

Personnel Working Group

Rules and regulations

* Employment

SIPRI has local collective agreements with the trade unions from 1978, 1979 & 1991 that stipulates the institute's right to employ research staff on short-term contracts, in an exemption from the Employment Protection Act. At the time the agreement was made to ensure that SIPRI should be able to have certain flexibility in its recruitment of research staff. Under the agreement there should be three researchers on tenure position to ensure some continuity.

- The different implications of these agreements should be clarified in the SIPRI Handbook
- SIPRI should get some legal advise on this agreement and its implementation
- Involvement of the trade unions

* Parental leave/Sick leave

- Clear and transparent policies should be stated in the SIPRI Handbook and apply to all
- What happens if contracts expire during sick or parental leave? (the case for staff on contract/externally funded staff). SIPRI's moral responsibility?

* Pensions

- Clarifications on the policies/differences in pensions schemes for different staff categories should be made in the SIPRI Handbook

* Housing

- Clear policy on how much and when help with housing can be offered

Job descriptions/Staff development

* Job descriptions/titles

- Should be reviewed for all staff
- Are titles too restrictive? Job titles should reflect the actually work we are doing and perhaps most importantly present our correct competence externally. Look at other institutes how this is solved!
- The roles and responsibilities of different levels of research staff (Programme Directors – Senior Researchers – Researchers – Research Assistant) should be clarified in the Handbook.
- Leadership training for Programme Directors
- Leadership training for Management
- Clear and transparent Intern policy, e.g. have a specific task upon arrival
- Clear and transparent policy for career development
- Training/development for all staff in different areas e.g. IT training/info, communication/media training, fundraise training, publication training etc.
- Project management should be valued and rewarded in a equal manner as research tasks
- Working environment related staff evaluation on regular basis

Recruitment

* Lack of clear recruitment and retainment policy

- Clarification of the current policy and increased transparency and communication when policies are changed

* Lack of clarity on how fundraising and employment corresponds

- Develop a clear policy on what to expect after successful fundraising
- Develop a clear policy on what to expect when the fundraising is not successful
- A discussion on management's mandate over external funds via vi Programme Directors
- Transparency on how the core funding is allocated

*Problem of short-term contract leading to staff insecurity

- Affects planning, fundraising and research
- More energy put on how to keep your job than on quality of the research

*No diversity when it comes to cultural/geographical background

- Find funding for an organizational shift towards more diversity
- Gain better understanding about impediments for diversity
- Change attitudes in the valuation of skills

* Gender balance is skewed

- Clear gender policy
- Too few female Senior Research staff
- Female employees at SIPRI tend to end up doing more administrative tasks/project management

Appendix 1 Background paper on Rules and Regulations

Appendix 2 Staff development

Appendix 3 Recruitment

Appendix 1. Background to the employment conditions at SIPRI

Summary of the content in:

Kungl. Maj:ts proposition nr 76 år 1966 (The royal majesty's bill nr 76 in the year of 1966)

- The Institute's research cadre should include a number of highly qualified scientists, a slightly smaller number of younger researchers and some visiting researchers and assistants.
- The institute's orientation should be research not education.
- Recruitment of researchers - will take place entirely on international basis and taking into account primarily for their scientific merit.
- The report suggests that the institution's permanent research staff should be small. Recruitment predicted mainly to be for time-bound (1-5 years) contract periods or for specific projects.
- Short contracts are motivated for several reasons:
 - * selection of suitable projects is not limited.
 - * Constant renewal occurs.
 - * Difficulty would be to get highly qualified scientists to consider a permanent job in Sweden. Limited periods of work associated with decent material conditions and good study conditions, however, would be able to attract outstanding scientists.
- The Institute's research team should not only consist of time and project recruited scientists. The group of permanent researchers should be capable of constituting a permanent core of the Institute and the expertise to suggest suitable projects and qualified researchers for these.
- Scientific staff should consist of two main categories: professors and younger researchers. It is significant that flexibility is allowed for the setting of wages to allow the Institute to recruit highly qualified scientists from other countries.
- Professors – 2-4 employed for a longer time period, initially 5 years and thereafter to consider a more permanent extension.
- Younger researchers – recommendations on employment periods is not necessary but it is assumed that it as a rule does not exceed 5 years.
- Compensations beyond direct salary should be tailored to each particular case and to be decided by the governing board and a proposal from the Director. The length of service, family relationships, hometown location, recruitment conditions, etc. should be taken into account.

Summary of the content in:

Ds UD 1979:1

- Introduction of the new Swedish labour legislation.
 - * Real influence for the employees of their work situation (the *Joint Regulation of Working Life Act. 1976:580*, *Lag om medbestämmande i arbetslivet - MBL*)
 - * Increase the employees security of employment (the *Security of Employment Act. 1974:12*, *Lag om anställningsskydd - LAS*).

- The main reason for this commission was whether this Acts are, in practise, compatible with the principle of SIPRI's independent status and international character.
- Flexibility in recruitment is essential for the maintenance of SIPRI's character.
- The Security of Employment Act. 1974:12, (Lag om anställningsskydd – LAS) prescribes that the parties at a place of work may decide by collective agreement that an exception is made from the Act. In February 1978, a collective agreement of this kind was concluded at SIPRI ("Agreement on limited duration of employment for researchers on contract with SIPRI"). Under this agreement employment on contract for a limited term may occur without conferring a preferential right to new employment, but with the addendum that three researchers named in an appendix to the agreement should obtain employment until further notice. The agreement has 12 months period of notice.
- The principle of wage determination is that the researcher should receive the same standard of living during his/her time in Sweden as the corresponding Swedish researchers.
- The salary system consists of three parts: Basic salary, cost of living allowance (COLA) and housing allowance.
- The basic salary is based on the state wage scale (F-löneskalan).
- The cost of living allowance is designed to cover the additional costs that a foreign researcher has because of the short employment in Sweden. The sum is since SIPRI's start generally 1000 SEK per month.
- SIPRI pays generally the whole housing cost.
- In addition to the mentioned salary and remunerations SIPRI is paying for children's school fees and for moving expenses to and from Stockholm.
- The researcher will pay tax in Sweden for all income as well as capital regardless of where it was acquired. He/she is also liable to pay tax for all benefits.
- The Institute experience difficulties in recruiting researchers because many have financial obligations at home, such as expenditure on housing, contributions for retirement, maintenance to family. These was paid with taxed funds which makes the ambition that foreign researchers was to have the same standard of living as the corresponding Swedish can not be met. Various proposals were considered and the commission's final proposal was an exception in the Income Tax Act (Inkomstskattelagen (1999:1229)). The exceptions are that contracted researchers and research assistants at fixed time and not living in Sweden at the time of employment are exempted from tax on compensation for the increased cost of living (COLA), school fees and the benefit of housing (Housing).

Summary of the content in:

SIPRI 90 (SOU 1990:69)

- Bill on SIPRI's funding and administrative conditions. One of the problem areas looked at in this bill is: *SIPRI's legal status. The practice of the labour laws and the tax laws at SIPRI.*
- Since 1978, SIPRI has an agreement with the union ST that allows contract employment of researchers for temporary periods. Under the contract shall, however, three of the researchers under certain circumstances be able to obtain

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permanent employment. A similar agreement in 1979 allowing SIPRI to hire research assistants on temporary contracts. In this case, however, to work in time-limited projects. Both agreements have twelve months' notice.

- SIPRI has at the time not entered into any similar agreement with SACO that is also represented at SIPRI. Most foreign researchers are not connected to any Swedish trade union organization. Despite these circumstances, should the agreements between SIPRI and ST be normative for the Institute and all research staff with regard to the possibilities of temporary contracts.

1991-04-17

- SIPRI conclude a collective agreement regarding temporary contracts with the union SACO, valid from 1991-05-01.

Appendix 2. Staff development

Will look into job descriptions & titles, career development/evaluation, training. Is it sensible to have a complete standardization?

We are un-aware of any major issues involving job descriptions here at SIPRI but job titles may need some clarifying. Our impression is that there are two issues at play here. First, there is the issue of a job title reflecting the work we are doing internally. Secondly, what sort of image do we want to present externally?

There may be cases where currently a job title does not cover all tasks undertaken or the title may not be a practical one for the actual work being done. Does this matter more in some cases than others? It does not seem sensible to have complete standardization and a degree of flexibility may be necessary.

Are our titles too restrictive? This question is of course not just for research staff at SIPRI but also for all staff to be considered. Perhaps more flexible titles can reflect the actually work we are doing and perhaps most importantly present our correct competence externally.

Are we all actually Research Assistants or Researchers?

Should titles represent level of responsibility or more reflect our work tasks?

Do the titles held by all support staff actually reflect the work they are now doing?

Research Assistant for instance can have a negative connotation in the eyes of media outlets.

E.G. Other titles perhaps more suitable in some cases?

SIPRI-
Programme Co-ordinator
Programme Officer/Programme Support Officer
Communication-Co-ordinator/
Executive Assistant/
Consultant/
Associate Fellow/Research Associate/
Senior Associate Fellow/Senior Research Fellow
Digital Archivist/ Web Editor /Other'

Brookings and Carnegie have all staff listed as experts on a first hand basis, then breaks them down into subcategories. Chatham House has it divided into research staff and associates as a way of differentiation. These organizations also have more academic title linkages in relation to their staff. Would that be a possible alternative for SIPRI?

The duties of a Programme Director are clearly laid out in the current version of the SIPRI Yearbook but perhaps on closer inspection needs to be reviewed and clarified by SIPRI senior management.

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The duties of a Senior Researcher -> Researcher -> Research Assistant -> Intern are in the handbook but they could be listed after the instructions for program director. We are not sure why they are listed under employment conditions? We are also not entirely sure that the descriptions for the positions of Senior Researcher, Researcher and Research Assistant as described in the handbook are followed in practice.

Make it clear in the handbook the necessary requirements to develop through those positions described above at SIPRI with reference to education and publishing record, funding expectations as well as general work contribution to a Programme/Project or SIPRI as a whole.

How can SIPRI be more helpful to junior researchers trying to get on the research ladder? Not all interns come with a ready-made research idea for a paper to write on. Interns should be introduced properly to the work being currently done within the Programmes they are assigned and given proper guidance and research tasks to do. They should be given an opportunity to write or contribute to a publication here at SIPRI before their internship concludes.

There seems to be no clear strategy for career development at SIPRI for individuals. However, it would be beneficial to SIPRI as a whole and all staff if there was perhaps more thought given to continual training and development possibilities for all staff. In order to work more efficiently and continue to improve performance we should consider job training and development as a necessary and on-going process. Can we here at SIPRI determine our training needs? Not just individual training but perhaps do more general workshops and information sessions for staff in some areas.

E.G. IT training/info, communication/media training, fundraise training, publication training etc.

Evaluation.

It is our impression that most if not all programs have a mechanism for annual evaluation between line management and employee.

SSR

Appendix 3: recruitment and retention

Problems	Implications	Solutions
Lack of clarity of recruitment and retainment policy. If there has been a change of policy, this has not been communicated to staff. There is a widespread perception in the institute that decisions are arbitrary and ad hoc.	<ul style="list-style-type: none"> - The lack of a clear policy leads to great insecurity, not least among younger staff who often have short contracts. - Lack of job security have both professional and personal implications for staff. - Stress - Less incentive to mentor young staff. - Unclear policies feed the rumor mill. Bad for office morale and SIPRI's reputation. 	<ul style="list-style-type: none"> - There needs to be a clarification of the current policy. If a new policy is being made, there needs to be an interim policy and for those contracts that are being negotiated in the meantime there should be a clause for renegotiation when the new policy is implemented. - Increase communication and transparency in the process. If more info is required from staff who look to renew contract, communicate why and involve the programme leaders.
Lack of clarity of the role of Programme Directors. Has the relationship between senior management and programme directors changed? If so, it has not been communicated to staff.	<ul style="list-style-type: none"> - There is a feeling that important decisions are being taken by senior management who may not be privy to the detailed information that is available to programme leaders. - Perception of unequal treatment of staff depending on which programme they belong to. - Risk for staff to be caught between senior and programme management. 	<ul style="list-style-type: none"> - The relationship between senior management and programmes needs to be clarified. What mandates does programmes have when it comes to recruitment and retainment? - A forum for programme leaders would be beneficial for sharing experiences.
Lack of clarity on how fundraising and employment corresponds. Is bringing in a grant a guarantee for employment?	<ul style="list-style-type: none"> - Insecurity about what happens to externally raised funds will have a negative impact on fundraising. 	<ul style="list-style-type: none"> - There should be a clear policy on what to expect after successful fundraising. - A discussion on the senior management's mandate over external funds is welcomed, especially when it comes to recruitment.

		<ul style="list-style-type: none"> - More transparency in how the core funding is allocated
Short term contracts lead to short term thinking	<ul style="list-style-type: none"> - Lack of security leads to short term thinking which affects planning, fundraising and research. - Individual achievements become valued higher than the long term quality - More attention will be given to coming up with a strategy to keep your job than to do good work. - High turnovers may be detrimental to SIPRI's reputation. 	<ul style="list-style-type: none"> ?
SIPRI staff is not very diverse when it comes to cultural and geographical background.	<ul style="list-style-type: none"> - Lack of diversity is effecting SIPRI's credibility (euro centric). Also, if the world is indeed heading towards multipolarity, to remain credible SIPRI will have to include the perspectives of other emerging actors. - It is potentially effecting SIPRI financially as we are excluding markets, funders, and networks. - SIPRI has limitations in terms of language skills. - Diversity is crucial for the individual growth of SIPRI's personnel (cultural literacy, tolerance, etc.) 	<ul style="list-style-type: none"> - SIPRI need to gain a better understanding about impediments for diversity. Are there any practical reasons we are not hiring globally? Would it be practical to invest in order to remove some of these barriers? - Advertise globally. - Change attitudes about how SIPRI value skills (i.e. what type of skills can SIPRI use that are not currently valued particularly when it comes to researchers from the global south) - Find funding (perhaps the EU) for an organizational shifts towards more diversity. Are there any funders that would invest in SIPRI making an effort to integrate researchers from the global south? - Exchange programs.
Gender balance at SIPRI is skewed. There are very few women among the senior research staff and management. For numbers, see appendix.	<ul style="list-style-type: none"> - Women at SIPRI tend to end up with a lot of administrative tasks. - SIPRI risks limiting its capacity because of inequality towards female employees 	<ul style="list-style-type: none"> - Job descriptions should reflect value, if female employees are currently carrying the majority of the admin burden they should be rewarded for it (currently only research is being

	<ul style="list-style-type: none"> - No adequate representation of gender issues in research and spirit. 	<ul style="list-style-type: none"> rewarded) - A discussion on affirmative action is welcomed. - Parental leave needs more clarification and we need to proactively deal with how to mitigate gender and employee discrimination and insecurity during and after pregnancy.
There is no SIPRI code of conduct	<ul style="list-style-type: none"> - There is potentially a feeling of discomfort and lack of safety in the office or during travel. - SIPRI may be liable for incidents at the office or during travel. - Lack of procedure, people would not know who to speak with in case of conduct issues. - Interns are often in a vulnerable position due to lack of experience, new cultural setting, etc. It is of utmost importance that they are treated correctly and professionally. 	<p>SIPRI needs to formulate a Code of conduct dealing with such issues as gender, sexual orientation and cultural background. There should also be a policy on conduct when it comes to interns.</p>