



E-RIHS

EUROPEAN RESEARCH INFRASTRUCTURE
FOR HERITAGE SCIENCE

E-RIHS IP

European Research Infrastructure for Heritage Science IMPLEMENTATION Phase

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D3.1 E-RIHS ERIC Human Resources Strategy and Procedures

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ABSTRACT

The deliverable elaborates upon the preparatory work for the HR policy as outlined in the E-RIHS PP (2020), in accordance with Article 10 of the Recruitment Policy of the E-RIHS Statutes. This document encompasses the strategy pertaining to the staffing plan (E-RIHS ERIC Human Resources Strategy). It also includes the strategy policy related to the principles and values applicable to all personnel engaged with ERIC (E-RIHS ERIC Human Resources Policy) and the delineated recruitment procedures (E-RIHS ERIC Human Resources Recruitment Procedures). E-RIHS ERIC Staff Rules, which will also include working conditions and career development prospects, and the regulation of secondments, including in-kind contributions recognition, will be part of subsequent deliverables.

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Abbreviations

ACTRIS ERIC: Aerosol, Clouds, and Trace Gases Research Infrastructure ERIC

C-ERIC: Central European Research Infrastructure Consortium

CESSDA ERIC: Consortium of European Social Science Data Archives ERIC

CTAO: Cherenkov Telescope Array Observatory

EMSO ERIC: European Multidisciplinary Seafloor and water column Observatory ERIC

EPOS ERIC: European Plate Observing System ERIC

E-RIHS: European Research Infrastructure for Heritage Science

ERIC: European Research Infrastructure Consortium

EU: European Union

Euro-BioImaging ERIC: European Research Infrastructure for Imaging Technologies in Biological and Biomedical Sciences ERIC

FTE: full-time equivalent

HR: Human Resources

HS: Heritage Science

iCNN: Interim Committee of National Nodes of E-RIHS

ICOS ERIC: Integrated Carbon Observation System ERIC

iGA: Interim General Assembly of E-RIHS

Instruct-ERIC: Integrated Structural Biology Infrastructure ERIC

LifeWatch ERIC: e-Infrastructure for Biodiversity and Ecosystem Research ERIC

PP: Preparatory Phase

SSH: Social Sciences and Humanities

STEM: Science, Technology, Engineering, and Mathematics

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INTRODUCTION

The deliverable D3.1 elaborates upon the preparatory work for the Human Resources (HR) policy as outlined in the E-RIHS Preparatory Phase (2020), in accordance with Article 10 of the Recruitment Policy of the E-RIHS Statutes.

It is the outcome of a series of requests for advice, assessments, discussions, and meetings with other established ERICs (i.e., C-ERIC, ACTRIS, EPOS) or ERICs-to-be (i.e., CTAO, with which a dedicated meeting was organised) and with members of the ERIC Forum, particularly for topics related to Human Resources, such as Recruitment and Employment, and Secondment Toolkits.

Particularly interesting and crucial for the development of this deliverable was the interactions with the working group established within the Italian ERIC Forum that includes both ERICs or ERICs-to-be legally based in Italy (e.g., C-ERIC, EMSO, EPOS, etc.) and representatives of Italian nodes of ERICs (e.g., ACTRIS, Euro-Biolmaging, Instruct). The core task of this working group is to formulate a common regulatory proposal for staff directly employed by ERICs, intended as a guiding principle toward achieving greater uniformity at both national and European levels.

It is worth noting that, especially for distributed research infrastructures like E-RIHS, ERICs can utilise personnel from research institutions that are part of the consortium (either seconded personnel against payment or as an in-kind contribution) or directly hired staff. Regarding the latter scenario, there is no common reference legislation or uniformly applicable contract for ERICs' employees. Employment contracts will generally be subject to the laws of the country (Italy for E-RIHS), in which staff members carry out their activities.

To ensure transparent, competitive, and merit-based selections in the broadest possible sense, the **“E-RIHS ERIC Human Resources Recruitment Procedures”** part of this deliverable, has taken inspiration from the “ERIC Forum Toolkit on Recruitment” and the following documents developed by the working group of the Italian ERIC Forum:

- (i) Best practices for personnel engaged in ERIC activities, which is based on extensive adherence to the Code of Conduct and the Charter for Researchers (see EURAXESS);
- (ii) Guidelines pertaining to the management of external personnel participating in ERIC's activities;
- (iii) Proposal for a European regulation for ERIC personnel.

These same documents, along with the “ERIC Forum Toolkit on Employment and Secondment” and the related deliverable “Best practices guidelines in employment and secondment for ERICs” will serve as the foundation for establishing the E-RIHS ERIC Staff Rules and the regulation of secondments, including the recognition of in-kind contributions. These aspects are not covered in this document and will instead be included in two separate E-RIHS IP deliverables. The first aspect, regarding “E-RIHS ERIC Staff Rules”, will be part of “D2.5 Guidelines for E-RIHS Central Hub Management Practices” (M19). The second aspect, related to “secondment as in-kind contributions”, will be integrated into “D2.3 E-RIHS Accounting Guidelines for Service Provision Costing” (M22).

As for the **“E-RIHS ERIC Human Resources Recruitment Policy”**, which is also part of this deliverable, several policies of other ERICs or ERICs-to-be have been considered as starting point, such as ACTRIS ERIC, CTAO, ICOS ERIC, and LifeWatch ERIC.

The deliverable deals with the further development of the HR policy spelled out in E-RIHS PP, in accordance with the Art. 10 Recruitment Policy of the E-RIHS Statutes.

Last but not least, the “E-RIHS ERIC Human Resources Strategy” builds upon the E-RIHS Statutes, the Scientific and Technical Description, the Costbook and the Financial Annex submitted for the step-2 application on March 2023, along with the preparatory work on HR policy delivered in 2020 within the scope of the E-RIHS Preparatory Phase project.

E-RIHS ERIC HUMAN RESOURCES STRATEGY

The E-RIHS ERIC staff considers all personnel working for the E-RIHS ERIC as a distributed research infrastructure operating at both the national nodes and the E-RIHS Central Hub, including the E-RIHS ERIC employees.

The current discussion related to the E-RIHS ERIC Human Resources (HR) Strategy for staffing plan builds on the foundation laid by the deliverable D3.2 Human Resources Policy (E-RIHS PP, 2020) and is being developed in collaboration with Task T2.3 Setting up the E-RIHS Central Hub.

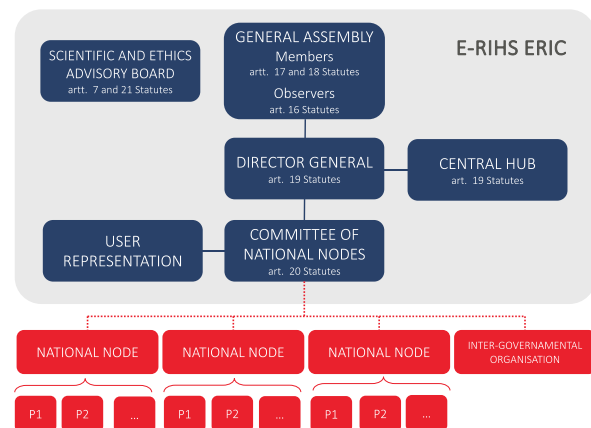


Figure 1: E-RIHS ERIC governance structure

An ERIC can adopt different legal and organisational models to address its staffing or expertise needs. These models include **employment contracts** (permanent or fixed-term), **secondment** (either against payment, where the ERIC reimburses the third-party employer of the employee, or in-kind, where the value is included in the in-kind contributions from Members or Observers), **service agreements**, and **consulting**.

When it comes to the staffing plan for this E-RIHS lifecycle, our primary focus is on the team at the Central Hub. These dedicated staff units play a pivotal role in supporting the Director General across scientific, administrative, and financial aspects within the ERIC. The Director General, serving as the legal representative of the ERIC, along with the Central Hub staff, are indispensable for launching the ERIC’s operational activities, as they are responsible for all the essential functions necessary for its day-to-day functioning.

The organisational structure of the E-RIHS Central Hub office and the associated roles and responsibilities have been previously discussed within the E-RIHS community. These discussions took place in the context of the E-RIHS PP project and within the (interim) General Assembly. They were guided by the description of the central activities to be carried out by the Central Hub. Specifically, information regarding the Central Hub can be found in the E-RIHS Statutes, the Scientific and Technical Description, and the HR policy document produced by the E-RIHS PP project. The proposed structure may encompass the following positions:

- **Director General (DG)**, who serves as the legal representative of the ERIC, will define the strategy and represent E-RIHS on a European and international level;
- **Deputy director(s)**, whose appointment is optional and can be requested by the DG, will support the DG in specific functions;
- **Head of office**, who will manage the operations and the employees of the Central Hub office;

- **Head of unit “strategy”**, who will help the DG in strategy related matters, with the primary goals of increasing membership and globalisation of the activities;
- **Head of unit “access”**, who will manage access to equipment, services. He or she will organise the calls and establish the link with the users;
- **Head of unit “international relations”**, who will make the link between European and international partners, organise events and training activities;
- **Head of unit “communication”**, who will be in charge for the communication and dissemination of results and activities as well as public relations;
- **Head of unit “projects”**, who will develop and manage projects, support project proposals and explore activities related to external funding.
- **Head of unit “quality and risk”**, who will ensure the quality within E-RIHS and assess the risk;
- **Head of unit “Administration”**, who will be in charge of daily administrative functions and coordinate finance and accounting.

If deemed necessary, assistants may be considered and would second the different heads of units in their roles. Services such as IT, accounting, audit, or legal consultants might be outsourced.

According to the ERIC Forum’s toolkit on employment and secondment, the landscape of ERICs is diverse, ranging from small distributed ERICs with no more than 10 employees to large single-sited ERICs with more than 200 employees. The majority of the distributed ERICs in operation, featuring a central hub/office and distributed nodes/partners in member countries, typically have an average of no more than 20 employees working at the country seat of the ERIC.

To ensure an effective HR strategy for the Central Hub, several crucial factors require consideration. Firstly, we need to account for the number of members within the E-RIHS ERIC. This factor significantly influences our staffing requirements. As of September 2023, the step-2 procedure for establishing the E-RIHS ERIC, submitted in March 2023, remains pending, and the exact member count has not been finalised. Presently, eight out of the fourteen countries, including Italy, Cyprus, Hungary, the Netherlands, Malta, Poland, Slovenia, and Spain, have confirmed their participation. Secondly, the size and content of the E-RIHS Catalogue of Services (CoS) are pivotal considerations. Our HR strategy must align with the scope of services offered. As of the current date, the CoS is still in the preparation phase. Lastly, we must factor in the ERIC's anticipated international dimension and ambitions. This aspect will significantly influence our HR approach as we seek to expand our global reach and impact.

For a more precise estimate of the potential staffing levels within the Central Hub of E-RIHS, the E-RIHS IP’s Task 2.3 “Setting up the E-RIHS Central Hub”, is conducting a benchmarking analysis. This analysis aims to determine, based on the number of members, how many staff units are typically employed within a central hub. The ratio varies from 0.5 (i.e., CESSDA) for IR offering data access to 2.4 (i.e., C-ERIC) for those providing physical access to their users, as the latter requires a higher number of personnel. It is important to note that E-RIHS is a model of hybrid RI integrating SSH and STEM as well as physical and digital access platforms, primarily offering physical access to facilities at present. As a ratio for E-RIHS, we could then consider the average between these two values (0.5—2.4), which is 1.45. Given the current number of members (8), this would suggest a staffing level of approximately 11 personnel units. This aligns with previous estimates, indicating around 10 personnel units for an E-RIHS ERIC consortium consisting of 10-12 members.

In regards to financial coverage for these positions, relevant information can be found in the Financial Annex and Costbook of E-RIHS, as presented in step-2. The E-RIHS Costbook, in addition to covering the DG and the 2 optional Deputies, includes costs for the recruitment of 4 staff units as officers (FTE) and 1 staff unit as an assistant (FTE) annually. However, it is important to be aware that the Costbook does not have a budget to cover all identified positions. Furthermore, when considering the sum of membership fees from the eight countries that have currently confirmed their intent to join E-RIHS ERIC and taking into account that personnel expenses represent around 50% of the budget for the E-RIHS ERIC (see Costbook), there is currently budgetary provision for the DG position and the recruitment of either two full-time staff units as officers or four part-time officers. Therefore, **consideration of options like part-time positions or secondment against payment or in-kind will be necessary.**

It is also worth noting that the initial recruitment of **staff units for the Central Hub may begin with a smaller core team**, giving priority to roles crucial for launching and operating the ERIC. This includes expertise in **administration, access, communication, quality and risk, and legal matters** (having legal expertise in-house, especially during the start-up phase, may be more beneficial than outsourcing). As the ERIC grows and its operations become more established, this core team can be gradually expanded.

According to the ERIC Forum's toolkit on employment and secondment, **during the start-up phase, ERICs often rely on seconded staff from the host institute or staff units that are made available as in-kind contributions from member countries or institutions.** For an ERIC, especially at its inception, it may appear more convenient to second staff, especially when the infrastructure is based in and employs staff in several countries. Examples of this approach can be observed in certain ERICs, including DARIAH, CLARIN, or SHARE.

In the coming months leading up to the establishment of E-RIHS as an ERIC, efforts will be made to further explore the mechanism of secondment, both against payment and in-kind, for personnel to be assigned to the Central Hub. Additionally, the possibility of providing an allowance to this personnel will be explored to avoid creating differences that could potentially lead to friction with the staff employed by the ERIC, who typically receive higher salaries compared to public research organisations. This type of exploration will primarily involve CNR, as the host institute of E-RIHS, but it will later be assessed for potential application within other E-RIHS organisations operating in different countries. Furthermore, active participation in the Italian Eric Forum working group will continue to address talent development and manage the return of seconded personnel in a way that adequately recognises and values the knowledge and skills they acquire.

As a general procedure for the staffing plan, the DG will specify personnel requirements and the necessary financial coverage and present it to the General Assembly for discussion and approval.

E-RIHS ERIC HUMAN RESOURCES POLICY

PREAMBLE

The purpose of this policy document is to define common values and principles that should be followed when people are working or recruited to work for E-RIHS ERIC. Detailed rules and regulations for employees of the E-RIHS ERIC shall be provided in separate documents.

The aim of this policy is to guide people working or recruited to work for E-RIHS ERIC to be ethically aware and socially responsible and to comply with the expectations of stakeholders and the research infrastructure management, as well as to ensure that E-RIHS ERIC has highly qualified, motivated, and continuously trained international staff. This policy shall also create quality working conditions and an inspiring working environment to drive E-RIHS ERIC staff to achieve its mission.

E-RIHS will also have a human resource strategy that will set out the goals on human resource management policies and practices in E-RIHS ERIC as a distributed research infrastructure. The strategy will support the human resource development and sustainability aligned with this policy.

All practices adopted by E-RIHS ERIC shall be based upon internationally recognised labour standards, applicable national laws, regulations, collective agreements, industry standards and national customs. Applicable national legislation shall always take precedence.

E-RIHS ERIC is guided by the following principles and core values:

1. Equality

- a. The E-RIHS ERIC work environment values individuals for their talents, skills and abilities to benefit the collective workplace.
- b. Any selection of staff will be irrespective of gender, ethnic origin, religion or belief, disability, age or sexual orientation.
- c. Staff members shall enjoy equality of treatment and equal opportunity to achieve their goals in work on the basis of objective criteria and merit.

2. Transparency

Decisions are made based on clear, openly stated procedures and criteria. The outcomes with justifications are accessible to all E-RIHS ERIC staff. Personal privacy shall, however, be respected.

3. Career development and training

Descriptions of positions to work for E-RIHS ERIC should show as much as possible perspective of career development possibilities in order to make it attractive to work for E-RIHS ERIC.

E-RIHS ERIC promotes training and mentoring in order to get new kind of expertise that is needed in distributed research infrastructures.

E-RIHS promotes external and internal mobility related to the training of new staff in order to foster career development and continuous overlap between senior and junior staff.

4. Health and safety at work

The E-RIHS ERIC first and foremost applies health and safety guidelines to ensure a safe work environment. Staff members must maintain conduct that does not compromise their own safety and that of their colleagues.

5. Fair and equitable remuneration and benefits

The remuneration policy of the E-RIHS ERIC ensures external competitiveness and internal fairness regarding employee benefits. Remuneration is subject to regular revision considering variations in the general economic situation.

6. Recognition and individual development

E-RIHS ERIC management and staff will provide systematic and constructive feedback. Recognition and acknowledgement for achievement shall support the professional development of staff, and may be monetary or non-monetary.

7. Wellbeing, non-discrimination and accessibility

- a. E-RIHS ERIC promotes the wellbeing of its staff in the workplace.
- b. Any unjustified discrimination against staff members on the basis of gender, age, health, disability, ethnic origin, nationality, sexual orientation, language, religion, opinion, belief, family ties, trade union activity, political activity or any other comparable circumstances is forbidden.
- c. E-RIHS ERIC maintains accessibility in the workplace. Accessibility means the physical, psychological and social environment must be organised so as to ensure that everyone has an equal opportunity to participate in the community, regardless of personal characteristics. This means ensuring the accessibility of services, usability of equipment, intelligibility of information and the opportunity to participate in decision-making.

8. Inappropriate treatment

Staff members shall not exercise inappropriate treatment nor tolerate it. Staff shall refrain from any action or behaviour which might reflect adversely upon their position. E-RIHS ERIC is entitled to expect nothing less than irreproachable conduct from its staff.

9. Commitment and loyalty

- a. The staff should be committed to their work and perform their duties to the best of their abilities and on time, with care and reliability.
- b. The staff members should always think about what is best for E-RIHS ERIC and its infrastructure and perform their work accordingly.
- c. No one working for E-RIHS ERIC (or a family member, or relative or friend of a person working for E-RIHS ERIC acting with his/her knowledge) should in any circumstances offer, promise, give, receive or demand an illegal or improper payment or benefit, bribe or any other undue advantage from or to a third party that could affect or appear to affect objectivity and fairness in business decisions. People working for E-RIHS ERIC should at all times use their good judgement to avoid creating the appearance of improper payments and other inappropriate benefits.

10. Green

E-RIHS ERIC is committed to environmentally friendly practices and encourages its staff to embrace eco-conscious lifestyles.

11. Work-life balance

E-RIHS ERIC applies flexible and alternative forms of work that support the balance between work duties and personal priorities.

12. Final provisions

- a. This policy shall be reviewed by the General Assembly at a minimum every five years from the date of their adoption.
- b. Changes or amendments to this policy may be proposed by the Director General, to the Chairperson of the General Assembly at any time and be subject to voting.
- c. This policy shall come into effect on the day following the date of their adoption by the General Assembly.

E-RIHS ERIC HUMAN RESOURCES RECRUITMENT PROCEDURES

1. Purpose and scope

- a. The present rules are adopted pursuant to art. 10 of the E-RIHS ERIC Statutes.
- b. The present rules define the criteria and modalities of the E-RIHS ERIC personnel recruitment, in implementation of general principles, also referring to European directives, of publicity, impartiality, effectiveness and efficiency, compliancy with economics principles, promptness.
- c. Recruitment procedures will have to be open and transparent. Personnel recruitment should not discriminate against the candidates in any way, without taking precedence over quality and competence criteria.

2. Start of the recruitment process

- a. The start of the recruitment process takes place, upon decision of the Director General and considering the approved staffing needs, through the issuing of a vacancy notice.

3. Vacancy notice

- a. The vacancy notice, to be written in a clear and easy way, shall contain:
 - The job title and description;
 - The name and description of the employer;
 - The place of work;

- The duration of the contract;
- The expected starting date of the contract;
- The salary range (depending on experience and qualification);
- The minimal requirements and expected skills;
- The application procedure description (including a closing date for application, types of documents to submit, the requested format of the mentioned documents, method of sending the application and a contact person if there is any question);
- The selection process description (more specifically, information concerning: the confirmation of application receipt by email, duration of the selection process);
- The following mention about “equal opportunities policy”: *E-RIHS ERIC is an equal opportunities employer and is committed to the employment policies, procedures and practices which do not discriminate on grounds such as gender, age, health, disability, ethnic origin, nationality, sexual orientation, language, religion, opinion, belief, family ties, trade union activity, political activity or any other comparable circumstance.*

4. Publication and dissemination of vacancy notices

- a. The vacancy notice is published in English and, possibly, also in the language of the country where the work for which the selection was announced takes place, for at least 30 days on a specific section of the E-RIHS ERIC’s website, as well as those of cooperating research institutions and eventually on other relevant websites specialized in job offers (e.g., EURAXESS).
- b. In exceptional justified cases decided and motivated by the Director General, the abovementioned period could be reduced up to a minimum of 2 weeks.
- c. Advertising can also take place in the social media used by the E-RIHS ERIC as well as in newspapers or magazines. Vacancy notices can also be disseminated using specific mailing lists.

5. Method of sending applications

- a. Applications must be submitted according to the procedures set out in the vacancy notice together with the CV. Applications and CVs that do not meet the requirements set out in the vacancy notice cannot be evaluated.
- b. Together with the application, the candidate attaches a declaration certifying:
 - to be in possession of the requirements indicated in the notice;
 - that they have no reasons for incompatibility provided for by current regulations or linked to interests of any nature with reference to the object of the employment relationship;
 - not to have had criminal convictions and not to be the addressee of measures regarding the application of prevention measures, civil decisions and administrative measures registered in the criminal record or in the equivalent register of the State hosting the selection;
 - the truthfulness of the declarations reported in the application/curriculum and the commitment to communicate any subsequent changes.
- c. The application or CV must also contain the candidate’s authorization to process personal data pursuant to EU Regulation 2016/679 (GDPR).
- d. Applications must reach the E-RIHS ERIC in the manner and within the deadline indicated in the notice.

6. Selection committee

- a. The selection committee is appointed by the Director General, and is composed by:
 - the President, of a higher level than that relating to the position covered by the notice, also chosen from among the E-RIHS ERIC's staff;
 - two experts, preferably external, with recognized ability and experience in the relevant sector;
 - the composition of the committee must represent at least two nationalities different from those of the statutory headquarters of the E-RIHS ERIC that announced the selection, chosen from among the E-RIHS ERIC's contributing countries.
- b. The functions of secretary, responsible for drafting the minutes, are carried out by an employee chosen from among the E-RIHS ERIC's staff, or by one of the experts provided for in the previous paragraph.
- c. Holders of political-institutional functions, members of supervisory bodies of the E-RIHS ERIC or anyone who finds themselves in other situations that may lead to conflicts of interest cannot be members of the committee. At least one third of the members of the committee, excluding the secretary, are female or male.
- d. At the end of the collection of applications, the committee examines the list of candidates admitted to the selection and proceeds to verify that there are no situations of incompatibility between the members of the committee and the competitors. This check and the related result are reported in the minutes. The existence of a cause of incompatibility gives rise to the dismissal of the member of the committee concerned.
- e. All information received during the selection process must be dealt with in the strictest confidence. Selection committee members have the responsibility not to share their access (electronically or otherwise) with other members of staff or E-RIHS ERIC external people.
- f. A member of E-RIHS ERIC's staff, explicitly appointed by the Director General for the selection procedure, will be responsible for verifying that the entire selection process is carried out in-line with the procedures, conducted in a professional manner, follow an agreed structure, and there is consistency in approach with all candidates.

7. Procedure for carrying out selections

- a. The selection takes place according to the methods indicated in the vacancy notice and is divided into the following phases:
 - evaluation of CV and qualifications as indicated in the vacancy notice;
 - oral interview concerning the experience and knowledge necessary for the professional profile sought, including psycho-aptitude evaluation regarding the soft skills required by the role.

8. Activities of the selection committee

- a. All activities are carried out in compliance with the principles of fairness and equal treatment of candidates and are subject to minutes.
- b. The committee proceeds, once the verification of the non-existence of situations of incompatibility referred to in the art. 6:
 - the examination and evaluation of the CVs and qualifications presented;
 - the conduct of interviews provided for in the vacancy notice;
 - the evaluation of the results and the formulation of the selection results.

9. Examination and evaluation of the CVs and qualifications

- a. Members of the selection committee should review each application through an agreed evaluation template and select the top three or four applicants for an interview. After each member has reviewed all the applications, the selection committee shall meet and discuss the choices they have made and reach a consensus around three or four applicants that will be interviewed.

10. Interview

- a. Invitations for interviews to the selected candidates shall be sent at least ten days before the interview and shall specify the time and place of the interview (if the interview is done by videoconference, the connection details should be provided) and what the candidate should prepare for the interview (i.e., a presentation, a paper, etc.).
- b. During the interview, each candidate should have the same amount of time to introduce themselves and answer the set of questions created by the selection committee.
- c. Interviews should be conducted in a professional and polite way.
- d. Committee Members are invited to discuss before the interviews on the structure, running order and the questions/broad areas of questioning for each Committee Member.
- e. Interview questions should explore all aspects of the selection criteria (technical and behavioral competencies) in the vacancy notice, and Committee Members should prepare them prior to the interviews.

11. Evaluation criteria

- a. The committee evaluates the CV and qualifications of each candidate. The evaluation is based on the overall valorization of the merit, experience and demonstrated skills of the candidate. It is based on a plurality of criteria identified by the committee at its discretion by taking into account the sought profile.
- b. The selection and evaluation system valorizes the experiences carried out in mobility, both inter-sectoral and geographical.
- c. The possession, to be ascertained through the interview, of the soft skills that are necessary depending on the professional role and organisational position held is subject to specific evaluation.

12. Results of the selection

- a. The selection committee draws up the merit ranking at the conclusion of the selection process.
- b. The Director General approves the merit ranking, together with all records, and announces the winners.
- c. The selection is valid to fill the position/s envisaged in the vacancy notice. The E-RIHS ERIC may use the results of the selection to fill further positions for 24 months following the date of approval of the selection procedure ranking, provided that there is a correlation between the role to be filled and the skills ascertained during the selection phase and there is equal economic treatment.
- d. In the event that the selected candidates renounce the position, the same may be offered to suitable candidates placed in subsequent positions in the ranking.
- e. The outcome of the selection is communicated to all candidates individually at the end of the selection procedure.

13. Final provisions

- a. This policy shall be reviewed by the General Assembly at a minimum every five years from the date of their adoption.
- b. Changes or amendments to this policy may be proposed by the Director General, to the Chairperson of the General Assembly at any time and be subject to voting.
- c. This policy shall come into effect on the day following the date of their adoption by the General Assembly.

GLOSSARY

Employee is the personnel directly recruited by E-RIHS ERIC.

Staff is the personnel working for the E-RIHS ERIC as a distributed research infrastructure, including the E-RIHS ERIC employee.

ANNEX

E-RIHS ERIC JOB POSITIONS

Excerpt from D3.2 Human Resources Policy (E-RIHS PP, 2020)

It follows a description of the job positions identified within the scope of E-RIHS PP, which outlines the responsibilities and required skill sets for each role to effectively operate the future E-RIHS ERIC.

In practical terms, this exercise, based on desk research and discussions with the E-RIHS community, will serve as a valuable resource when crafting job advertisements for E-RIHS ERIC job positions in the future.

Director General

Regardless of the field of the ERICs under exam, the presence of a Director General/Executive Director/Scientific Director is, not surprisingly, common for almost all ERICs. The RAMIRI handbook defines the leading director as a *“well-known and respected person in the discipline who has ideally communicative skills, a broad overview of the field, charismatic character to convince researchers and technologists about joint programs and initiatives”*. The director is both the face of the organisation to the outside world and its head, in the sense that it is his or her responsibility to decide on strategic issues. He might not always be involved in the operational details, he nevertheless bears responsibility for all the activities carried out by the research infrastructure, particularly from a legal point of view as he is its legal representative.

Responsibilities:

- Define the strategic development of the organisation;
- Develop and implement an action plan based on the strategy;
- Oversee all financial and budgeting issues;
- Be the legal representative of the organisation;
- Ensure the long-term sustainability of the organisation;
- Represent the organisation and build strong relationships with a broad range of stakeholders within and outside the consortium, at both European and international level;
- Ensure that activities comply with European and national regulations but also with ethical standard, and societal values
- Monitor and assess the impact of the activities and report to General Assembly;
- Lead fundraising efforts;
- Monitor the adherence of the national consortia to the operational rules and standards of the organisation;
- Facilitate and support the activities of the governance bodies;
- Oversee the management of the personnel.

Skills:

- PhD or equivalent experience in science, business or engineering preferably in the field of the RI;
- Possess a strong scientific and research policy network both at international and EU level; Strategic competence;
- Experience in leading teams and consortia
- Excellent communication and public relation skills;
- Relevant experience in the European research landscape and a good understanding of European research policy;
- Fundraising skills and experience;
- Leadership and managerial abilities.

Deputy Director

Like the position of Director, the position of Deputy Director is common to many ERICs. It is also not uncommon to find several Deputy Directors within the same organisation, for example DARIAH has two of them, CLARIN three. They must have an excellent knowledge of the structure and are often specialized in a certain aspect of the activities: technology, finances, etc. They assist the Director in the decision-making process. If necessary, they may replace the Director in his or her role as representative of the organisation. In some organisations, the Director and the Deputy Directors are grouped under one governance body, the Board of Directors.

Responsibilities:

- Assist the Director in the strategic development of the organisation, particularly in the field under his or her responsibility;
- Develop and implement a work plan in the field under his or her responsibility;
- Assist the Director ensuring the long-term sustainability of the organisation;
- Build strong relationships with a broad range of stakeholders within and outside the consortium, at both European and international level;
- Ensure that activities comply with European and national regulations but also with ethical standard, and societal values;
- Monitor and assess the impact of the activities plan in the field under his or her responsibility;
- Oversee the management of the personnel in the field under his or her responsibility.

Skills:

- PhD or equivalent experience in science, business or engineering preferably in the field of the RI;
- Possess a strong scientific and research policy network both at international and EU level;
- Strategic competence;
- Expertise in the field under his or her responsibility;
- Experience in leading teams and consortia;
- Excellent communication and public relation skills;
- Relevant experience in the European research landscape and a good understanding of European research policy and how relevant European institutions operate (ESFRI, Funding framework, etc.);
- Leadership and managerial abilities.

Head of Office

Another common position in research infrastructures is the head of the central office, which ensures the efficient and effective operations of the central office. Under the leadership of the Directors and the Deputy Directors, the Head of Office is responsible for managing the activities and the personnel of the central office on a daily basis. His or her mission is to ensure that the strategic action plan is properly implemented and that the different departments work together efficiently and effectively. He or she reports to the Director and the Deputy Director(s).

Responsibilities:

- Manage the personnel of the central office;
- Maintain oversight and coordinate the activities of the organisation;
- Prepare the budget and monitor the level of expenses for all department;
- Take organisational responsibility for the timely and effective liaison with all statutory bodies;

- Maintain and ensure compliance with the statutes, the internal rules of procedure and the different policies across the organisation, adapting them as needed;
- Act as a first point of contact for the Members, Observers, governing bodies of the organisation ensuring effective communication throughout the organisational structure;
- Moderate and support the discussion between - among others - EU project partners, representatives of national ministries, funding agencies and external partners;
- Ensure overall management tasks, including monitoring, reporting, risk management.

Skills:

- Master or equivalent experience in business administration or science, preferably in the field of the RI;
- Experience in managing teams;
- Experience in financial oversight of an organisation;
- Ability to conform with the deadlines and requirements of research infrastructure;
- Excellent knowledge of the European policy landscape with relation to research and research infrastructures;
- Excellent oral and written communication skills.

Head of Unit “Strategy”

The head of the strategic department shall help the Director in all strategic related matters, with the primary goals of increasing membership and globalisation of the activities. This position is not very common in research infrastructures; strategy planning falls under the prerogatives of the Director who is then assisted by one or more Deputy Directors. However, a well-defined strategy, translated into strategic action points is the corner stone of every successful organisation. It is even more relevant for organisation at the beginning of their existence. As a consequence, having a staff member whose role is to assist the Director in all strategic related issues appears to be an excellent solution.

Responsibilities:

- Assist the Director in defining the strategic development of the organisation;
- Help the Director translating the strategy in a concrete action plan;
- Monitor the implementation of the strategy and its impact;
- Identify Membership and partnership opportunities both at a European and worldwide level; o Develop argumentation and documents to attract new Members;
- Identify the scientific needs and trends of the field to continuously develop the strategy. **Skills:**
- Master or equivalent experience in business administration, engineering or science, preferably in the field of the RI;
- Excellent knowledge of the field at national, European and international level; o Excellent analytical skills;
- Strategic thinking mindset;
- Excellent oral and written communication skills;
- Excellent interpersonal skills.

Head of Unit “Access”

The Head of the access department shall manage the access to equipment, services. He or she will organise the calls and establish the link with the users. Depending on the size and the budget of the research infrastructure as well as the number of access points to manage, this position can be found in some ERICs. Access is a central element of E-RIHS activities, it is therefore a key role for the organisation.

Responsibilities:

- Contribute to the overall access policy of E-RIHS;
- Develop a system to manage the calls, their reviews and assessment in accordance with the access policy;
- Act as a first contact point for the users;
- Develop good practices and documentation on access and user's issues;
- Cooperate with all stakeholders involved to guarantee a fair access to the equipment defined by the access policy;
- Improve continuously the processes related to access.

Skills:

- Master or equivalent experience in science in the field of the RI;
- Excellent knowledge of the field at national, European and international level;
- Excellent knowledge of the equipment and access policy in the field;
- Excellent analytical skills;
- Project management skills;
- Excellent oral and written communication skills.

Head of Unit “International Relations”

The head of the international relations department is expected to have a high-level experience in liaising with various stakeholders from multiple fields and has to have an excellent knowledge of the scientific context in which the organisation operates. The objective is to engage with stakeholders and/or industry related to the infrastructure, make the link between European and international partners, organise events and training activities. High-level lobbying towards, for example, the European Commission may also constitute an important part of the job.

Responsibilities:

- Engage with stakeholders related to the organisation;
- Identify and develop national/European/international partnerships;
- Assist the Director in preparing high-level meeting with various stakeholders; o Advocacy and lobbying for the organisation;
- Support international outreach and partnering initiatives;
- Plan and organise events to promote the organisation;
- Develop training activities to attract researchers.

Skills:

- Master or equivalent experience in business administration, engineering or science, preferably in the field of the RI;
- High-level experience in liaising with various stakeholders;
- Excellent knowledge of the scientific context in which the organisation operates;

- Experience in building partnerships;
- Excellent oral and written communication skills;
- Excellent interpersonal skills.

Head of Unit “Communication”

The role of communication officer is common to all ERICs. Develop a successful communication strategy, promote the activities of the organisation and engage with the research communities is essential for every research infrastructure. Communication is not just an activity directed outside the organisation, internal communication is also essential, particularly in a large distributed infrastructure such as E-RIHS. Communication encompasses a large number of tasks and activities on a day-to-day basis, so that, in many structures, more than one person is needed to carry them out.

Responsibilities:

- Assist the Director with the development of a communication, dissemination, exploitation and outreach strategy for the organisation;
- Set up the appropriate communications channels to ensure effective distribution of communication products and outputs across members’ countries and institutions;
- Decline the communication strategy through the various communication channels, e.g. via website, social media presence; newsletter; press kit, brochures, reports and strategy papers, flyers, events, etc.;
- Manage relations with service providers (graphic designer, printers, website maintenance...);
- Manage relations with the media;
- Write the annual report of the organisation.

Skills:

- Master or equivalent experience in business with specialization in communication or in science, preferably in the field of the RI with previous communication work. experiences;
- Have excellent oral and written communication skills;
- Excellent interpersonal skills;
- Be proficient with website management, databases, social media platforms and other relevant technologies;
- Understand how to communicate research results to the academic and general public;
- Excellent command of written and spoken English.

Head of Unit “Projects”

The role of project manager is also very common in research infrastructures. He or she defines standard operating procedures for project management, plans and prepares project applications and coordinates work across partner organisations. The work of the project manager in an ERIC is very related to the European project funding programmes, i.e. Horizon 2020 at the present time and Horizon Europe starting next year. According to the volume of external funded projects, this position can be assisted by project-specific officers for the daily management. One of his or her task is also to explore activities related to external funding.

Responsibilities:

- Oversee the entire project lifecycle from the draft to the final report;

- Run the overall legal, contractual and administrative management of the agreement with the European Commission for EU projects;
- Coordination of the redaction of periodic technical reports of EU projects;
- Preparing financial reports and transfer to partners within EU projects;
- Support principal investigators in building and writing project proposals;
- Advice the Director/Head of Office/national nodes on potential funding opportunities;
- Manage the project team in case of numerous projects.

Skills:

- Master or equivalent experience in science or engineering, preferably in the field of the RI; o Excellent knowledge of EU funding programmes and, in general, mode of operation of the European Union;
- Project management skills
- Organisational skills: ability to prioritise tasks and to meet deadlines o Experience in management of EU funded projects;
- Budget expertise;
- Excellent oral and written communication skills;
- Excellent interpersonal skills.

Head of Unit “Quality and Risks”

The head of the quality and risks department shall be responsible for the quality of the services delivered within E-RIHS as well as of the processes in place. He or she shall be able to assess and prevent the eventual risks that the infrastructure could face. This position exists in some ERICs but is not very common. Nevertheless, given the importance of processes in E-RIHS (application, selection, peer review, etc.) and the numerous access points involved, it appears very sensible to have a person responsible to maximise the quality and transparency while diminishing the risks. If the future ERIC’s budget is not large enough to hire all the key functions as described here, we can envision that units “access” and “quality” merge because of the complementary of their roles.

Responsibilities:

- Develop a quality control and monitoring system;
- Elaborate good practices and documentation to improve quality within the organisation;
- Cooperate with all stakeholders involved to maintain the quality in the highest standards;
- Identify the potential risks to the organisation and report them to the director;
- Develop mechanisms and strategies to reduce risks and implement them.

Skills:

- Master or equivalent experience in business administration, engineering or science, preferably in the field of the RI;
- Excellent knowledge of the field at national, European and international level; o Excellent analytical skills;
- Excellent knowledge of the processes in the field of the RI;
- Excellent oral and written communication skills.

Head of Unit “Administration”

The head of the administrative department shall be in charge of daily administrative functions and coordinate finance and accounting. He or she takes care of all secretariat tasks in the broadest sense of the term: management of the premises, keep track of the expenses, liaise with outsourced services such as accounting or auditing, etc. Depending on the size of the infrastructure, this role can be required one or more assistants to help with daily tasks such as making travel arrangements, etc.

Responsibilities:

- Ensure the overall smooth running of the central office, make sure that everyone has the means to do their job in the best possible conditions;
- Keep accurate records of all transactions and prepare the work for the accountant and the auditor;
- Process expenses in a timely manner;
- Help the Head of Office for the budget planning;
- Coordinate financial reports work across the difference department; o Assist in event planning and coordination;
- Oversee travel arrangements.

Skills:

- Master or equivalent experience in business administration, engineering or science, preferably in the field of the RI;
- Knowledge in finance and accounting;
- Knowledge of national and ERICs legislation of VAT, tax and wages;
- Excellent analytical skills;
- Excellent organisation and comfortable with multitasking.

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