

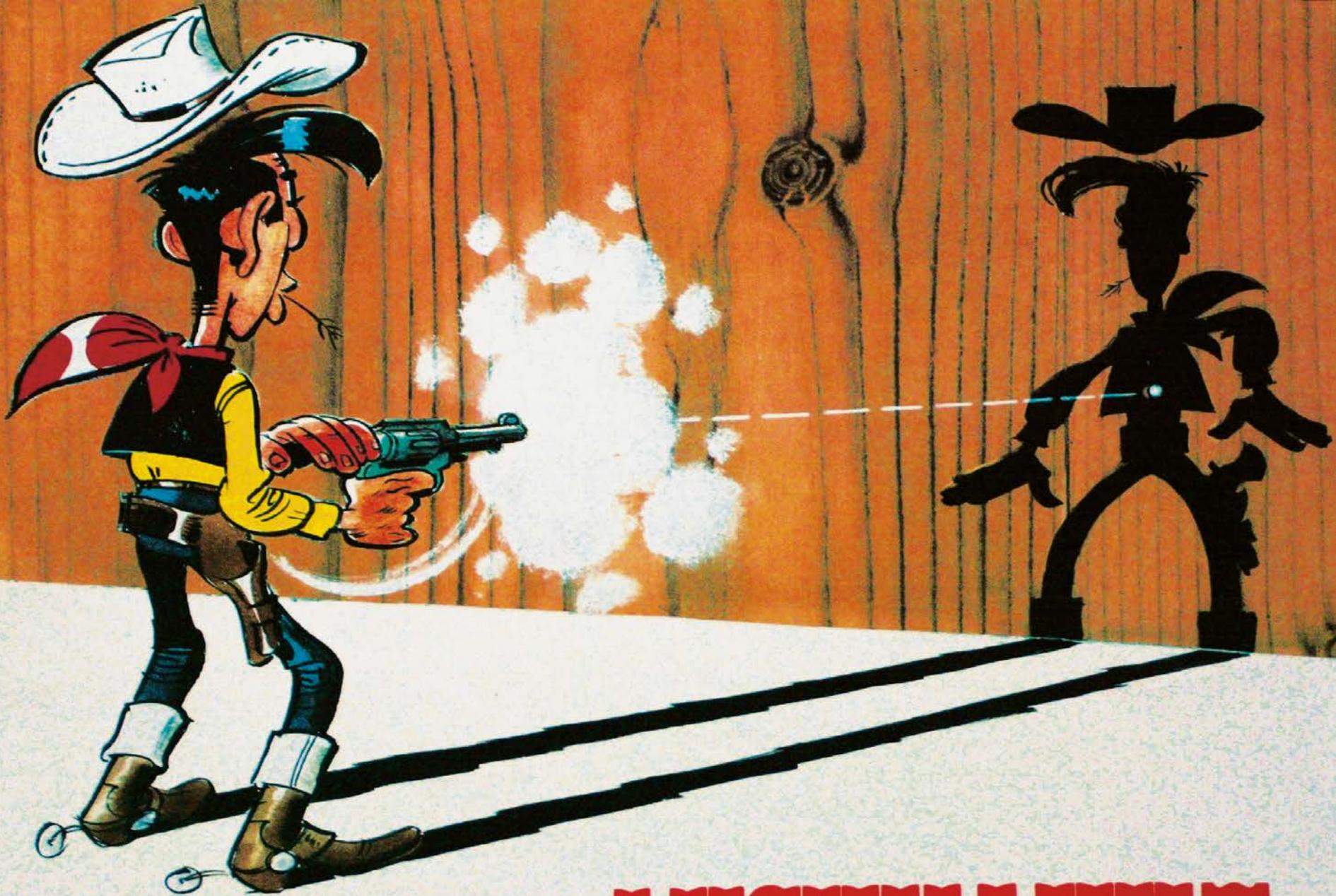
WIR SCHAFFEN WISSEN – HEUTE FÜR MORGEN



Karsten Bugmann :: Leiter Personalmanagement :: Paul Scherrer Institut

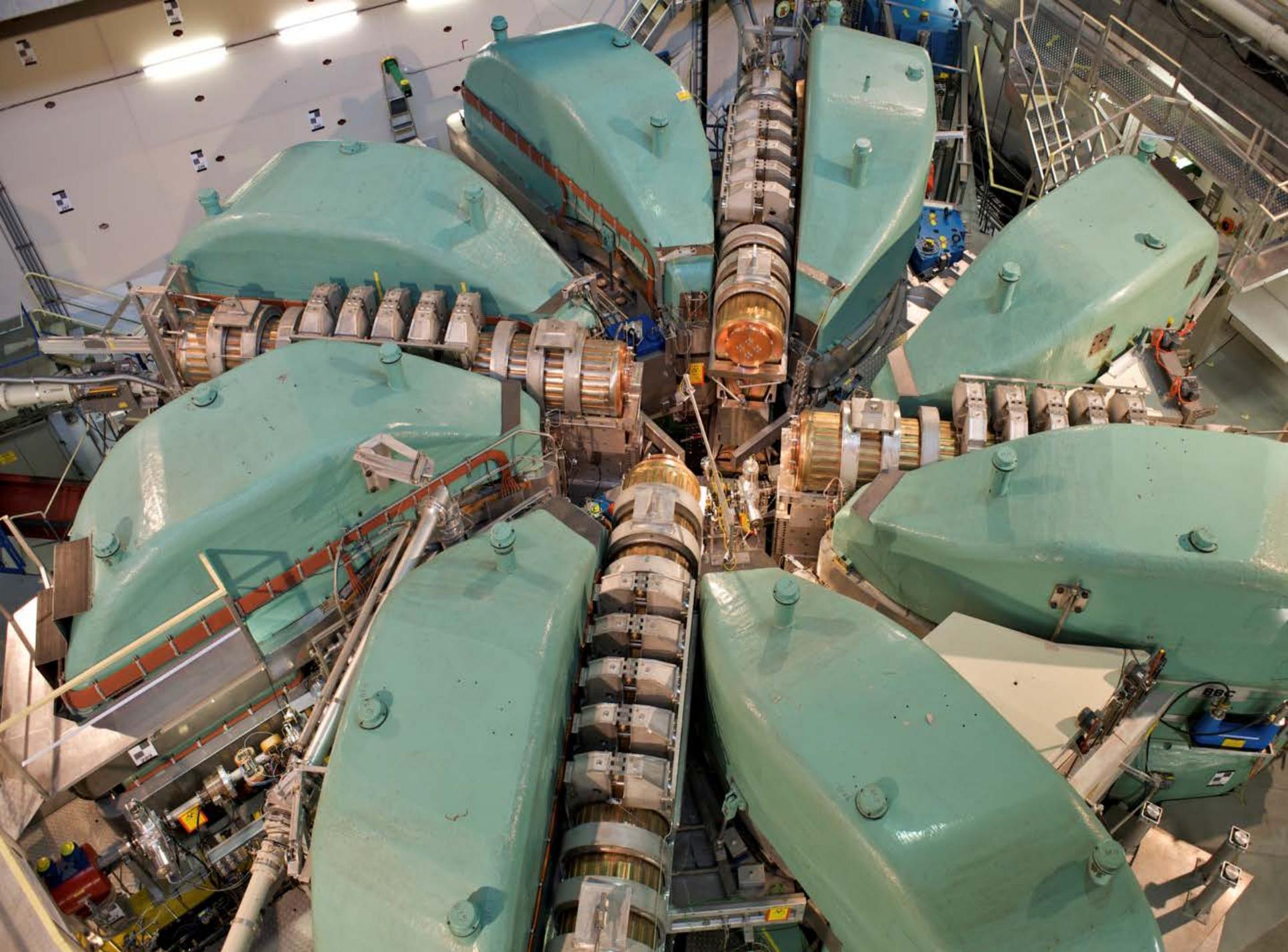
Ambitious People Meet a Friendly Workspace - HRS4R as part of PSI's HR Strategy

Swissuniversities ZH, 5.9.17



LUCKY LUKE





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

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

← Basel

Germany ↑

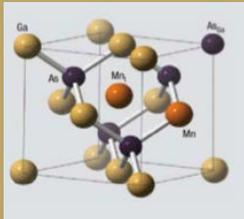
Aarau/Bern ↓

Zürich →

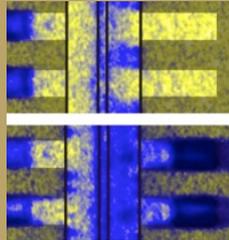


Our Mission

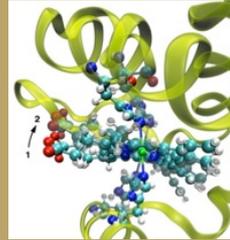
Matter and materials



Energy and environment



Human health



Development
Construction
Operation



Large research facilities



Swiss and foreign users
from academia and industry

more that 2200 external
users/year (38 beamports)

Knowledge & expertise

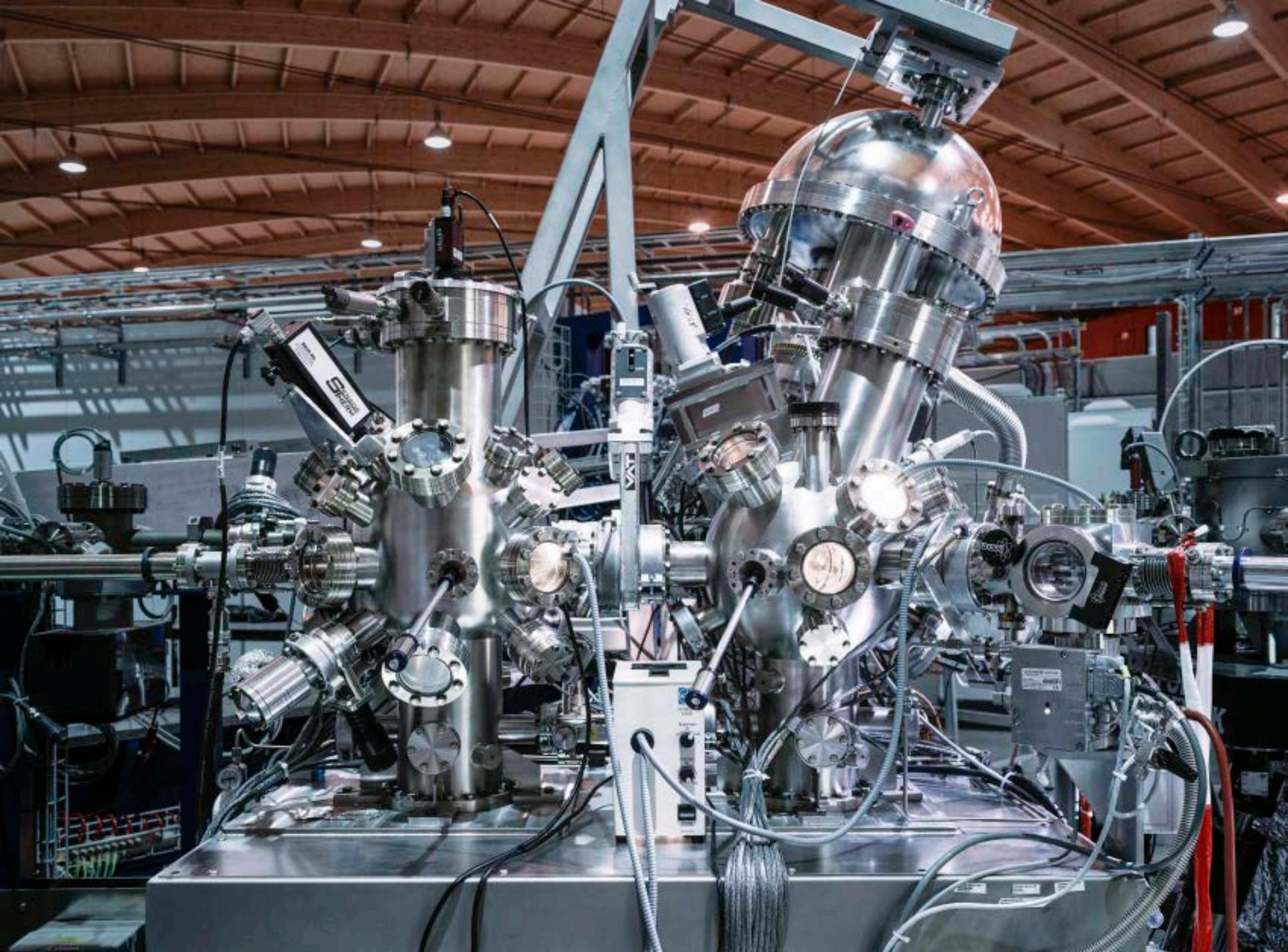


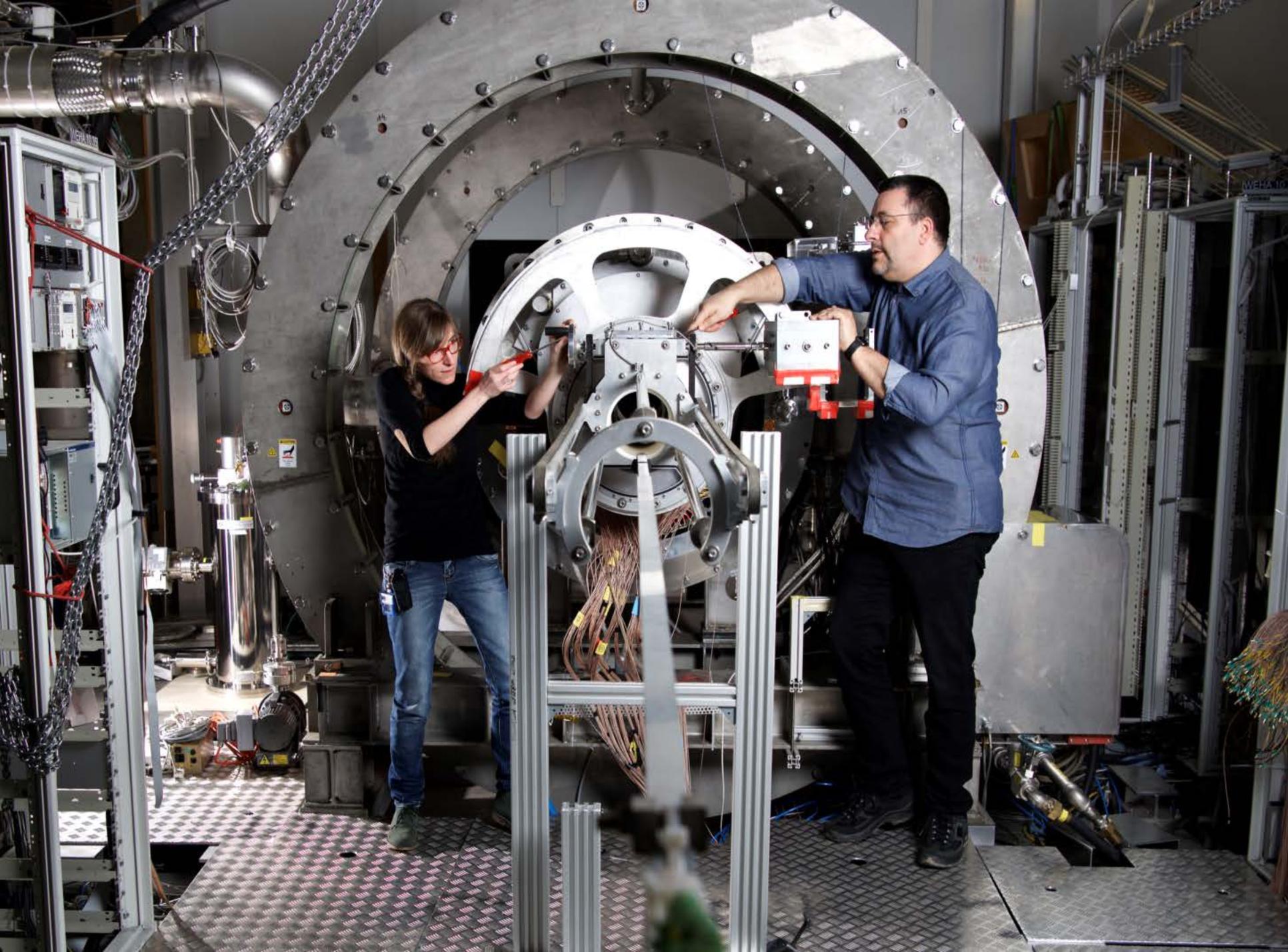
Education



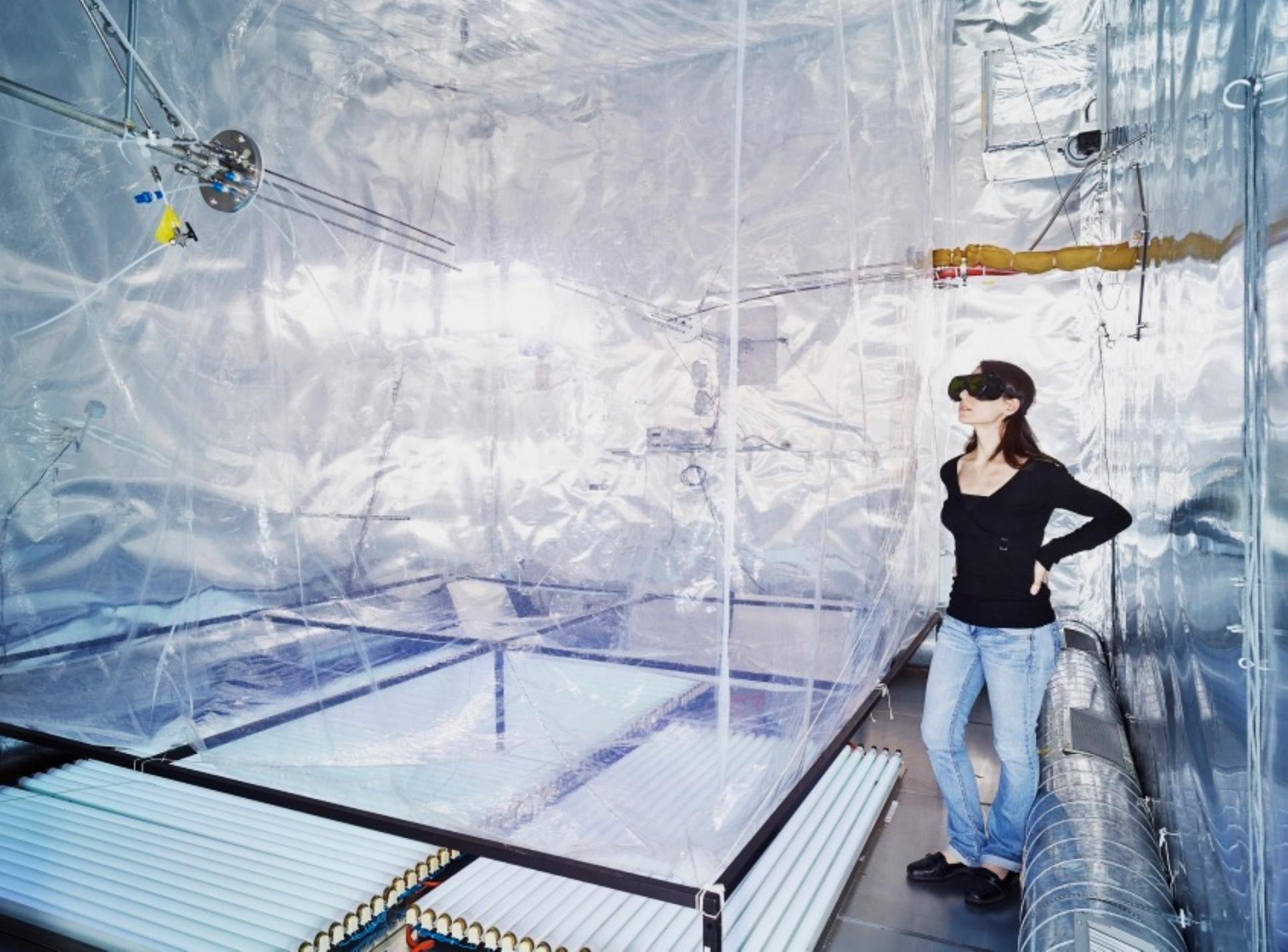
Technology transfer





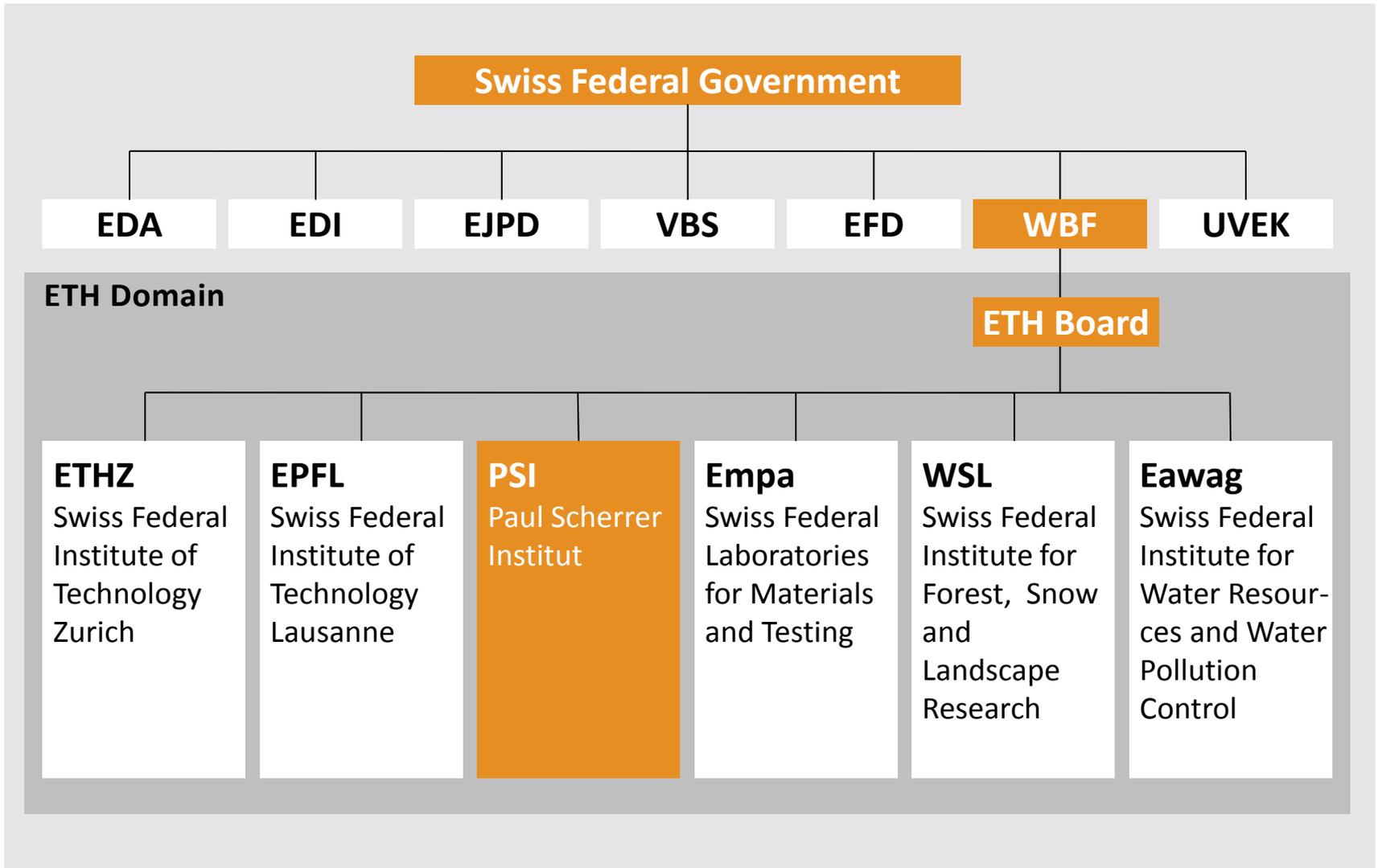




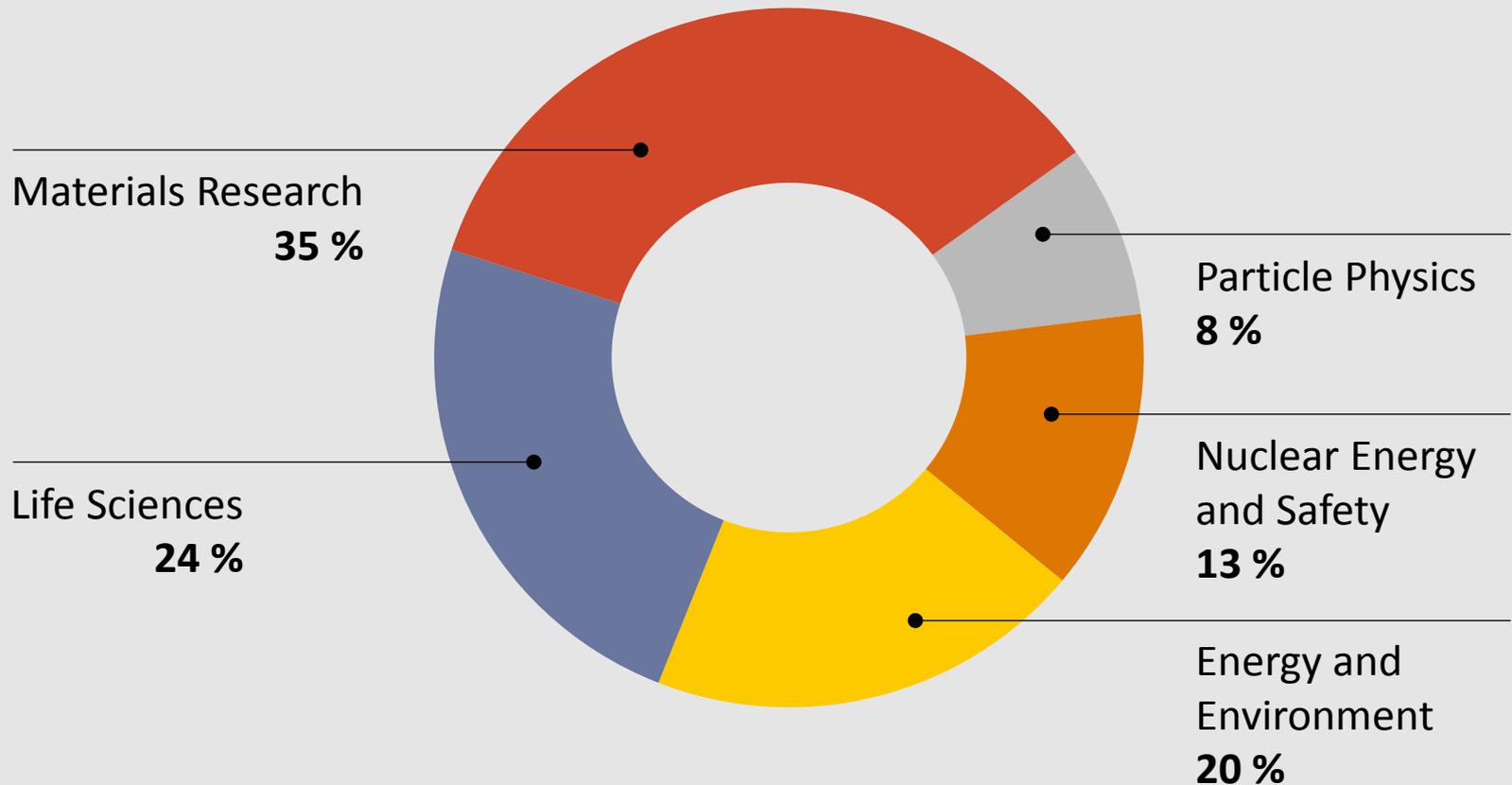




Administrative Embedding

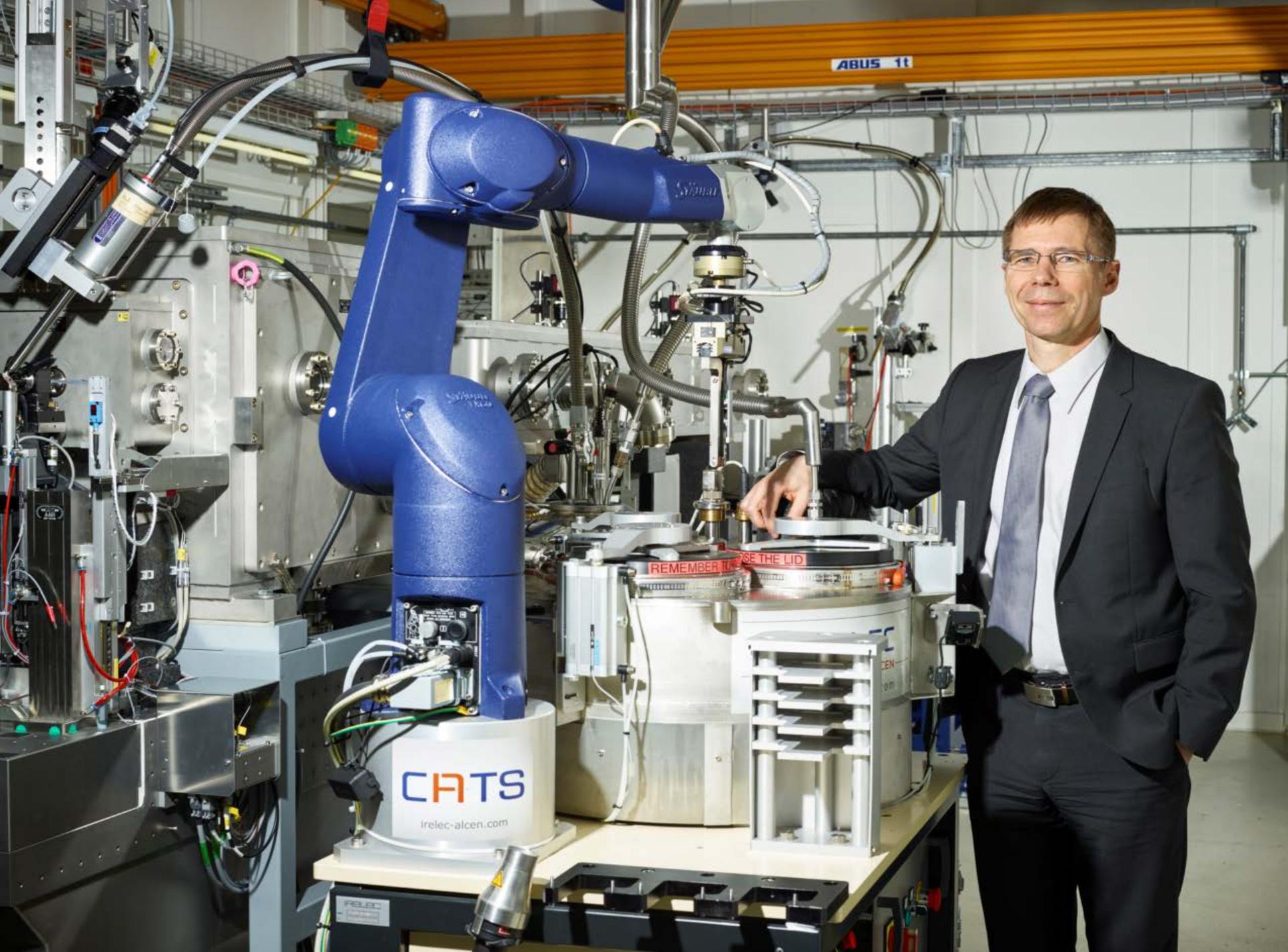


Distribution to main research areas (first- and third-party funding)



Key Figures

| | | |
|---|-----------------------------------|----------|
| PSI funds (global budget) | 280 | MCHF |
| External funding | 100 | MCHF |
| Staff (heads) | 2100 | |
| • Externally financed | 750 | |
| • Doctoral students | 320 | |
| • Apprentices | 100 | |
| External users: people / visits | 2200 / 4100 | per year |
| Number of scientific publications | 1400 (12 % of which high impact) | per year |
| PSI employees with teaching duties at both ETH and universities | 100 | |
| Patient visits (proton therapy treatment) | 6300 | per year |



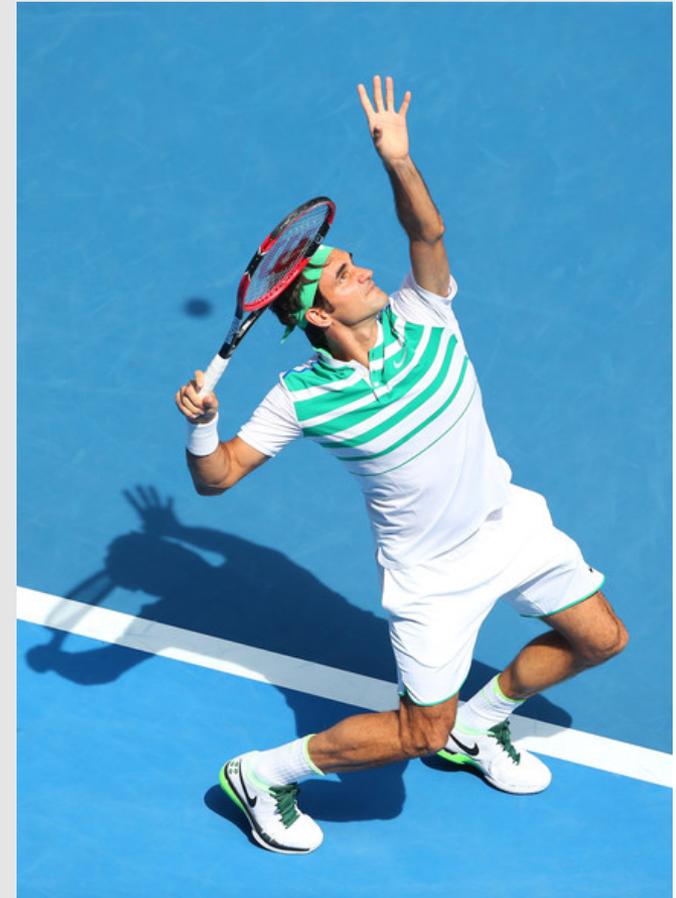
ABUS 11

CATS

irelec-alcen.com

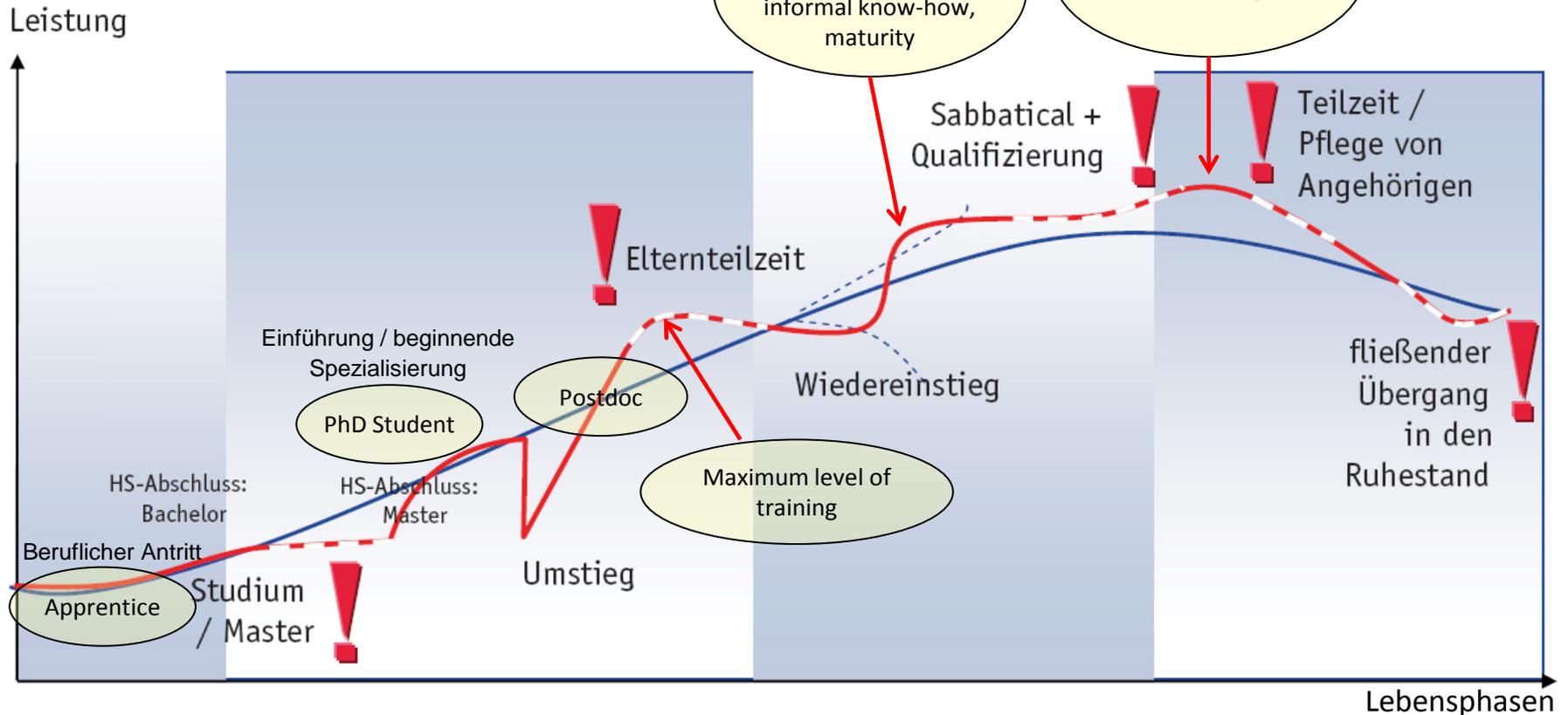
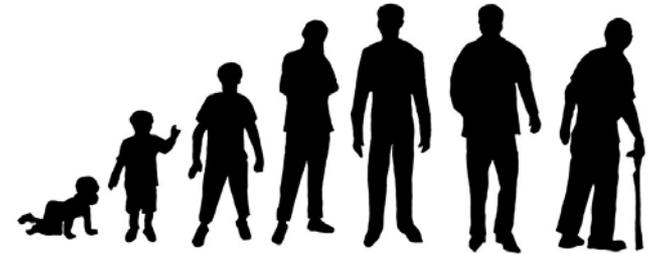
REMEMBER TO CLOSE THE LID

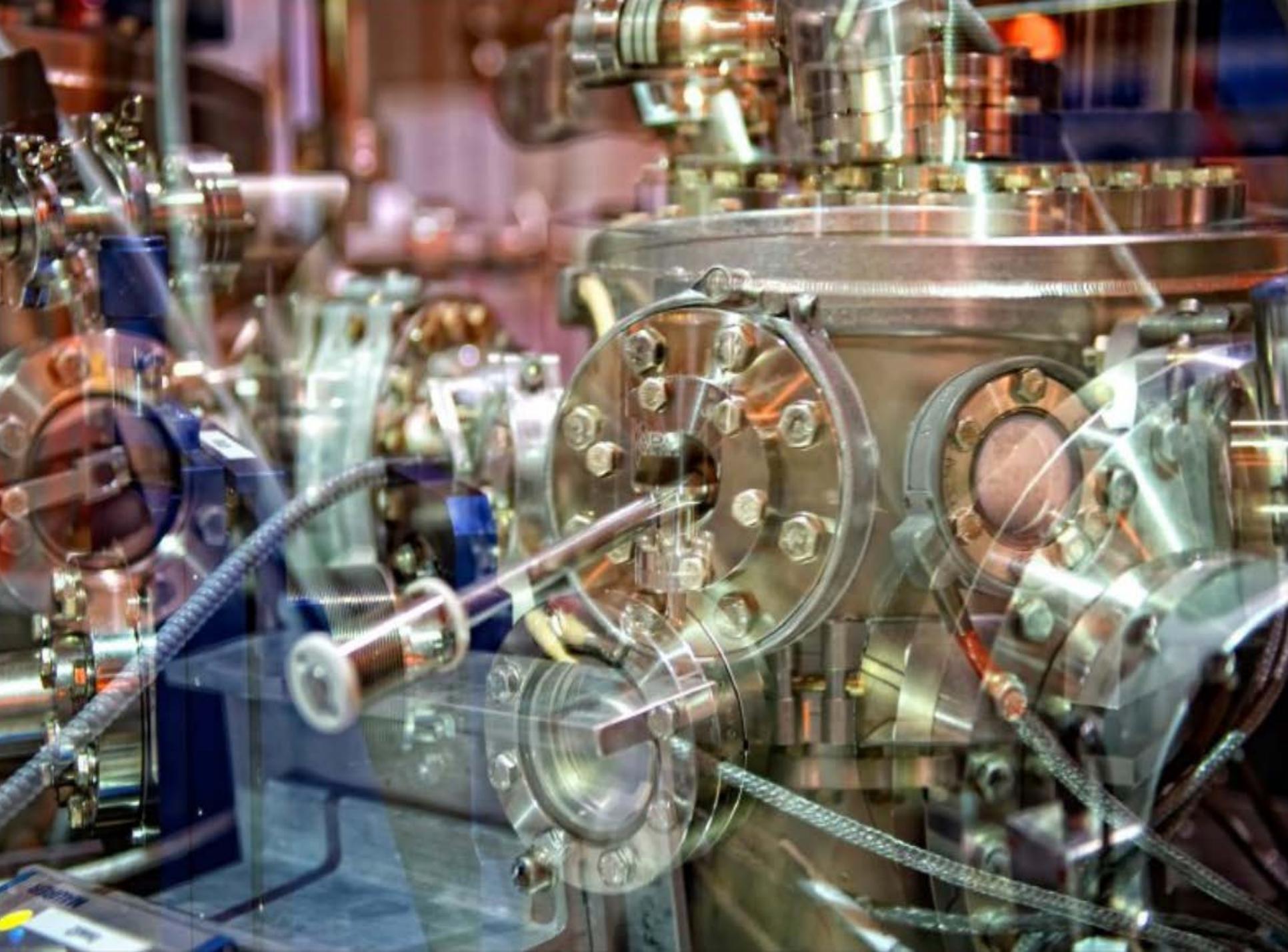
- Highly **competitive** research (high-performance sport)
- Large research facilities operated **24/7** for external and internal users
- heterogenuos, **multicultural** und **multilingual** staff structure (app. 50 % with int. background, 65 nationalities)
- Different needs acc. to **activity** and **stage of life** („learning & wandering years“, family phase, career, 50+)



Stage of Life HR Management-Cycle

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*

HRS4R – Human Resources Strategy for Researchers

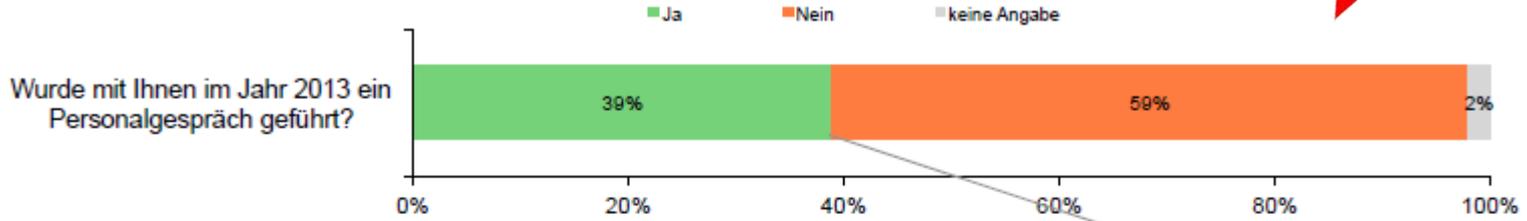
Instrument for internal analysis in the implementation of the European Charter & Code for Researchers

| No. | No. PSI HR-Process Map | Charter & Code No. | Questioning | Swiss National Legislation / ETH Domain | Institutional Regulations (PSI) and Practices | Traffic Light System (RAG-system) with Reference to the Action Plan |
|-----|------------------------|--------------------|--|--|---|---|
| | | 3 | <p>Professional responsibility Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p> | <p>Scientific Integrity: Principles and Procedures By Swiss Academies of Arts and Sciences (No official English version available)</p> <p><i>Preface p.7</i> The memo aims to remind researchers, research institutions and institutions that promote research of their responsibility for scientific integrity. The principles and procedures contain recommendations for setting up an integrity protection organisation and on the procedure to adopt if there is suspicion of scientific misconduct. They require that existing regulations are reviewed or that new regulations are drawn up.</p> | <p>Guideline Research Integrity at PSI</p> <p><i>Reflection on the consequences of research activities p. 24</i> We researchers at PSI periodically reflect upon the societal benefits and the potential negative effects of expected or achieved research results, especially the long-term effects (sustainability). PSI engages in open discussion and informs the public about its research activities.</p> <p><i>Scientific research p. 22</i> Scientific research (hereafter also called simply research) is the method-driven search for new knowledge [...]</p> |  |

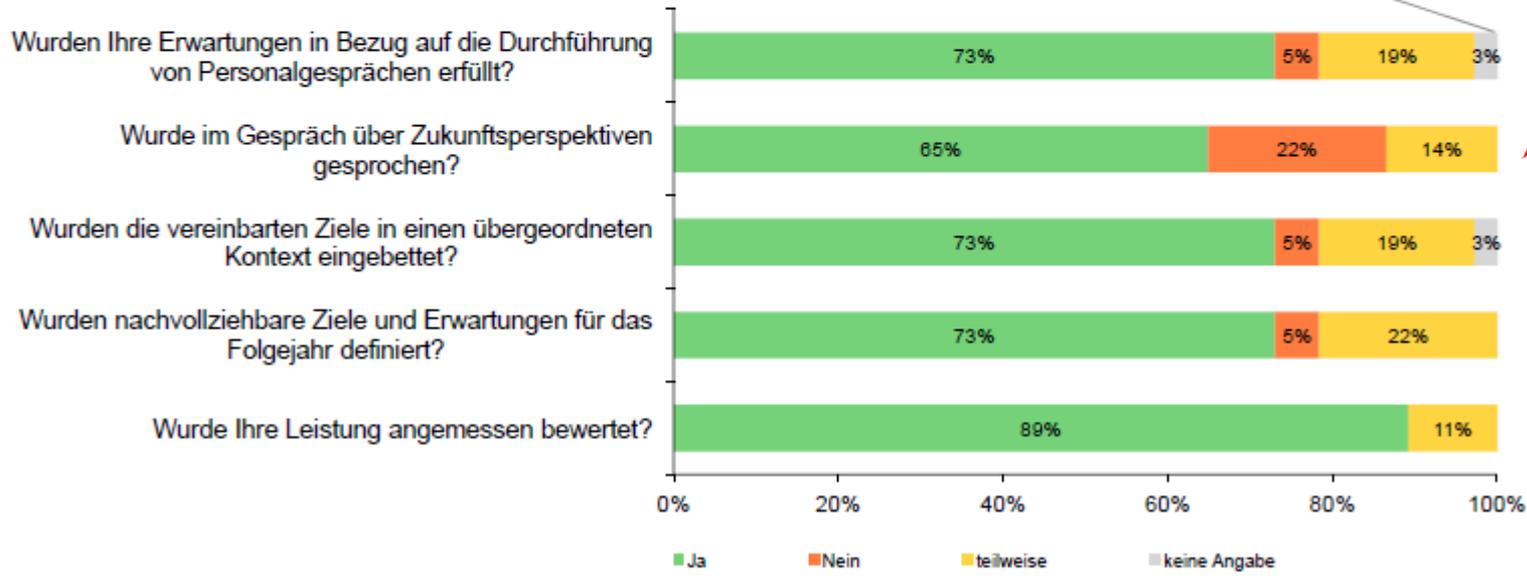


Personalgespräch

N= 95



n= 37



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 | f/m | Name |
|--|------|-----|----------------------|
| PhD (Rep. Employee Committee/Student Ass.) | NUM | m | Ralph Harti |
| Postdoc | SYN | f | Katja Henzler |
| Supervisor of PhD and Postdoc | ENE | f | Sigita Trabesinger |
| Group Leader / Professor / Doctoral Supervisor | BIO | m | Michel Steinmetz |
| Head PSI Education Center | PER | m | Philipp Hediger |
| Head HR Management | PER | m | Karsten Bugmann |
| Coordinator Equal Opportunity & Diversity | PER | f | Natalie Lerch-Pieper |
| Project Leader | PER | f | Miriam Zehnder |

Participants in interviews and workshops:

- 7 PhD
- 7 Postdoc
- 10 Supervisor/Doctoral Supervisor

July 17

• Acceptance of process and tools in the sounding board

Template

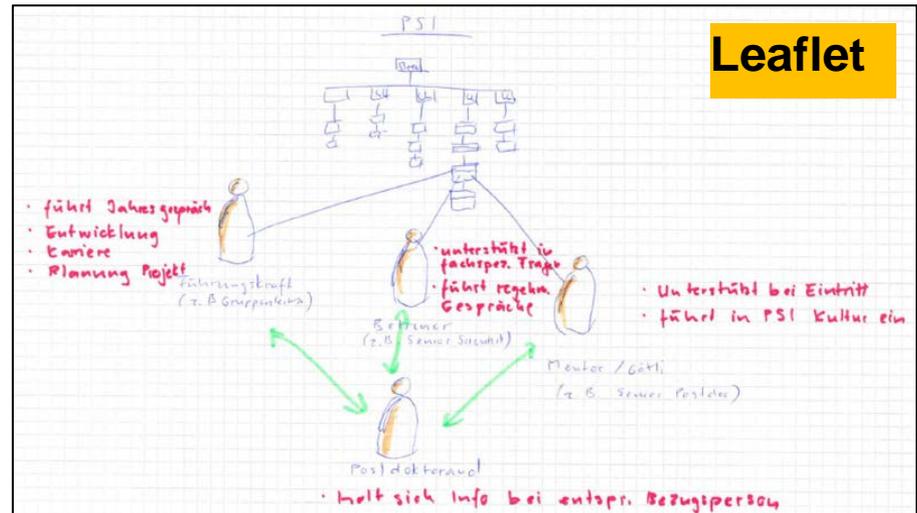
Annual talk for PhD Students and Postdocs

1. Assessment of skills*

2. Overall assessment of skills (written statement)

3. Personal and professional development (1-year-perspective)

Leaflet



Training

PAUL SCHERRER INSTITUT

Weiterbildung „dynamic mentoring tools“

Zielgruppe: Betreuende Personen PSI, die Doktoranden und Postdoktoranden betreuen (richtet sich nicht an Führungskräfte), Stand März 2017, ca. 356 Personen (obligatorischer Kurs)

Ziele:

- Kennenlernen des Unterstützungsprozesses für Doktoranden und Postdoktoranden am PSI und die eigene Rolle darin verstehen

Dauer: 2 Halbtage à 4 Lektionen (Abstand ca. 2 Wochen) oder 1 ganzer Tag

Gruppengröße: 8-14 Personen

Arbeitsweise:

- Thematische Inputs/Impulse

Guideline

PAUL SCHERRER INSTITUT

Inhaltsverzeichnis

- Philosophie der Feedback-Kultur am PSI
- Übersicht Employment Cycle
 - Employment Cycle Doktoranden
 - Employment Cycle Postdoktoranden
- Rollen und Verantwortlichkeiten
 - Rollen und Verantwortlichkeiten Doktoranden
 - Rollen und Verantwortlichkeiten Postdoktoranden
 - Zuständigkeiten bei Durchführung der Gespräche
- Meilensteine und Aktionen
 - Eintritt
 - Prozesszeit

Action Plan - Examples

Employees
Council

Tenure Track
Committee

Charter
& Code

Workplace
Safety

Leadership
Improvement

Health
Management
(BGM)

Research
Integrity

Diversity
Management

(Re)-
Integration

HR
Processes

Employees
Opinion
Survey

Equal
Opportunity



HR EXCELLENCE IN RESEARCH

Enjoy progress and keep on working



HR EXCELLENCE IN RESEARCH

2016



2016

KTI Diversity Index



Lucerne University of Applied Sciences and Arts

HOCHSCHULE LUZERN

swissuniversities

Aktionsplan Chancengleichheit 2017-2020



Fachhochschule Nordwestschweiz
Hochschule für Technik

CAS Leadership in Science 2017-



*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***



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

**Keep
it
short
and
simple.**

*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

