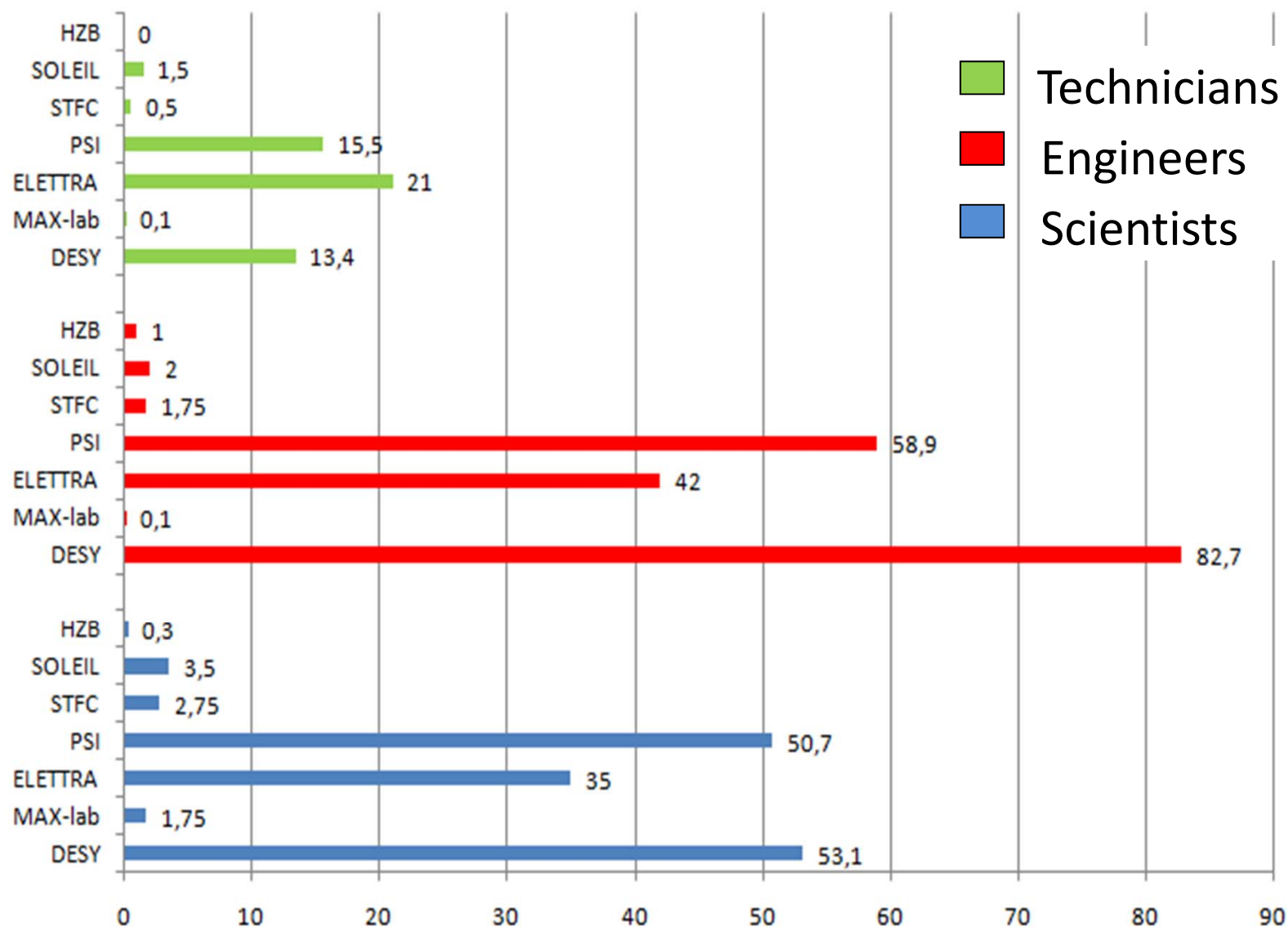


WP	<i>Focused on:</i>
4.1 Human Resources Overview	<i>A review of the Human Resources available at the individual facilities, Propose Profiles and Job Descriptions and Provide Procedures and Processes needed for the Selection, Allocation and Management of personnel seconded</i>
4.2 Exchange of Staff	
4.3 Joint recruitment principles	
4.4 Joint training	
4.5 Joint career development	

Focused on:

- Review of the Human Resources at the individual facilities
- Profiles and Job Descriptions
- Procedures and Processes
 - selection
 - allocation
 - management of personnel seconded

WP 4.1 Human Resources Overview



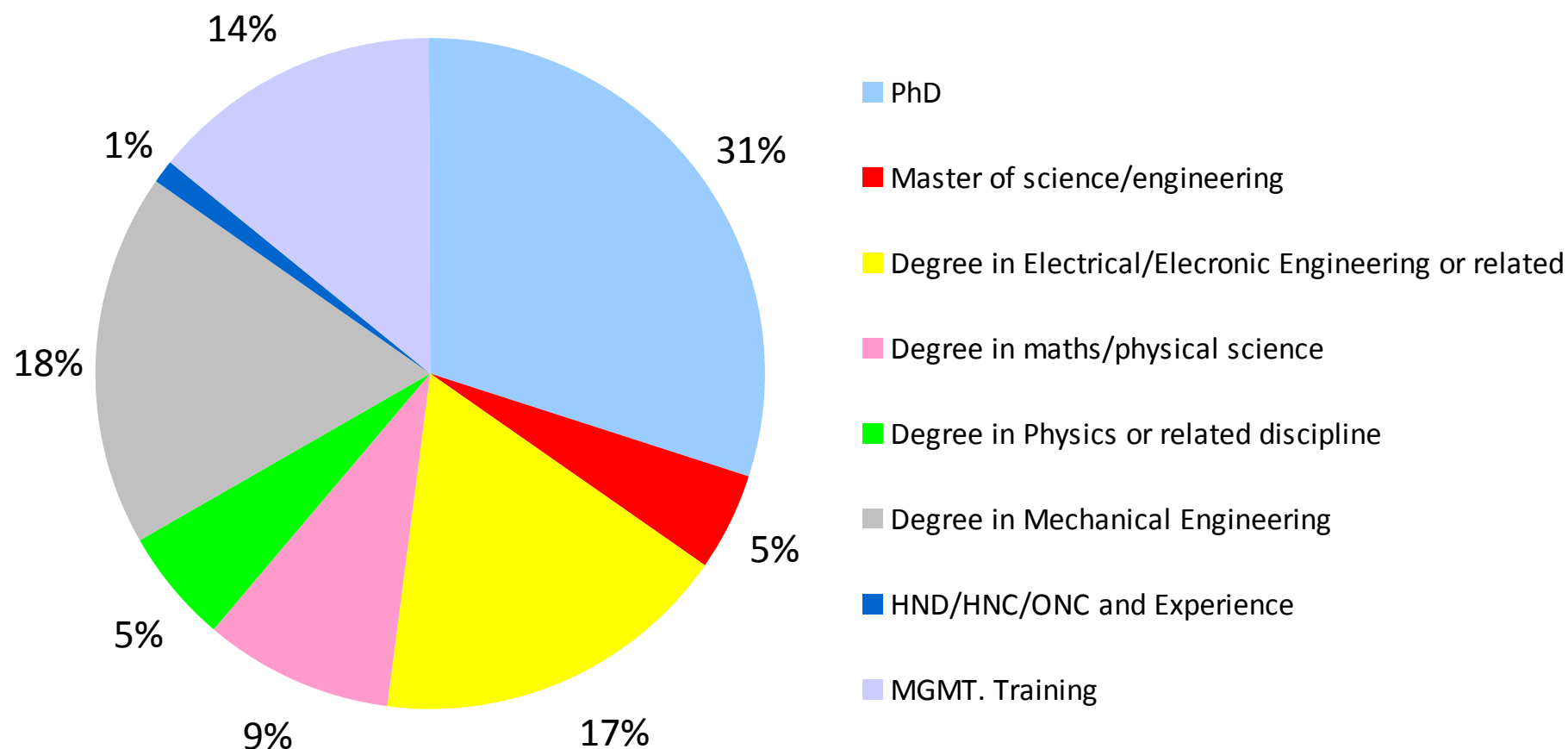
WP 4.1 Human Resources Overview

Accelerators	Mechanical Vacuum Optics	Electromagnetism	Information System
Profile	Profile	Profile	Profile
Superconductive Cavities Specialist	Optical Scientist	Beam Diagnostic Specialist / Timing	Software Specialist
FEL Physicist	Vacuum Specialist	Magnetic Design Specialist	Beam line application systems Specialist
Accelerator Physicist	Mechanical Designer	Undulators and Wiggler Specialist	Control system Specialist
Accelerator Technician	Vacuum Technician	Radio Frequency Specialist	Scientific calculation application Developer
LINAC Technician	Survey & Alignment	Power Suppliers Systems Specialist	
Cryogenics Specialist	Mechanical Engineer	Laser Specialist	
Electron Gun Specialist	Surface Treatment Specialist	Electron Beam Diagnostic Specialist	
Beam lines	Radiological Protection	Electronic Technician	
Profile	Profile	Detector Development Specialist	
Scientist	Radiological Protection Technician		
Senior Scientist	Radiological Protection Engineer		
Beam Line Technician			
Beam Line Engineer			

WP 4.1 Human Resources Overview

Cluster	Total	Total %
Electrical	83	18%
Mechanical	62	14%
Accelerator Physics	48	11%
Controls	39	9%
Radio Frequency	36	8%
Accelerator / Machine Development	27	6%
Beamline	27	6%
Machine Diagnostics	23	5%
Optical	18	4%
Vacuum	17	4%
Insertion Devices	14	3%
Cryo	12	3%
Experimental Science	12	3%
Laser	12	3%
Surveyors	8	2%
Radiation Protection	5	1%
Project Management	5	1%
CAD IT	4	1%
System Integration	4	1%
TOTAL	456	
TOTAL %		

WP 4.1 Human Resources Overview



Highlights and Recommendations

- The distribution of HR is uneven regarding specific titles and broader categories such as engineers, technicians and scientists

Recommendations:

- The distribution of HR could be approach in different ways:
 - ✓ specific training efforts within on-the-job-training schedules or shorter exchange
 - ✓ Appoint leader for specific technical expertise
 - ✓ Create a “priority list” regarding external recruitment needs for the EuroFEL

WP	<i>Focused on:</i>
4.1 Human Resources Overview	
4.2 <i>Exchange of Staff</i>	<i>The understanding of the legal framework of the different laboratories involved in the IRUVX with the final objective to create a common legal framework for the exchange of resources</i>
4.3 Joint recruitment principles	
4.4 Joint training	
4.5 Joint career development	

Focused on:

- How to manage the exchange of staff
- Address administrative and legal aspects
- Finding coherent procedures, e.g. model agreements and a common legal framework.

(Dependent of organizational status of the Consortium)

EuroFEL
FREE ELECTRON LASERS OF EUROPE

staff

Europol
FREE ELECTRON LASERS OF EUROPE

REGERINGSKANSLIET
Startsida → Regeringskansliet med departementen → Socialdepartementet
Anpassa webbplatsen Lyssna Press Avancerat sök
Publikationer Så styr
Sök

Socialdepartementet
Göran Hagglund Socialminister
Stefan Attefall Civil- och bostadsminister
Ulf Kristersson Socialförsäkringsminister
Maria Larsson Barn- och äldreminister

NYHETER
11 mars 2011
Landstinget i Stockholm
Fredag och lördag

European Commission
Employment, Social Affairs and Inclusion
European Commission > Employment, Social Affairs & Inclusion > Your social security rights
What we do What's new e-library

EU Social Security Coordination
Your social security rights
when moving within Europe

- What is coordination?
- Which rules apply to me?
- Where do these rules apply?
- Claims and forms
- Need help?
- Your rights country by country

- What are my rights?
- Sickness, maternity and paternity leave
- The European Health Insurance Card
- Planned medical treatment
- Pensions
- Invalidity

DEX R	(to ...)	STFC
7	1.04	
6	0.93	
0	1.07	1.0
00	0.98	1.2
	0.97	1.25
03		1.28
80	0.78	
93	0.91	1.16

		Destination laboratory (to ...)					
		BESSY	DESY	ELETTRA	INFN	Max Lab	STFC
Leaving labor atory (from ...)	BESSY		1.12	0.97	1.07	1.07	1.04
	DESY	0.89		0.87	0.95	0.96	0.93
	ELETTRA	1.03	1.15		1.10	1.10	1.07
	INFN	0.93	1.05	0.91		1.00	0.98
	Max Lab	0.93	1.04	0.91	1.00		0.97
	STFC	0.96	1.07	0.93	1.02	1.03	
	PSI	0.75	0.84	0.73	0.80	0.80	0.78
	SOLEIL	0.87	0.97	0.85	0.93	0.93	0.91

WP 4.2 Exchange of staff

WP 4.2 EXCHANGE OF STAFF

Appendix 2: Secondment Agreement (Draft example)

SECONDMENT AGREEMENT N° [...]

The... (Name of laboratory) Hereinafter referred to as the sending Associate, which
in turn represented by his authorized representative,

and..... (Name of laboratory).....hereinafter referred to
as the receiving Associate represented by his authorized
representative.....

by virtue of the EUROFEL Consortium Agreement (hereinafter called the EUROFEL),
have agreed as follows :

Secondment

The sending Associate Organization seconds Mr. /Mrs..... with effect

Highlights and recommendations

- **Work agreement elements of each lab**

Personnel, STFC, PSI, MaxLab and Elettra participated in the survey with a total of 480 people included and the following findings:

- Most of the positions (70%) are permanent and often there is a direct correlation between year of experience and contract duration
- The majority has fixed weekly full time agreements, with a small representation of flexible hours, fixed daily hours and part time hours
- Normally Duties and Responsibilities are assigned, excluding labs where multitasking is often
- Their main worries related with the opportunity of exchange with other labs are benefits, fiscal issues and pension contributions

- **Benefits Implications:** EFDA example

- **Fiscal Implications** (taxes on income should be paid in the destination country after 183 days of stay in a year period.)

- **Pension implications** (Social security implications will take place after 2 years.)

Highlights and recommendations

Possible scenarios that will determine how staff exchange could be managed:

- **Creation of an ERIC:** The European legislation concerning ERIC does not give up detailed guidance on HHRR management within the consortium, so the consortiums themselves are free about the organization, only respecting the limits of the rules of labor law in each country, the need to maintain a sustainable cost, and not to overturn the conditions of pay and be professional in each national situation.
- **Creation of a “private, heavy” Consortium with a strong central organization:** Internal rules of the consortium on the HHRR will be strongly conditioned by the labor law and wage levels in the country where the consortium will be located, and this should take into account the harmonization between countries.
- **Creation of a “private, light” Consortium without a strong central organization:** The situation will remain very similar to the present: any laboratory will maintain its rules on mobility (long or short journeys, secondments, etc.) and we need only set the rules of harmonization, in order to avoid too much difference.

WP	<i>Focused on:</i>
4.1 Human Resources Overview	
4.2 Exchange of Staff	
4.3 <i>Joint recruitment principles</i>	<i>To propose a set of general principles and requirements which should be adhered by the partner facilities in order to secure a common approach of recruitment activities which is open, efficient, transparent, supportive and internationally comparable</i>
4.4 Joint training	
4.5 Joint career development	

Focused on:

- A set of general principles and requirements which should be adhered by the partner facilities
- The objective is to secure a common approach of recruitment activities which is open, efficient, transparent, supportive and internationally comparable

Highlights and recommendations

- A set of *general principles* and requirements for recruitment has been proposed
- The stated principles of recruitment is in compliance and application of the principles stated in *the Code of Conduct* for the Recruitment of Researchers

Recommendations:

- The proposed general principles should be seen as *common ground values* for recruitment, to be further developed in the future within a common agreement

WP	<i>Focused on:</i>
4.1 Human Resources Overview	
4.2 Exchange of Staff	
4.3 Joint recruitment principles	
4.4 <i>Joint training</i>	<i>To propose joint training activities needed for the success of the Consortium and involved institutes and a strategy for the joint training to be managed and organized</i>
4.5 Joint career development	

Focused on:

- Survey the interest and motivation to train among staff
- Elaborate
 - joint training activities
 - a strategy for the joint training
 - how to be managed and organized

1. A joint training Strategy has been proposed
2. Investigations revealed:
 - ✓ A significant interest for complementary skills
 - ✓ A strong interest to participate in joint training activities
 - ✓ Strong consensus that joint training and education will create important synergies
3. A joint training action plan is defined for the CECILIA program
4. MCFEL – Marie Curie Training Network application

Complementary skills

Survey results:

- How to motivate people
- Techniques of how to improve team work
- How to analyze problems
- How to find root cause to problems
- Leadership skills
- How to evaluate alternatives
- Give and receive feedback

THE EUROFEL TRAINING NETWORK FOR YOUNG RESEARCHERS

INDIVIDUAL TRAINING AT THE FACILITIES:

- Local training in research projects
- Training opportunities for post-doc students
- Interaction with network partners
- Interaction with industry
- Complementary skills training

TRAINING THROUGH SCHOOLS & COURSES:

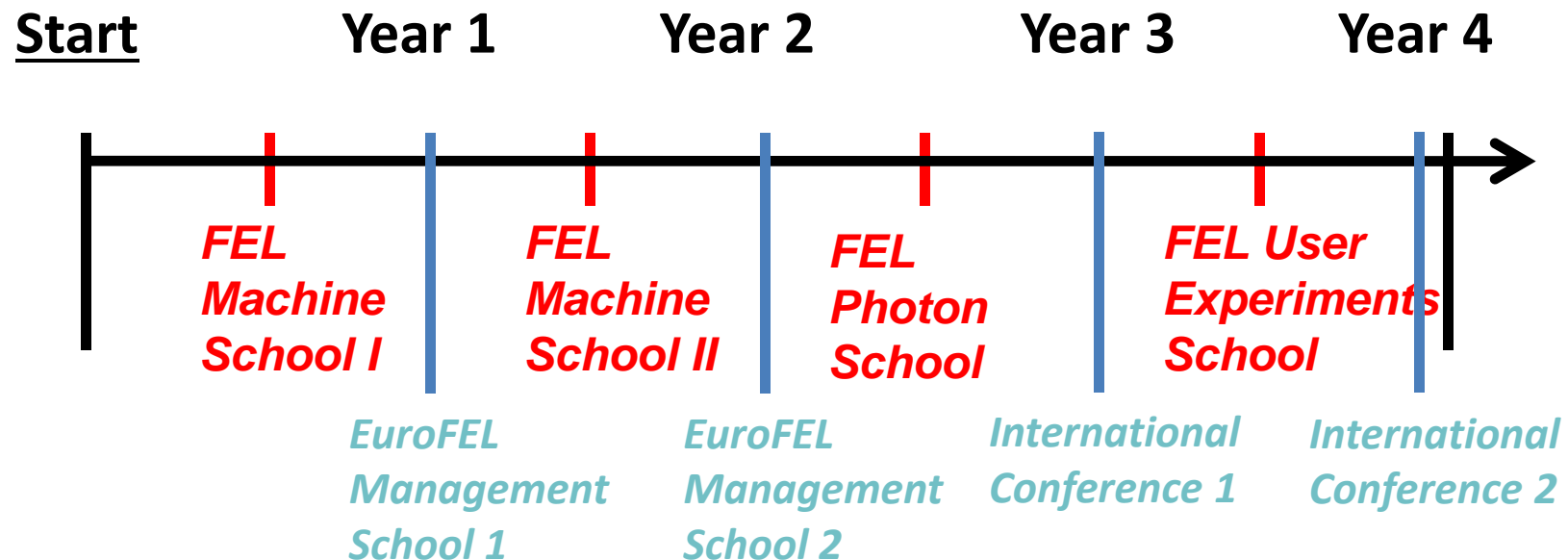
- Existing training courses at the EuroFEL partners
- Training schools offered by the EuroFEL training network
- Introduction course on FEL Technology

HUMAN RESOURCE DEVELOPMENT PROGRAMS & PLANS

- Mentor program (see WP 4.5 Joint Career Development)
- Career development plan (see WP 4.5 Joint Career Development)
- Fellowship program

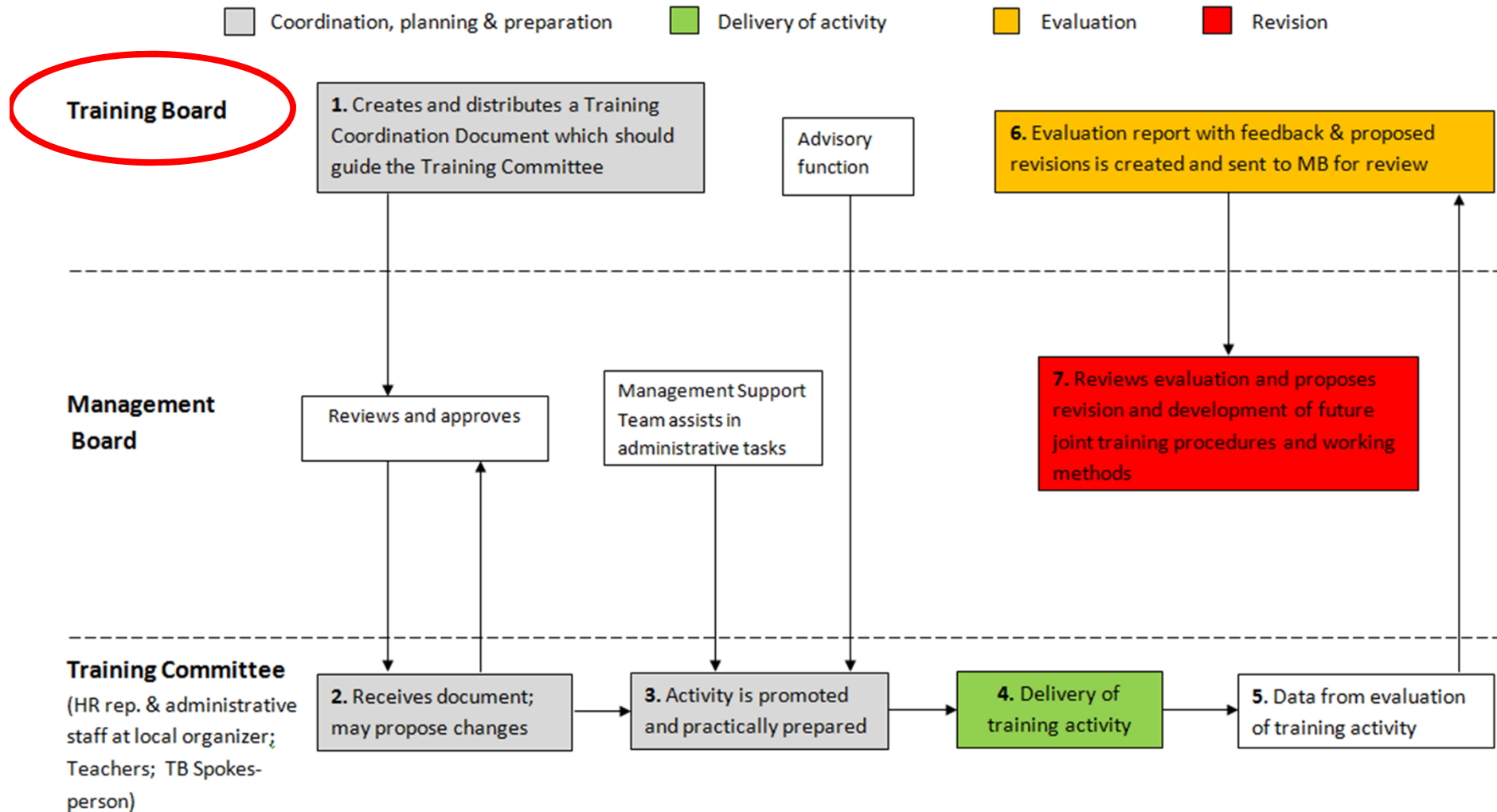
WP 4.4 Joint training

Joint training – FELnet Cecilia application



Serves also as an example for EuroFEL action plan on joint training.

Training Implementation & management



Highlights and recommendations

Investigations has revealed:

- A significant interest for complementary skills
- A strong interest to participate in joint training activities

Recommendations:

- A joint training Strategy has been proposed including a joint training network for young reserachers and training for tecnically oriented staff
- A joint training action plan is defined where our findings and recommendations is incoorporated

WP	<i>Focused on:</i>
4.1 Human Resources Overview	
4.2 Exchange of Staff	
4.3 Joint recruitment principles	
4.4 Joint training	
4.5 <i>Joint career development</i>	<i>Propose guidelines of how to manage career development for young researchers and personnel, and outline a process of how to do this</i>

Focused on:

- Guidelines of how to manage career development for young researchers and personnel, and outline a process of how to do this

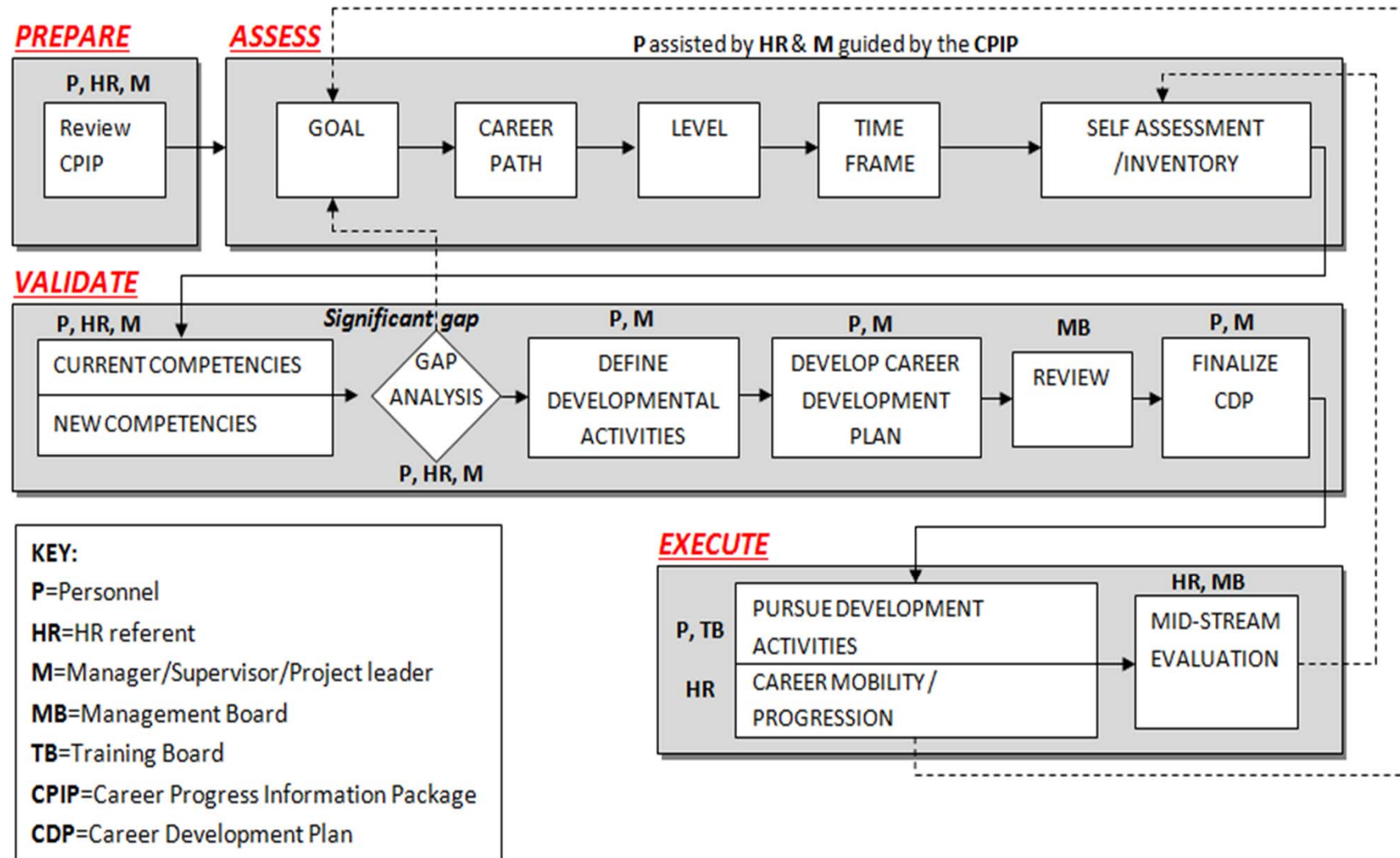
WP 4.5 Joint career development

Example Template - Career development plan of young researchers:

CAREER DEVELOPMENT PLAN (Year X – X4)			
Name and Surname: ...		Home facility: MAX-lab	
Title: Post-doc Student		Participates in Mentor program: Yes	
Overall Professional career goals: Scientific goals, long term career goals locally or internationally etc. Goal in present position: Improve specific ability/skill, more responsibility, new tasks, new position etc.		Milestone 1: Definition of developmental activities within training, education and job experiences needed to fulfill the Target Competence to reach set goals Milestone 2: Definition of developmental activities within training, education and job experiences needed to fulfill the Target Competence to reach set goals	
Targeted Competencies: A Gap analysis compares the current and target competency information to reveal a possible gap. The "Gap" identifies the competencies and experiences that need attainment to fulfill a career goal.		Target Competence 1: Skills, abilities, education title, certificate, job experience Target Competence 2: Skills, abilities, education title, certificate, job experience	
PLANNED DEVELOPMENTAL ACTIVITIES: <u>Secondments</u> and On-the-job training (For Mobility Plan Definition and Management see WP 4.1)			
Facility	Period	Purpose of secondment	Description of Secondment's contribution to overall goals and goals in present job situation
MAX-lab		Collaborative research project	
Soleil		Research	
...			
PLANNED DEVELOPMENTAL ACTIVITIES: Training and Education			
		Topic &	Description of training activity's contribution to overall goals

WP 4.5 Joint career development

Career development process



Highlights and Recommendations

- A generic career development process has been proposed

Recommendations:

- To outline the detailed process:
 - A comprehensive list of competencies needed in order to reach any position
 - Learning objectives that are established standards
 - A common policy for compensation and benefits
 - Administrative internal regulations
 - A common view on how to merge and integrate training, education and secondments in the career development process

Meeting @ 15:10, room 3365

Development opportunities-training and education

22 March 2011, Helmholtz-Zentrum Berlin

15:10, room 3365

Agenda

Review and discussion of future actions in the four work packages (*Christina Modolo, Markus Johannesson*)

- 4.1 Human Resources Overview
- 4.2 Exchange of Staff
- 4.3 Joint recruitment principles
- 4.5 Joint career development

Discussion on joint training

- The MC-FEL application and program (*Elke Plönjes*)
- The Cecilia application and program (*Markus Johannesson*)
- The FEL book by Andreas Lindblad (*Andreas Lindblad*)
- Future actions and contact persons