Milestone 4.4: Action plan for CF human capital building

Authors: ACTRIS Central Facilities

Doina Nicolae (INOE, CARS leader), Eija Juurola (FMI, HO), Edith Rodriguez (FMI, HO), Cathrine Lund Myhre (NILU, DC leader), Martial Haeffelin (CNRS, CCRES leader), Martine de Maziere (BIRA, CREGARS leader), Alfred Wiedensohler (TROPOS, ECAC/CAIS leader), Kristina Höhler (KIT, CIS leader), Ralf Tillmann (FZJ, CiGas leader)

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2   Background and purpose of this document

The effectiveness of an organization depends on its ability to address talent management issues such as knowledge management, change management and capability building. Human capital challenges such as having capable leaders, building workforce skills, driving high performance, and ensuring retention of top talent can be addressed through effective human capital planning. This document presents ACTRIS' plan to establish a framework of policies, practices, and actions that guide the efforts in meeting workforce needs especially at the Central Facilities.

3   Human capital management

3.1   Principles

Human capital management refers to alignment of human capital strategies with the goals, objectives, mission of the organization through extensive planning, analysis and management of human capital plans. During the implementation phase, ACTRIS Central Facilities have to build the human capital in order to fulfill their specific mission, but also considering the inter-relations with all ACTRIS structures. Later, this plan should evolve to a plan for human capital management. The following principles are to be considered:

1. Recruiting the best available talent
2. Elaborating career development plans for employees
3. Coaching and mentoring employees
4. Motivate employees to deliver their level best
5. Developing performance management strategies

3.2   Goals

Understanding the gap between current and desired state helps in developing human capital goals which would not only increase the overall efficiency of employees but also make them feel attached towards the organization. ACTRIS has set the human capital goals as follows:

- Only the best talent should be hired.
- Developing realistic induction programs for new employees.
- Continuously develop skills of workforce in line with the requirements.
- Retaining hard working and dedicated employees.

3.3   Drivers

Communication: Managers must communicate well with their subordinates. Employees must have an easy access to the senior management. Communication from management to employees (also known as top-down communication) is essential for the employees to be aware of their goals and objectives and for them to know what is expected out of them. Equally important is to accommodate suggestions and feedbacks from the employees to the management (also known as bottom-up communication)

Leadership: Senior executives should support, lead and influence the workforce so that they contribute effectively towards the ACTRIS' goals. Senior management must define work processes of employees.

Hiring: Individuals responsible for talent acquisition must ensure that they hire the right candidate for the right role. Design a strong induction program for all the newly joined employees.

Working Conditions: Organizations needs to provide excellent working conditions to the employees to expect the best out of them.

Key Responsibility Areas: Key responsibility areas of an individual should be designed in line with his education, skills, expertise, experience and also area of interest.

Time Management: Time management ensures that no employee is overburdened. Responsibilities must be equally shared among employees.

Team Work: Employees must be motivated to work in teams rather than working alone. Encourage employees to share information with each other.

Performance Management: Individuals must be held accountable for their work. Employee's performance needs to be strongly monitored and managed. Outstanding efforts of employees must be acknowledged for them to feel motivated and perform even better next time. Employees performing well ought to be suitably rewarded and appreciated in front of others.

Information Availability: Employees must have an easy access to all relevant information required to perform their duties. Organizations must organize various training programs (In house Trainings or Out sourced trainings) to constantly upgrade the existing skills of employees and acquaint them with new learnings.

Innovation: New ideas should be welcome. Employees must be encouraged to come out with new and innovative ideas which might benefit ACTRIS.

Career Development: Employees must be aware of their development plan in ACTRIS.

Training: Trainings must be practical/relevant and designed to sharpen the skills of employees. Do not design training programs just for the sake of it. They must benefit the employees.

4   Measures for human capital building

4.1   Smart recruitment

One of the major responsibilities of a human resource professional is to source the right talent for the organization. Job mismatch leads to confusions and eventually decreases overall productivity and output. ACTRIS organizations should pay attention when designing the requirements for a vacancy, to make sure that the selected candidate is the right person for the job. Particularly, the job requirements

should be defined by the team manager (e.g. the Unit head) before being passed to the Human Resources department at the host institution.

4.2   Employee induction programs

Orienting new employees to their jobs must not be neglected. Mere piles of documents and employee handbooks are not sufficient to welcome a new employee. Boring and unrealistic employee induction programs often leave employees in a state of dilemma. ACTRIS CF organizations should design a suitable induction program which not only acquaints a new individual with the policies and rules of the organization, but also makes him feel comfortable within the system. New employees should be introduced to the ACTRIS community as soon as possible. The team manager (e.g. the Unit head) should invite the new employees to all relevant meetings, even if no direct contribution from his/her side is foreseen.

4.3   Defined job responsibilities

Job responsibilities of employees must be clearly defined to expect the best out of them. Key responsibility areas must be designed in line with an individual's past work experience, educational qualification and area of interest. ACTRIS CF organizations should make sure that the employees understand and accept their responsibilities, and should not informally change these responsibilities without the agreement of the employee. ACTRIS CF organizations should also carefully analyze the workload of each employee, and take care of the time management.

4.4   Motivation

Employees must be motivated from time to time for them to perform even better next time and for others to draw inspiration from them. The talents of good employees must be recognized either by offering them lucrative incentives (e.g. travel to conferences, additional vacation days, recognition in front of staff, etc.) or giving them a decent salary hike.

4.5   Direct communication

Subordinates must be able to discuss with their managers, to give their suggestions, feedbacks and ideas. Each employee should have a say in major decisions of the team. ACTRIS CF organizations should accommodate regular staff meetings, one-to-one discussions with the managers, forums and polls, whatever facilitate an active involvement of the employee in the planning of the activities. This way employees will feel attached towards the management as well as organization, and will better understand why a certain work has to be done.

4.6   Monitoring performance

Managers must take regular feedbacks from their subordinates. ACTRIS CF organizations should introduce the concept of weekly reporting, either during staff meetings or using an online system.

Team leaders should pay attention to the progress of their employees, identify the needs for additional support and training, and give them feed-backs.

4.7   Constant trainings

It is essential for ACTRIS to upgrade the skills of its employees for them to cope well with the changing times, progress of science and development of technologies. ACTRIS CFs should design training programs which are specific for their technical work. In the same time, ACTRIS Head Office should design training programs for the managers, ensuring by this coherence between the different ACTRIS components. The training programs should be designed with clear objectives, and should specify the target groups and means to assess the benefit of the training.

5 Planned actions for training of ACTRIS CF staff

At this stage of ACTRIS implementation, the following training actions are foreseen:

Type of training	Target group	Main objectives	Modality	Organizer	Planned date / frequency
Managerial	CF leaders / Unit heads	• To improve leadership • To learn about team management	Workshop / Webinar with invited experts	Head Office	Once per year
Managerial	Expert managers / Qualified officer	• To learn about reporting in the ACTRIS reporting system	Workshop / Webinar	Head Office	First when the reporting system is in place, later to new personnel
Technical	Expert scientists / Qualified operator / Technician	• To gain experience with instruments and associated tools	Internal seminar	Host organizations of each CF	First at the time of employment; follow-ups each time there are updates
Technical	Expert scientists/ Qualified operator	• To gain experience related to the quality assurance procedures	Lectures, online repository	Host organizations of each CF	First at the time of employment; follow-ups each time there are updates

Technical	Qualified operator / Technician	• To improve the knowledge on specific hardware/ software issues	Short-term visits at other CF units or instrument manufacturers	Host organizations of each CF	First at the time of employment; follow-ups each time is necessary
Technical	Expert scientists / Qualified operator / Technician	• To share experience between CF staff	CF internal meetings	CF leading organization	Every 6 months
Technical	Expert scientists	• To exchange experience with other RIs, international networks, programs and initiatives	Webinar/Hands on training	CF leading organization	Once per year