Ambitious People Meet a Friendly Workspace - HRS4R as part of PSI’s HR Strategy

Swissuniversities ZH, 5.9.17
Tasks Head HR

**HR Management**
- Fullservice HR for 2100 Employees
- Services for over 2000 User, Guest Scientists

**Vocational Training (Berufsbildung)**
- 15 teaching professions
- 100 apprentices

**Education Centre (Bildungszentrum)**
- School for Radio Protection
- School for Reactor Safety
- Academy (Mmgt & Leadership, Research Integrity, Workplace Safety)
- SME Know-how Transfer
Personal Background of Karsten Bugmann

Academic Background (Bologna Wording)
• MAS Human Resources Management
• MLaw
• BA Primary Education

Professional Experience
• Head of HRM
• Member & President of Board of Directors
• Teaching Experience (Lecturer for Leadership & HRM)
• Head of Legal Affairs

Business Areas
• Research
• Health
• Industry
• Public Administration
• Public Schooling & Adult Education
Overview

material sciences
radio chemistry
radio pharmacy
solar concentrator
proton accelerator
muon source
proton therapy
synchrotron light source
nanotechnology
hotlab
biology
energy research
particle physics
neutron source
SwissFEL
PSI west
PSI east
Basel
Germany
Aarau/Bern
Zürich
Basel Zürich
Germany
Aarau/Bern
Zürich
Our Mission

Matter and materials

Energy and environment

Human health

Development
Construction
Operation

Knowledge & expertise

Education

Technology transfer

Large research facilities

Swiss and foreign users from academia and industry

more than 2200 external users/year (38 beamports)
Distribution to main research areas (first- and third-party funding)

- Materials Research: 35%
- Life Sciences: 24%
- Particle Physics: 8%
- Nuclear Energy and Safety: 13%
- Energy and Environment: 20%
## Key Figures

<table>
<thead>
<tr>
<th>PSI funds (global budget)</th>
<th>280 MCHF</th>
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<tbody>
<tr>
<td>External funding</td>
<td>100 MCHF</td>
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<tr>
<th>Staff (heads)</th>
<th>2100</th>
</tr>
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<tr>
<td>• Externally financed</td>
<td>750</td>
</tr>
<tr>
<td>• Doctoral students</td>
<td>320</td>
</tr>
<tr>
<td>• Apprentices</td>
<td>100</td>
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<table>
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<tr>
<th>External users: people / visits</th>
<th>2200 / 4100 per year</th>
</tr>
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<tbody>
<tr>
<td>Number of scientific publications</td>
<td>1400 (12% of which high impact) per year</td>
</tr>
<tr>
<td>PSI employees with teaching duties at both ETH and universities</td>
<td>100</td>
</tr>
<tr>
<td>Patient visits (proton therapy treatment)</td>
<td>6300 per year</td>
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</table>
• Highly **competitive** research (high-performance sport)
• Large research facilities operated **24/7** for external and internal users
• heterogenuos, **multicultural** und **multilingual** staff structure (app. 50 % with int. background, 65 nationalities)
• Different needs acc. to **activity** and **stage of life** („learning & wandering years“, family phase, career, 50+)
With appropriate life-cycle-oriented HR management improved employee retention, increased motivation and commitment of the employees can be achieved.
Gap Analysis

- Switzerland in general has a very reasonable level in labour law and the standing of research activities is extremely high.
- Looking at PSI in particular we have, thanks to our world class large scale research facilities, excellent conditions for research in natural and engineering sciences.
- On the other hand:
  - Leadership & Management tb improved
  - Research Integrity tb educated
  - Equal Opportunity & Diversity tb developed further
**Personalgespräch**

Wurden in Ihrem Personalgespräch im Jahr 2013 die folgenden Punkte erörtert?

- Wurden Ihre Erwartungen in Bezug auf die Durchführung von Personalgesprächen erfüllt? 
  - Ja: 73%, Nein: 5%, keine Angabe: 19%, teilweise: 3%
  - N=37

- Wurde im Gespräch über Zukunftsperspektiven gesprochen?
  - Ja: 65%, Nein: 22%, keine Angabe: 14%

- Wurden die vereinbarten Ziele in einen übergeordneten Kontext eingebettet?
  - Ja: 73%, Nein: 5%, keine Angabe: 19%, teilweise: 3%

- Wurden nachvollziehbare Ziele und Erwartungen für das Folgejahr definiert?
  - Ja: 73%, Nein: 5%, keine Angabe: 19%, teilweise: 22%

- Wurde Ihre Leistung angemessen bewertet?
  - Ja: 89%, Nein: 11%
Project Plan Annual Progress Review

- **Sep. 14**
  
  - **Acceptance of issue and action** (1 out of 40) through Directorate

- **May 16**
  
  - **Project order** (timeline, team members) defined by Head of HR

- **Nov. 17**
  
  - **Analysis** of interviews and workshop results: definition of goal

- **July 17**
  
  - **Acceptance of process and tools** in the sounding board

- **Oct. 18**
  
  - **Approval** by PSI Directorate

- **Feb. 18**
  
  - **Implementation**: presentation in all research units, mandatory training for all supervisors
### Function Unit

<table>
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<tr>
<th>Function</th>
<th>Unit</th>
<th>f/m</th>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>PhD (Rep. Employee Committee/Student Ass.)</td>
<td>NUM</td>
<td>m</td>
<td>Ralph Harti</td>
</tr>
<tr>
<td>Postdoc</td>
<td>SYN</td>
<td>f</td>
<td>Katja Henzler</td>
</tr>
<tr>
<td>Supervisor of PhD and Postdoc</td>
<td>ENE</td>
<td>f</td>
<td>Sigita Trabesinger</td>
</tr>
<tr>
<td>Group Leader / Professor / Doctoral Supervisor</td>
<td>BIO</td>
<td>m</td>
<td>Michel Steinmetz</td>
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<tr>
<td>Head PSI Education Center</td>
<td>PER</td>
<td>m</td>
<td>Philipp Hediger</td>
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<td>Head HR Management</td>
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<td>m</td>
<td>Karsten Bugmann</td>
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<tr>
<td>Coordinator Equal Opportunity &amp; Diversity</td>
<td>PER</td>
<td>f</td>
<td>Natalie Lerch-Pieper</td>
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<tr>
<td>Project Leader</td>
<td>PER</td>
<td>f</td>
<td>Miriam Zehnder</td>
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**Participants in interviews and workshops:**

- 7 PhD
- 7 Postdoc
- 10 Supervisor/Doctoral Supervisor
• **Acceptance of process and tools** in the sounding board
Action Plan - Examples

- Employees Council
- Leadership Improvement
- Workplace Safety
- Charter & Code
- Health Management (BGM)
- Research Integrity
- Diversity Management
- (Re)-Integration
- HR Processes
- Equal Opportunity
- Employees Opinion Survey
- Tenure Track Committee
- Employees Council
- Research Integrity
- Diversity Management
- (Re)-Integration
- HR Processes
- Equal Opportunity
- Employees Council

HR EXCELLENCE IN RESEARCH
Enjoy progress and keep on working.
Learnings

Houston we have a problem -> raise awareness

Involve the top management -> find a sponsor

The left and the right hand should work together -> establish structures

Integrate the point of view of the coming generation -> live inclusion

There are so many hidden positive initiatives -> improve visibility
Learnings

Lots of good practices but nobody knows -> share **best practice**

People “love red tape” -> follow **Kiss**
(integrated, strategic, stimulating, simple)

Creativity is the opposite of SOP -> create **tailor made solutions**
Thanks a lot to

- PSI Directorate
- Line Managers
- Specialists
- HR Team
- EURAXESS
- Academic Peer in EU
- Academic Peer in CH