

# Human Capital for Modern RIs

PSI -Villigen Oct.19th 2010



Modern professional tools  
for HR management



*Individual career development  
and support*

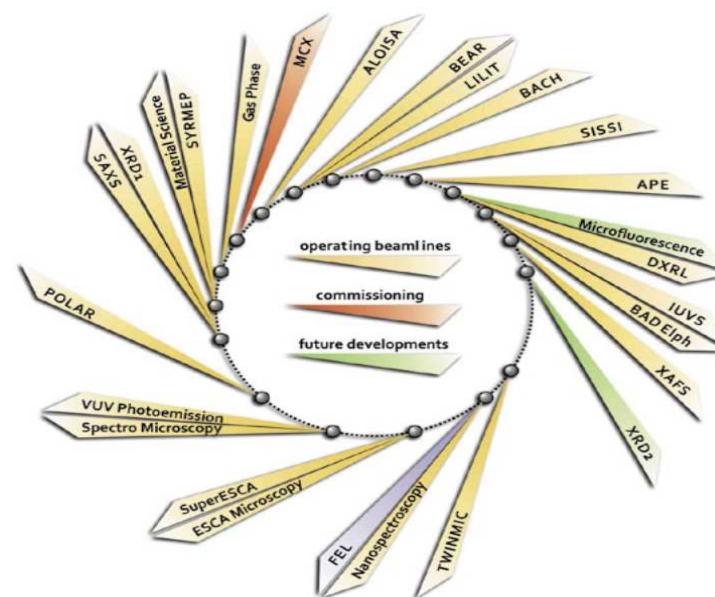


ANDREA CRIVELLI  
HR Manager  
Sincrotrone Trieste S.C.p.A.

- 35 years of experience in Human Resource Management for multinational companies ( specialized in International Mobility)
- Collaborated in writing the italian law for extra-UE researchers Visa
- Last 5 years working for Sincrotrone Trieste Scpa
- Working to develop the law for extra - UE white collars Visa

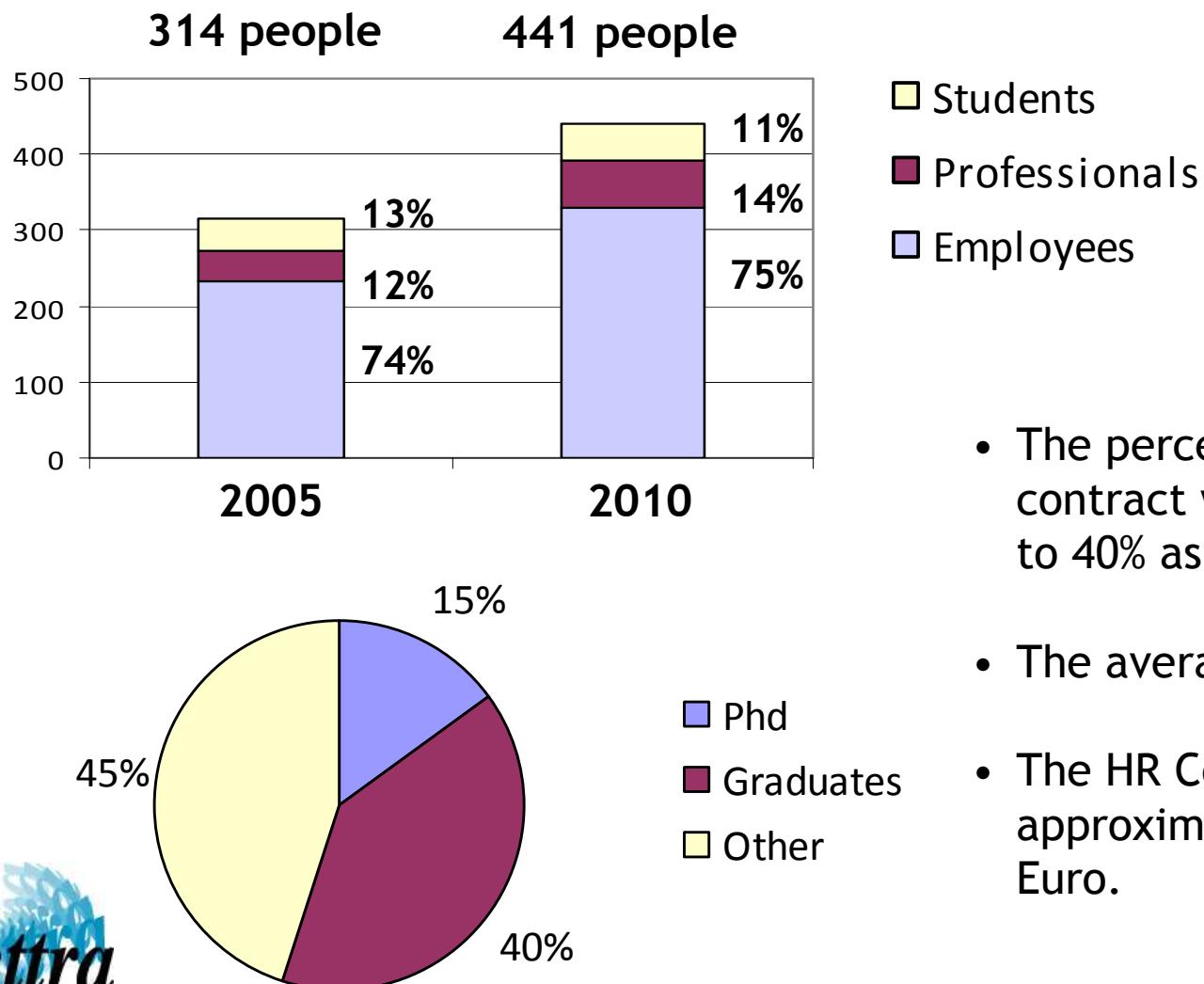


- Sincrotrone Trieste S.C.p.A. is a joint stock company established in 1986 and recognized as a non-profit entity of national interest by Italian State Law in 1999
- The Elettra Laboratory is managed by this company.



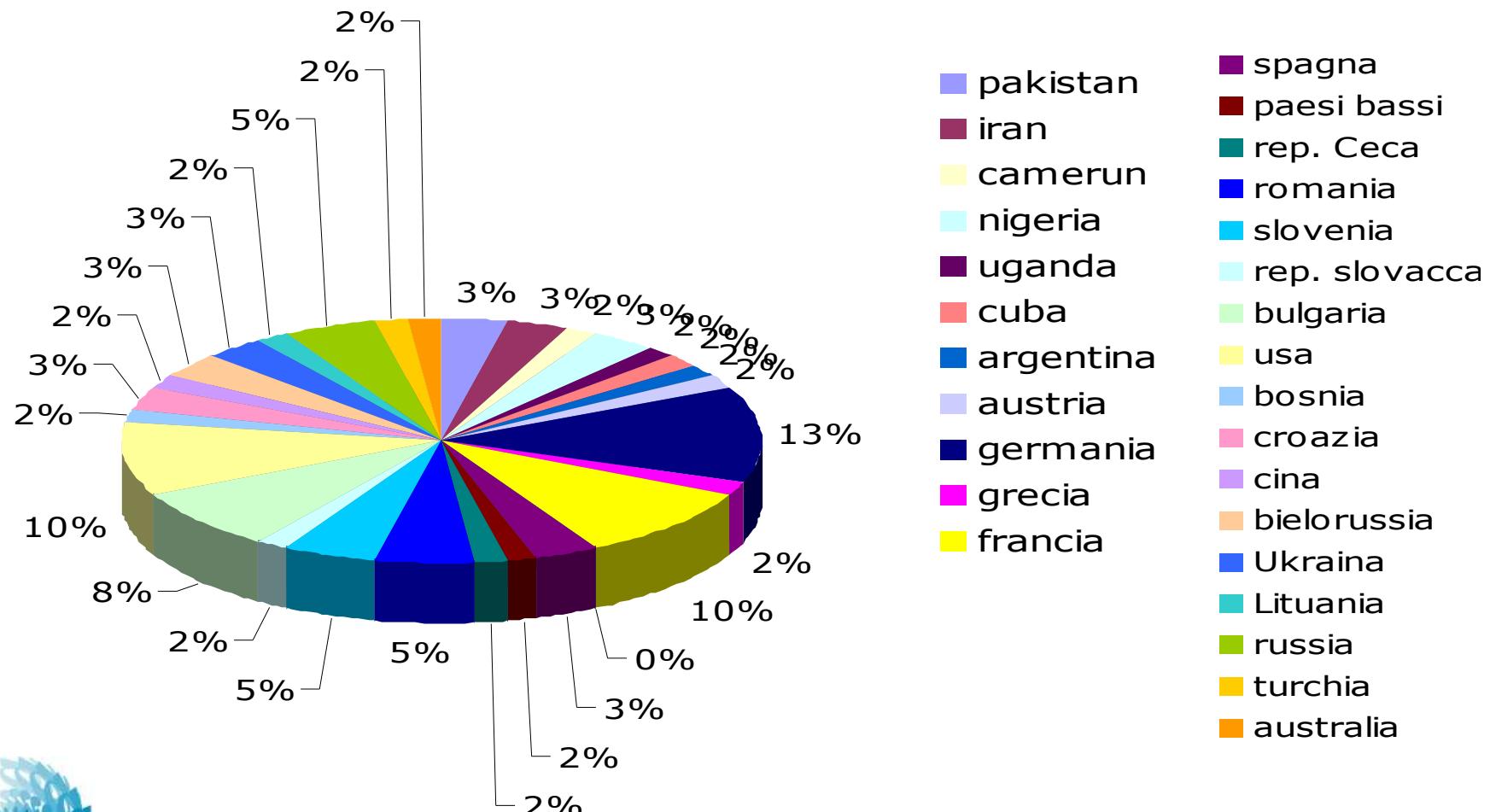
- Sincrotrone Trieste is engaged in the construction of a new source: FERMI@Elettra (Free Electron laser Radiation for Multidisciplinary Investigations at Elettra)
- Over 10 orders of magnitude in brilliance will be gained in very short pulses of order 100 fs (10-13 s).





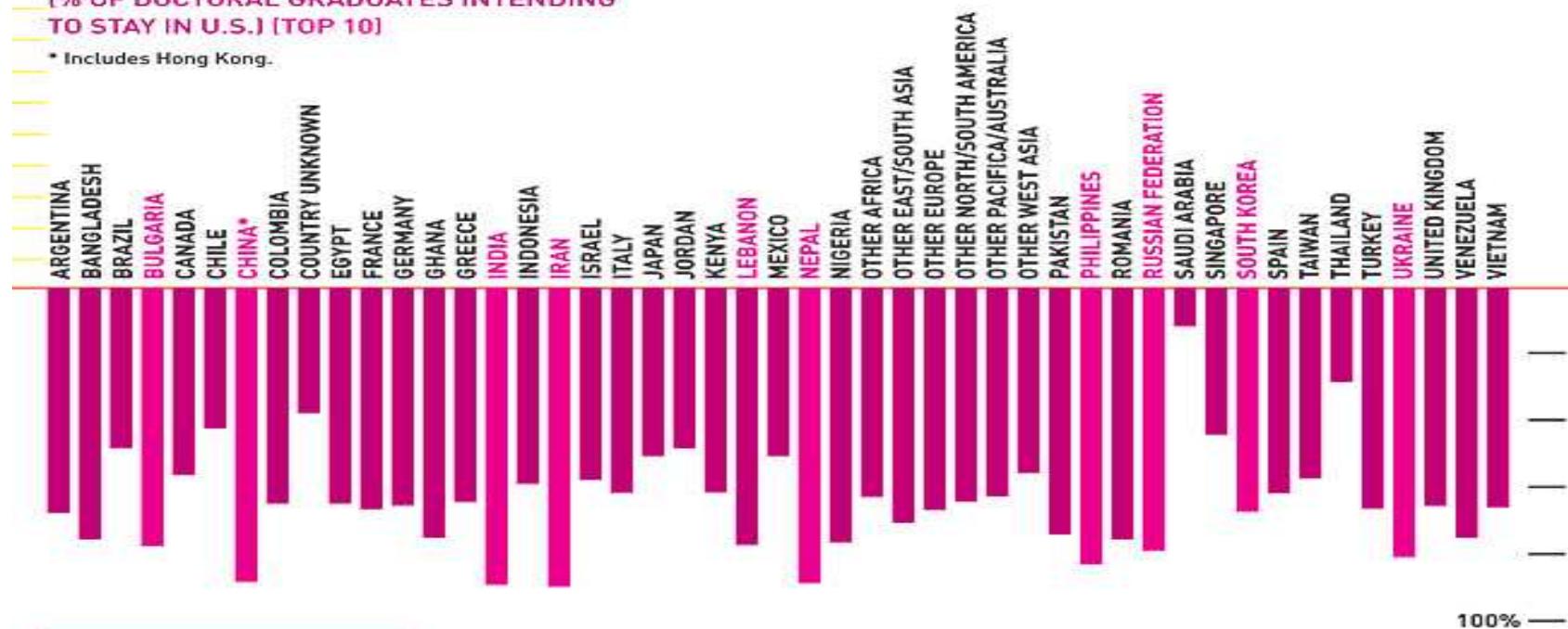
- The percentage of fix term contract went from 6% (2005) to 40% as today
- The average age is 42
- The HR Costs per year are approximately 18 million of Euro.

# Sincrotrone Trieste: Foreign staff distribution

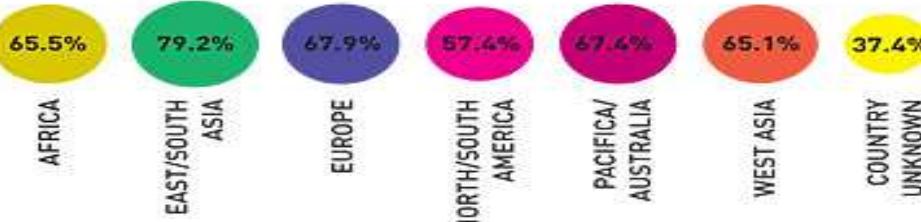


## BRAIN DRAIN INDEX [% OF DOCTORAL GRADUATES INTENDING TO STAY IN U.S.] [TOP 10]

\* Includes Hong Kong.



### % PLANNING TO STAY IN U.S.



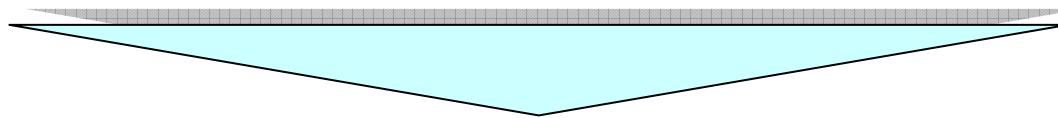
\*The U.S. was chosen as a benchmark for brain drain from other countries, and it is worth noting that the United States also suffers from brain drain: roughly 6 percent of American doctoral recipients intend to pursue opportunities abroad post-graduation.

**The challenge is not just to train good  
“equipments experts” but to also to  
train “systems experts” who can  
manage complex systems**

**Francesco Profumo - Dean  
Politecnico di Torino**

## What does mean to implement a career development?

- Large research infrastructures today need to be able to manage the complexity of:
  - - *having multiple professional skills*
  - - *manage efficiently the decreasing public funds to research*



The level of complexity is not different from the one in the industrial organizations and therefore a managerial approach to HR Management is needed

## What does mean to implement a career development?

■ The implementation of career development is driven by two main objectives:

- Develop professional skills both in research and management
- Develop the ability and knowledge to interface with the “external” potential stakeholders to attract funds and to promote the mobility between research and industry

- The main advantages of having a career development are:
  - ✓ **Maintain Attractiveness:** by showing and communicating properly the internal policies, potential resources can choose the so called «good place to work»
  - ✓ **Motivate and Retain existing personnel:** a strong HR policy is an instrument to “compete” with more attractive offers (industry; USA labs)

# What does mean to implement a career development?

- The implementation of an HR management system is a must for any organization both collective and individual tools are necessary



## An example: the ST Evaluation system - 1

- At the end of every year:

- ✓ Evaluation of achievements and performances of each person for the present year
- ✓ Definition of personal goals (clear, precise, measurable and achievable) to be reached in connection with projects/tasks or improvements of day by day activity

Discussion with own manager for:

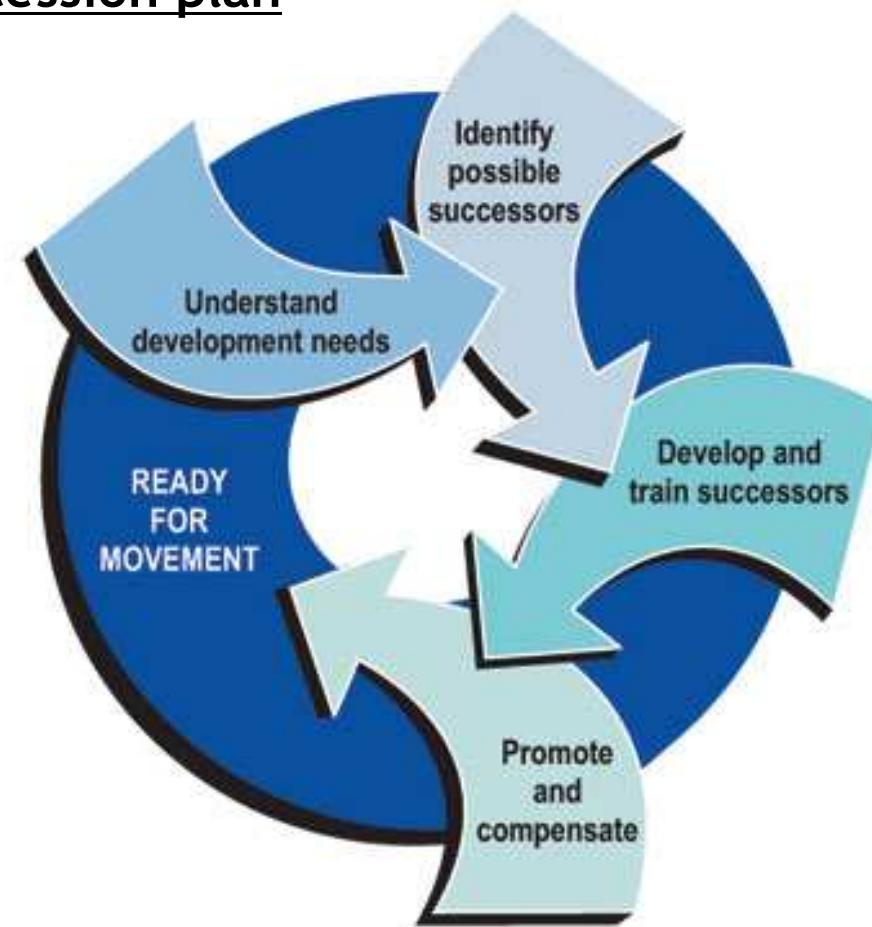
- ✓ Evaluation and objectives
- ✓ Need of training
- ✓ Career interests



- The present evaluation system is time consuming for responsible, but has been a precious tool to
  - ✓ Define and manage a policy for bonuses and rise in salary based on objective observations and therefore have an effective “reward policy”
  - ✓ Collect objective elements to build career plan
  - ✓ Prepare and select Training programs
  - ✓ Be aware about the personal/professional goals and potential of the personnel

## The succession plan

- A succession plan is a tool that ensure the tenure of an organization in the long term period
- Unfortunately we had a lot of difficulties to improve a correct succession plan and we react to the situations day by day



## Mobility as a tool for HR management

- In the future the mobility among labs and research institutions will be an important instrument for HR to improve their professional skills through different experiences
  
- Beyond the “external” conditions (tax and immigration law; social security portability; salary policies for expats), a precondition is to create a common vocabulary about skills and educational levels and the standardization of conditions to be admitted at labs (education) and to grow up in the career (i.e. EuroFEL Project)

# What does mean to implement a career development?

## Job description - an example from EuroFEL

Beam lines		
Profile	Description	Education
<b>Scientist</b>	Researcher in a specific research discipline/methodology maintain profitable relationships with other research centers, writes scientific publications and articles and propose new scientific initiatives	Physics Degree and PHD in Physics
<b>Senior Scientist</b>	Highly Specialized in a specific research discipline/methodology maintain profitable relationships with other research centers, writes scientific publications and articles, propose new scientific initiatives, manage research teams	Physics Degree and PHD in Physics
<b>Beam Line Technician</b>	Collaborate in beam line construction and provide maintenance relative with the specific expertise (mechanical, electrical, electronic, vacuum)	High School Diploma
<b>Beam Line Engineer</b>	Planning and Design of Beam lines	Degree in Engineering



# Implement a career development

## The Europass CV model

- The Europass model is a useful tool that try to standardize professional definition, but:
  - Is useful for people with a few professional experiences (has no blank spaces), but the format becomes heavy and unreadable for long and diversified experiences
  - Ask to indicate skills and competences, but there is no a clear list of it
  - For researchers and scientist there is not indication about publications, conferences and references
  - It could be a starting point to create a standard that fits with the needs of researchers and scientists

- Concluding my speech, and looking beyond , I use this occasion to express some wishes about Research HR managers :

They must create a “community” of to discuss all this items and fix common principles and putting the basis for common policies

- They can contribute to create a real “common labour market” for research HR in Europe



**THANKS FOR YOUR  
ATTENTION!**