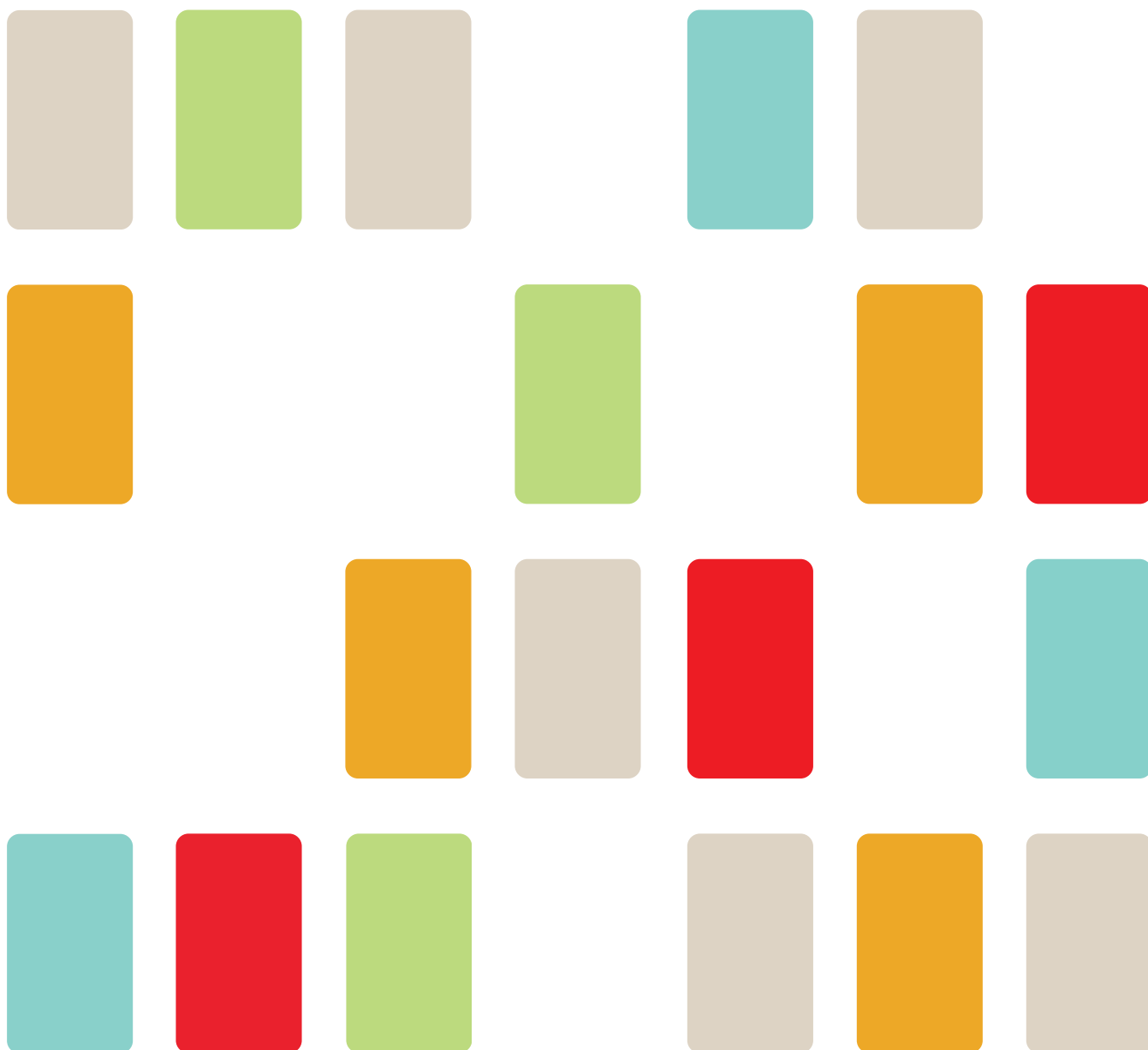




Recruitment and Appointment Policy for the Director General of E-RIHS ERIC

Approved by the E-RIHS ERIC General Assembly on 15 June 2026

3rd Meeting Session - 15 June 2026

Agenda item:

**“Recruitment and Appointment Policy for
the Director General of E-RIHS ERIC”**

Background of the policy

As stated in Article 18.6.a) and Article 19.1 of the E-RIHS Statutes, the decision on the appointment of the Director General lies with the E-RIHS General Assembly. In order to structure that decision-making process, the “Recruitment and appointment policy for the E-RIHS Director General” shall be approved by the E-RIHS GA in the 3rd Meeting in June 2026. This policy is primarily focused on the recruitment procedure for the first DG and, therefore, addresses the specific needs of E-RIHS during its infrastructure construction phase.

Recruitment and Appointment Policy for the Director General of E-RIHS

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I. Introduction

Article 18.6.a of the E-RIHS Statutes states that: “to appoint, renew, suspend or dismiss the Director General” shall require a two-thirds majority of the votes cast. This policy (hereinafter “Policy”) develops the principles and procedures to guide the appointment of the Director General (hereinafter “DG”). The Policy complements the Employment Policy foreseen in Article 10 of the E-RIHS ERIC Statutes and, therefore, follows the same principles regarding the employment of the DG, i.e., transparency, non-discrimination, and equal opportunities.

II. Scope

This Policy outlines the procedures for the recruitment, selection and appointment of the DG of E-RIHS ERIC by the E-RIHS GA.

The Policy ensures a structured and transparent approach to appointing and re-appointing individuals to this senior leadership position, providing guidelines for the selection of new candidates and the potential re-appointment of the current DG. This Policy aims, therefore, to support the organisation’s long-term sustainability and strategic development by securing experienced leadership that aligns with the infrastructure's evolving needs and the strategic vision of the E-RIHS GA.

III. Principles

In line with Article 10 of the E-RIHS ERIC statutes, the selection procedures, recruitment, and employment for top management shall be transparent, non-discriminatory, and respect equal opportunities.

The recruitment and selection process aims to ensure the identification of the person best suited to the position.

The process of recruitment and appointment of the DG is strictly confidential. The duty of confidentiality applies to the E-RIHS GA, the Selection Panel, the candidates as well as to anybody supporting the process.

In devising this policy and the related procedures, E-RIHS supports the implementation of fair and transparent recruitment.

The E-RIHS ERIC shall seek to recruit the best candidate for the job based on merit and independent of nationality or any personal characteristic unrelated to the requirements of the position.

The GDPR and the “E-RIHS ERIC Data Management Policy” (Document approved by the E-RIHS GA on 27 May 2025) shall be respected throughout the procedure. In line with the commitment of E-RIHS to diversity and inclusion, the recruitment and selection process shall actively encourage candidates from diverse backgrounds and experiences. Efforts will be made to promote gender balance, geographical diversity,

and representation from varied scientific and professional disciplines in this leadership position.

IV. Recruitment procedure

The procedure described herein marks the chronological order of steps to be taken.

1. Selection Panel - composition and appointment

The Selection Panel shall be composed of 7 members and shall include:

- the Chair of the E-RIHS GA;
- two delegates appointed by the E-RIHS GA from among the representatives of its Members, following expressions of interest submitted within the E-RIHS GA; and
- four external experts appointed by the E-RIHS GA on the basis of nominations made by the Members.

For this purpose, the E-RIHS GA shall invite expressions of interest for the two delegate positions and nominations for the four external expert positions. The Chair shall collect and transmit to the E-RIHS GA representatives the expressions of interest and nominations received, while the E-RIHS GA shall decide on the composition of the Selection Panel striving for consensus.

The four external experts shall include:

- a senior research infrastructure manager with experience in strategic growth, policy development, EU policy and operational matters;
- a renowned scientist with expertise in infrastructure operation and management;
- a renowned heritage scientist; and
- an expert with recognised expertise in legal and administrative matters.

Due consideration shall also be given to gender balance, geographical diversity and institutional affiliations.

The Selection Panel may, where appropriate, consult representatives of the CNN, the SEAB, the different research platforms (MOLAB, ARCHLAB, etc.) and any other leading experts in the field, in order to obtain factual, scientific, technical or operational input relevant to the recruitment process. Such consultations shall not confer any role in the evaluation or selection of candidates.

All individuals involved in the recruitment process, including those consulted where applicable, shall be made aware of the risk of unconscious bias in recruitment and shall adhere to strict confidentiality obligations throughout the process.

The following applies to the operations of the Selection Panel:

Chair. The Chair of the E-RIHS GA shall be a member of the Selection Panel but shall not chair it. The Selection Panel shall appoint its Chair from among the other members to lead the process.

Secretarial Support. The Selection Panel shall have the administrative support of a Secretariat (from the Central Hub), which will handle the logistical aspects of the selection process, such as scheduling interviews and managing the Application procedures and documentation. The confidentiality obligations apply to all members of the Secretariat involved in the process.

Conflict of Interest. Before their appointment, all members of the Selection Panel shall formally declare any potential conflicts of interest. The Chair and Vice-Chair of the E-RIHS GA shall review and address any identified conflicts. Any conflict of interest concerning the Chair or Vice-Chair shall be addressed by the E-RIHS GA. If any new conflict of interest arises while the selection of candidates is ongoing, the person concerned shall declare it without delay and the E-RIHS GA shall determine the appropriate course of action.

Additional Support. The Selection Panel may consider engaging a suitable consultancy company to assist in identifying suitable candidates if needed.

2. Job description and duration of the appointment

The E-RIHS GA is responsible for the evaluation and approval of comprehensive job description and related vacancy announcements drafted by the Selection Panel, through consultation of the CNN. The vacancy shall be approved by the E-RIHS GA. The Central Hub may provide administrative support in the preparation of the vacancy announcement.

Job descriptions shall clearly outline the essential and desirable qualifications, skills, knowledge, and experience necessary for the position (according to Article 19 of the E-RIHS Statutes describing DG functions). When drafting the job descriptions and the vacancy announcement, the Selection Panel shall adhere to the following guidelines:

Relevance and Non-Discrimination. The required skills shall be directly related to the responsibilities of the role and shall avoid indirect discrimination or bias against any applicant group. Care must be taken to ensure that the language used is inclusive and that requirements are based solely on the skills, competencies, and experiences relevant to the position.

Strategic Focus. The job description shall include specific expectations regarding the candidate's ability to contribute to the strategic development, operational efficiency, and sustainability of E-RIHS. This may involve outlining key responsibilities

related to leadership in scientific and infrastructure development, engagement with stakeholders, and the promotion of innovation within the organization.

General Criteria for the DG Post. The job description shall include the following general criteria:

- **Scientific and Leadership Qualifications.** A PhD or equivalent, complemented by proven experience in developing and managing research infrastructures or a large research organization and related projects.
- **Strategic and Policy Development Experience.** Demonstrated experience in leading large international research initiatives or research infrastructure networks, including experience with EC-funded consortia, and the ability to contribute to the development of national and international policies in relevant areas.
- **Networks and Stakeholder Engagement.** Strong personal networks within the European and international research infrastructure communities, with established relationships with key stakeholders such as ESFRI, the European Commission, and European research agencies.
- **Leadership and Management Skills.** Ability to lead multi-disciplinary teams, capability to work in a multi-stakeholder environment including governmental organisations, navigate cultural diversity, and support career development and mentorship within the organisation. Demonstrated experience in managing conflict resolution and building collaborative partnerships.
- **Communication and Diplomatic Skills.** Excellent communication skills with the ability to interact effectively with scientific, managerial, and political and governmental stakeholders at the national and international levels.
- **Operational Readiness.** The capacity to manage high workloads, meet competing deadlines, and undertake frequent travel within Europe and internationally, as required.

The related vacancy announcement shall, where appropriate, distinguish between essential and desirable requirements.

In accordance with Article 19.1 of the E-RIHS Statutes, which establishes that “The term for the Director General shall be up to five years, renewable once”, the job description shall indicate that the appointment is for a five-year period, subject to one renewal only, based on performance and strategic alignment with the vision of E-RIHS GA.

3. Advertising

E-RIHS shall advertise the DG vacancy widely and internationally through established scientific societies, platforms, and networks including, for instance, EURAXESS.

Where appropriate, the vacancy announcement may also be circulated to the Members for further dissemination through relevant national channels.

In addition to standard advertising channels, active outreach efforts shall be made to encourage applications from underrepresented groups and diverse scientific communities. This will help broaden the candidate pool and promote inclusivity in leadership appointments.

The position shall be advertised for the duration decided by the Selection Panel, which shall not be less than 6 weeks.

As indicated above, the Selection Panel may engage a headhunter agency to support them in finding suitable candidates. Members of the Selection Panel may also consult leading scientists and other experts in the field and may directly approach suitable candidates where appropriate.

4. Applications

Candidates shall submit a complete application, including:

- an up-to-date curriculum vitae,
- a motivation letter highlighting special merits and qualifications,
- a strategic vision for E-RIHS. The strategic vision shall outline where the candidate would seek to position and develop E-RIHS over the next five years, including their vision for maximising E-RIHS's performance, strengthening its strategic relevance, and identifying potential opportunities for growth. The candidate shall also describe how they would address key challenges and capitalise on emerging opportunities to consolidate the role of E-RIHS as a leading research infrastructure.

The application materials shall be received by the Secretariat, which shall be responsible for compiling them and distributing them to the Selection Panel. The Secretariat shall ensure that all application materials are shared only with the panel members in a timely manner, while maintaining confidentiality throughout the process.

5. Selection rounds

Short-listing

Within two months following the closing of the advertisement period, the Selection Panel shall agree on a shortlist of up to 7 candidates. As part of the shortlisting process, the Selection Panel shall interview the candidates it considers suitable for further assessment. The interviews may be conducted online.

The E-RIHS GA, as well as the short-listed candidates, will be informed of the outcome of the shortlisting process.

Interviews of shortlisted candidates

Shortlisted candidates shall be invited to a formal interview by the Selection Panel. Before the interviews, they shall be provided with clear information on the general employment conditions applicable to the position. Interviews shall be held in person, unless the Selection Panel decides otherwise for practical reasons.

Following the interviews, the Selection Panel shall select the preferred candidate to be appointed to the position, together with a ranking of the remaining shortlisted candidates.

Preliminary discussions with the preferred candidate

The Chair of the E-RIHS GA may hold preliminary discussions with the preferred candidate on any practical matter that may be relevant to the appointment decision. The Chair shall be assisted by consultants in labour relations, taxation and legal matters suggested by the Central Hub and the Statutory Seat.

If the preferred candidate withdraws from the process or if no viable basis can be established for proceeding with that candidate, the Chair of the E-RIHS GA shall inform the E-RIHS GA and may proceed to similar discussions with the next candidate on the ranked list.

At any point during this process, the Chair of the E-RIHS GA may seek input from the E-RIHS GA.

Once preliminary discussions have been successfully completed with a candidate, that candidate shall be presented to the E-RIHS GA for appointment as the proposed candidate.

If no viable basis can be established with any of the shortlisted candidates, the Chair shall inform the E-RIHS GA that the process has not been successful and that the position needs to be re-advertised.

6. Appointment by the E-RIHS GA

The E-RIHS GA shall vote on the proposed candidate, in keeping with Article 18.6.a of the E-RIHS ERIC Statutes.

If the proposed candidate is not approved by the E-RIHS GA, the Chair of the E-RIHS GA shall proceed with preliminary discussions with the next candidate on the ranked list, in accordance with the previous section. This process shall continue either until a candidate is appointed or there are no further candidates to propose for appointment, in which case the recruitment procedure described in this Policy shall be started again. If the position needs to be re-advertised following an unsuccessful process, the E-RIHS GA shall decide whether to retain the same Selection Panel, in whole or in part, or to appoint a new one.

7. Contract formalisation

Upon obtaining E-RIHS GA approval for the proposed DG candidate, the Chair of the E-RIHS GA shall proceed with the finalisation of the terms and conditions of employment with the selected candidate, with the support of the Central Hub and, where appropriate, consultants in labour relations, taxation and legal matters. The relevant E-RIHS administrative personnel shall then issue the employment contract in line with those terms.

V. Re-appointment of the DG

The E-RIHS Statutes allow for the re-appointment of the DG. Article 19.1 of the Statutes establishes that “The term for the Director General shall be up to five years, renewable once.” In order to provide the opportunity to maintain continuity in leadership if the E-RIHS GA considers that it is in the best interests of the infrastructure, this Policy outlines the re-appointment process.

Upon nearing the end of the contract of the DG, renewal will be subject to the decision of the E-RIHS GA. The GA shall be presented with the decision of whether to renew the appointment, if the incumbent expresses their willingness to serve another term. A decision on re-appointment shall be taken by a two-thirds majority, in accordance with Article 18.6.a of the Statutes. In due time before the end of the incumbent’s term, the Chair of the E-RIHS GA may hold an informal meeting with the incumbent and may invite the incumbent to submit a short written note on the fulfilment of the mandate and the main priorities for a possible further term. On that basis, the Chair may prepare a short internal note for the E-RIHS GA.

The re-appointment process shall follow these steps:

- 1. Evaluation:** The E-RIHS GA shall assess the performance of the incumbent, taking into account, where available, any internal note prepared by the Chair and considering, among other things, the incumbent’s contribution to the organisation’s strategic development, long-term

sustainability, key objectives, and alignment with the evolving needs of the organisation. This evaluation may include feedback from the Scientific and Ethics Advisory Board or other relevant stakeholders, where appropriate.

2. Decision and timeline: The E-RIHS GA shall decide whether to re-appoint the incumbent. The decision shall be taken at least one year before the end of the incumbent's term, in order to allow sufficient time for recruitment and a smooth leadership transition, if needed.

- Re-appointment approved: If the re-appointment is approved by a two-thirds majority of the E-RIHS GA, it shall be formalised in a renewed contract in accordance with this Policy.
- Re-appointment not approved: If the re-appointment is not approved, a recruitment process for a new Director General shall be initiated in accordance with this Policy.

VI. Entry into force and amendments

This Policy was established by the E-RIHS GA at its 3rd Meeting session (15 June 2026).

It may be amended by the E-RIHS GA by a two-thirds majority.

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