



Deliverable 1.10:
Identification of Subject Matter/Theme Experts
Work Package 1

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Executive Summary

Within EURAD, Work Packages (WPs) may periodically identify a need for additional expertise to support the completion of tasks and objectives that are specified in the Grant Agreement (GA). The need for identification of an Expert, could arise from several scenarios and, depending on the nature of the support required, may involve internal EURAD Experts (i.e., to obtain access to an Expert via an organisation that is a beneficiary or linked third party of EURAD) or external (i.e., no formal or contractual link to EURAD).

To support work packages of EURAD, a process used to date for the identification of Experts has been documented in this deliverable. It aims to encourage cross-fertilisation of expertise across WPs, improve access to expertise available in EURAD organisations, and enable fair and transparent access to external expertise (i.e., Experts external to EURAD). By learning from doing, EURAD will continue to apply this process, and if changes or improvements are identified, it will be adapted accordingly.

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Glossary

AWP	Annual Work Programme
CSOff	Chief Scientific Officer
DoW	Description of Work
EURAD	European Joint Programme on Radioactive Waste Programme
GA	Grant Agreement
KM	Knowledge Management
PMO	Programme Management Office
RD&D	Research, Development and Demonstration.
SoK	State-of-Knowledge
SOTA	State-of-the-Art
WMO	Waste Management Organisation
WP	Work Package
WPL	Work Package Leader

1. Introduction

1.1 Objective

Within EURAD, Work Packages (WPs) may periodically identify a need for additional expertise to support the completion of tasks and objectives that are specified in the Grant Agreement (GA). In anticipation of this need, part of EURAD's budget has been provisioned for involving Experts. It is managed by WP1 via the Coordinator and a process for the identification of Experts (D1.10) has been developed and documented to:

- Establish a common approach across EURAD WPs for how Experts can be identified.
- Encourage cross-fertilisation of expertise across WPs and improve access to expertise available in EURAD organisations.
- Enable fair and transparent access to external expertise (i.e., Experts external to EURAD).

1.2 Overview

The need for identification of an Expert, could arise from several scenarios. These include:

- Access to expertise external to the work package where an objective and independent view is necessary, e.g., peer review of key deliverables.
- Access to expertise from a specific College perspective, e.g., to obtain input from a WMO, Regulatory or scientific excellence viewpoint that cannot be delivered via members of the work package.
- To contribute to Knowledge Management (KM) activities, e.g., to author a Roadmap, State of Knowledge (SoK) or guidance document, or to support the development and delivery of training materials.

Typically, the identification of an Expert is managed in the first instance by the Work Package. Each RD&D, Strategic Study and KM Work Package is recognised as an expert Community of Practice (CoP). Each CoP is, most often, best placed through peer networks to identify suitable Experts that align with the requirements needed for the task (i.e., best athlete approach). Occasionally, due to limitations of Expert availability (a domain where there are limited people available) or because the task requires a specific skill (e.g., safety case perspective, or is of a strategic or integration nature), the identification of an Expert can be supported by a wider team of people within EURAD. This is typically managed via interactions between the WP Leader, the Chief Scientific Officer (CSOff), the PMO and the Bureau.

Experts identified through this process can be internal (i.e., to obtain access to an Expert via an organisation that is a beneficiary or linked third party of EURAD) or external (i.e., no formal or contractual link to EURAD).

Prior to contacting Experts to seek their availability and interest to support the work, a Description of Work (DoW) should be established to enable internal agreement on the scope envisioned, and to obtain approval of the estimated budget (if required). Thereafter the DoW can be used for engagement with the identified Expert and to establish the required formal contractual arrangements for Expert involvement.

One of the objectives of EURAD is to foster a better transfer of knowledge across generations of experts. A key requirement therefore in the process for identification of an expert is to ensure we can access appropriate people who have 'done it before' and document their knowledge and experience.

The remainder of this document describes in more detail the steps of the process used within EURAD to identify Experts. This is based on experience of identifying Experts for the (temporary) Roadmap Advisory Committee (WP1), and for authors of the Roadmap Overview Documents (WP1) and SoK demonstration cases (WP11).

1.3 Assumptions and exclusions

The process of identification described in this deliverable is based on the following assumptions and exclusions.

Assumptions:

- The process to identify Experts (as outlined herein) is for ad hoc (fixed value) additional scopes of work which will lead to enhancement of the quality of existing deliverables defined in each work package in the Grant Agreement.
- WP Leaders are responsible for identifying a potential need for Expert involvement in a specific task as part of the Annual Work Programme (AWP), and if required, obtaining inputs early in the identification process from the CSOff, the PMO and the Bureau.

Exclusions:

- The process to identify Experts (as outlined herein) does not apply to EURAD beneficiaries and their identification of work package contributors / linked 3rd parties to deliver the routine or contracted scopes of work which are defined in the Grant Agreement.
- The process does not apply to identification of End User Group (EUG) members.
- The process to establish sub-contracts and to remunerate the Expert is excluded from this document. Conditions and remuneration of the Experts time varies on a case-by-case basis and is managed by the Coordinator in combination with the WP Leader. Guidance has been issued by the PMO which describes the different options for how remuneration of Experts time can be managed (See Appendix B: PMO Issued Factsheet N°3).

2. Experts in EURAD

This section provides a description of how we define Experts in EURAD, examples (to-date) of when we have needed to identify Experts (for specific ad hoc tasks related to the delivery of scope specified in the GA), and based on this experience, a suggested process for the future identification of Experts for the remainder of EURAD.

2.1 Definition of Experts

Experts are defined by the IAEA as “*someone widely recognized as a reliable source of technique or skill whose faculty for judging or deciding rightly, justly, or wisely is accorded authority and status by their peers or the public in a specific well-distinguished domain*” (see, [IAEA nuclear knowledge management wiki](#)).

Within EURAD we recognise that implementation of Radioactive Waste Management requires a combination of Experts with a wide range of skill and talent, and in particular we require:

1. Domain Experts - those who have shown high intellectual achievement in a specific technical domain of RWM, either academically or in applied work within industry.
2. Integration Experts - generalists who have a high-level overview of RWM implementation and understand well the relevance and significance of knowledge domain in the context of different safety cases for a range of RWM solutions (i.e., different concepts and waste groups) and are adept at communicating uncertainties in a balanced, generic way.

2.2 Role of Experts in EURAD

Since the start of EURAD Experts have been identified to support a number of tasks, including:

- Experts for a (temporary) Roadmap Advisory Committee (WP1)
- Experts to author and review Roadmap Theme Overview Documents (WP1)
- Experts to perform Peer Review of State-of-the-Art (SOTA) Documents (all WPs)
- Experts to author and review State of Knowledge (SoK) Documents (WP11)
- Experts to support a PhD RWM Training Course (WP13)

The role of the Experts identified to support the above tasks has been to provide additional support to members of an existing Work Package, either as a Domain Expert and/or Integration Expert (as defined in Section 2.1). The scope of work specified via a DoW, is for a fixed term, and coordinated by a single point of contact responsible for project management of the work.

3. Process for the Identification of Experts

The following 5-step process should be used for the identification of Experts:

1. Establish a clear DoW;
2. Share the DoW with peers (and EURAD governance structures, if required) to obtain feedback and approval;
3. Assemble short list of Experts and obtain feedback from peers² on the most suitable person to contact to seek their interest and availability to support the work;
4. Obtain confirmation by the Expert to participate, based on the DoW;
5. Report within the WP (and EURAD governance structures, if required) the successful identification of the Expert and intent to proceed.

After identification of the Expert using this process, it is the responsibility of the WP leader (WPL) within the WP to organise (if required, with assistance from the Coordinator) the appropriate sub-contracts or legal documentation to enable the work to proceed. It is also the responsibility of the WPL (or delegated responsible person) from within the work package to coordinate the work following good practice, i.e., to initiate the work properly via a kick-off meeting, to supply all the necessary files and instructions to the Expert related to the work, to follow progress, respond to queries and to act as the main point of contact with the Expert until the work is completed.

The following sections describe in more detail each of the five steps used to identify an Expert.

3.1 Establish a description of work

A description of work (DoW) should be established to describe:

- Background to the scope of work envisaged and why the Expert is needed;
- Skill and competence requirements for the Expert;
- Scope of the work to be completed (e.g., definition of tasks);
- Programme of work, including estimated timescales for the start and completion of the work, and resource requirements (e.g., number of hours); and
- Any other information pertinent to the task(s) that will help to engage within EURAD and the Expert.

The DoW is initially needed to support engagement within the WP to establish a consensus view on what the role of the Expert will be and how that Expert will contribute to the wider objectives and tasks of the WP. Second, the DoW may be needed to engage with the wider EURAD members and governance structures, e.g., the PMO if remuneration for the Experts time is funded, or the Bureau, if the work is of a strategic nature and requires a high level of scrutiny and governance via the different College perspectives.

An example DoW used in EURAD during year 1 (for the identification of experts to support EURAD roadmap scope) is illustrated in Appendix A.

² Peers as part of this process should be a combination of the Experts already involved in the Work Package (who are closely involved with the scope of work and well networked in the technical domain), and people from outside of the Work Package (PMO, Bureau, or CSOff). Particularly for strategic pieces of work, EURAD aims to provide appropriate levels of scrutiny during Expert Identification to ensure deliverables are of the highest quality and that wider College views can be represented.

3.2 Obtain feedback and approval

It is important to get a broad view within the WP on the DoW, enabling others to comment and add to the scope description and to provide an opportunity to discuss the type of Expert required. In the case of identifying Experts to support extension of the Roadmap and establishment of the temporary Roadmap Advisory Board, this step enabled a discussion between the different College members of the PMO and Bureau and to reach an agreement on the amount of resource to be used. In the case of identifying Experts to support the writing of Roadmap documents, it enabled socialisation within EURAD RD&D WPs and identification of internal Experts who might be interested to support the drafting of KM documents.

3.3 Assemble shortlist of Experts and establish availability and interest to support the work

Once the DoW is approved by both the WPL and the PMO, the WPL should identify one or more Experts who would satisfy the skill and competence requirements in the DoW. This is best done via peer recommendation. Within EURAD we have access to many decades of RWM experience, talent and knowledge held by those working directly within WPs and/or Experts who work in the organisations of EURAD. To obtain access to this extensive reach back capacity the WPL responsible can request support from the PMO, CSOff and/or Bureau for recommendations of who to contact, and who through personal networks, may be able to make first contact with potential Experts to obtain their availability and interest to support. If more than one prospective Expert is shortlisted, an iterative process to contact one at a time has typically been used.

3.4 Obtain confirmation by the Expert

Once an Expert has provided a provisional indication that he/she can deliver the work requested, it is important to obtain a formal confirmation. This should include confirmation that the Expert can deliver the work in accordance with the DoW and within the timescales specified, plus any other conditions agreed that may be important to share with the wider WP and/or PMO.

3.5 Report successful identification of the Expert

Upon successful identification of the Expert, it is important to report and share within the WP (and if appropriate, to EURAD governance structures) the name of the Expert and when their work will be complete and available to the wider team members.

4. Conclusions

The process used to date for the identification of Experts has been successfully used across numerous work packages of EURAD. By learning from doing, EURAD will continue to apply this process, and if changes or improvements are identified, it will be adapted accordingly.

Appendix A. Example Description of Work for Experts

- **WP1 – Roadmap Advisory Committee Members**

DoW Sections	Example
<p>Introduction - <i>Describe the background to the work and why the Expert is needed</i></p>	<p>As set out in the EURAD Deployment Plan, the Project Management Office (PMO) of EURAD has a number of responsibilities including:</p> <ul style="list-style-type: none"> • Scientific and technical coordination of the overall programme (RD&D, Strategic Studies, Knowledge Management, and Civil Society Interactions); and • Support of the General Assembly in the extension/updates of the EURAD Roadmap and SRA; <p>Throughout 2020, a high priority for EURAD is the establishment of a robust and well defined Knowledge Management (KM) Programme – currently the scope is defined by 3 work packages (WPs) dedicated to:</p> <ol style="list-style-type: none"> 1. State of Knowledge (SoK) - Experts' view of the most relevant knowledge and associated uncertainties in a specific domain/subdomain applied in the context of a radioactive waste management programme. 2. Guidance - Activities consisting of developing a comprehensive suite of instructional guidance documents that can be used by Member-States with RWM programmes. 3. Training and Mobility - Activities consisting of developing a diverse portfolio of tailored basic and specialised training courses taking stock of and building upon already existing initiatives and creating new initiatives to bridge the identified gaps. <p>Priorities for the forward KM Programme are to be established by September 2020 and will be identified through the EURAD Roadmap. To do this, an ambitious high level evaluation of the maturity of each domain of the roadmap is to be rapidly undertaken to quickly establish a baseline of what knowledge, infrastructure and resources already exists (inc. accessible SoK/SOTA from previous EU projects / Guidance/ Training Materials) against what is required (Competence and Infrastructure) with respect to different Phases of a generic Waste Management Programme well acknowledging that some of this knowledge may exist only in advanced programmes.</p> <p>In support of the EURAD PMO team responsible for leading and delivering this Roadmap work, in collaboration with EURAD KM WPs, a EURAD Roadmap Advisory Committee is to be established (as agreed at the PMO-Bureau Meeting #4).</p>
<p>Skills and Pre-requisites of the Expert – <i>Describe competence requirements</i></p>	<ul style="list-style-type: none"> • Significant experience at a senior level working on advanced programmes and the compilation of advanced safety cases. • Being familiar with the worlds of research, implementation and policy, having a background in all. • Able to work across domains and disciplines of the EURAD Roadmap but also to drill deeply into a home discipline. • Able to synthesise information into a structure and a language that are meaningful to a non-specialists audience. • Having breadth as well as depth: able to take a broader view of the research field than is normal and having exposure to the international context still keeping a high-level view on the details of the specialists debates. • Able to see the forest, not just the trees and to say what things mean in practice and make appropriate linkages.

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<p>Scope of Work – <i>Specify the task(s) which the Expert will complete</i></p>	<ol style="list-style-type: none"> 1. Input to the initial development and format planning of the Roadmap template via teleconference and review and mark-up of associated guidance materials (D1) 2. Attend the planned call (or input to and review meeting materials) with wider EURAD team and NEA + IAEA KM collaborators (D2) 3. Input to review and update of the revised roadmap template and associated guidance materials (D3) 4. Input to and review a number of worked examples of completed roadmap templates for key RWM domains (D4) 5. Follow-on advisory services requested by the PMO and/or Bureau (D5)*
<p>Programme of Work – <i>Specify timescales and estimated resource requirements</i></p>	<p>8 hrs = D1 – End-April 2020 8 hrs = D2 – End-April 2020 8 hrs = D3 – End May 2020 8 hrs = D4 – End June 2020 24 hrs = D5 – End September 2020</p>
<p>Other information – <i>Details needed for engagement with Experts</i></p>	<ul style="list-style-type: none"> • Work will be completed via email / video conference (no travel or meetings are envisaged). • The main point of contact for coordinating and liaising with the Expert will be the <<insert name>> and <<insert role within EURAD>>. • Append files or links related to the work.

Appendix B. PMO Issued Factsheet N°3

- WP1 – Involvement of Experts and Reimbursement Options



Factsheet n°3

INVOLVEMENT OF EXPERTS AND REIMBURSEMENT OPTIONS

This document is a guideline for EURAD Beneficiaries. It does neither constitute a legally binding document nor waive your obligations to investigate all relevant sources of information. You are welcome to contact the EURAD Coordinator: secretariat@ejp-eurad.eu at any time to receive clarification.

Across EURAD there is a periodic need to involve Experts who are not originally named or have allocated man hours in the Grant Agreement (or annual work plans) – this could be Experts already involved with other parts of the EURAD programme (internal), or Experts that are in no way connected to EURAD (external).

It is the responsibility of each Work Package Leader to identify the need for Expert involvement in a task and to discuss this need with WP1 (PMO) as early as possible. The judgement for which Expert to involve should be based on a dialogue with peers to agree who is the right person for the specific task. Where the task is of a strategic nature, the PMO and WP team may choose to escalate the discussion to the Bureau and seek help from the Colleges.

BASIC RULES

- Priority should be given to “internal” Experts to minimize the administrative burden for establishing additional contracts with third parties and as the subcontracting envelope is limited.
- Engagement with the identified Expert should be led and coordinated by the Work Package for which the work will be done. The WP1 (PMO) contact can provide support.
- In general, ‘the best athlete’ approach should be used (align competence, experience and capability against requirements for the work). If the case of involving “external” experts, we will have to justify (based on the Terms of Reference or Scope of document) that there is no competitive call for the contracts to be issued.

“INTERNAL” EXPERTS

Experts from within EURAD, either involved directly with EURAD or accessible via mandated organisations of EURAD, are preferable to ensure that EURAD vision is respected and to limit the subcontracting according to the Grant Agreement.





Involvement of Experts and Reimbursement Options – Factsheet n°3
Update May 2021

As the budget provided by each EURAD organisation is an estimation the budget is in principle flexible to a certain extent. It means that budget transfers inside each organisation budget is allowed : expenses planned by this organisation in another WP can be dedicated to a new WP, travel or other goods and services costs can be changed to personnel costs.

For the work packages where the need has been foreseen, extra budget is available and secured either under the WP leader's budget pending the identification of experts. Once agreed between the WP Leader, the expert and the PMO, the budget transfers from one organization to the other within the same WP can be made, without requesting an amendment, to cover the work provided by the expert.

All those expenses will have to be duly justified in the financial periodic report. A final check will be done by the Coordinator to ensure that those expenses were previously approved and known.

In any case, the percentage of reimbursement will depend on the WP where the work performed belongs to.

“EXTERNAL” EXPERTS

Where only external or non-EURAD experts are considered the most appropriate option, engagement with the WP1 (PMO) should be made to communicate the necessity of contracting externally so that budget can be allocated, and the process of procurement initiated.

To address this need, an allocated budget was included in EURAD for the involvement of Experts (coordinated by the PMO as part of WP1). The enhanced role of Experts, particularly to contribute to Knowledge Management activities, has evolved and subsequently the budget for Experts provision has been significantly increased during the EURAD second wave to cover primarily:

- Expert contributions to EURAD Roadmap documentation (WP1)
- Expert contributions to EURAD State of Knowledge (WP11)
- Expert contributions to EURAD Guidance (WP12)
- Expert contributions to requested peer review (all WPs)

It is worth noting that this budget will only be available after approval of the second amendment by the EC (June 2021).

To ensure that the involvement of experts across all these activities is done in a fair, common, and transparent way, the following process and reimbursement options have been developed. It is planned that WP's of EURAD will apply this process (with support from the PMO, WP1) and adapt and amend it as we learn from applying it.

Expert Reimbursement Options

The following three options are available to all EURAD WP Leaders when engaging with Experts:

Option 1 – Honorarium fixed

This applies to experts who receive continuously and regularly full salaries from their organisations (employer) or retirement funding. They will be offered an





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honorarium as an appreciating funding of their additional efforts. The ceiling for this option is 500 € / day (8 hours).

Option 2 – “Pro-bono”

With respect to any constraints, e.g. legal, institutional, tax or personal, there can be experts that are not allowed or willing to receive any financial compensation. In this case, only extraordinary cost (travel, accommodation and subsistence) will be covered. This includes also experts from the supporting colleges of EURAD, if their organisation (employer) accepts this as in-kind contribution.

Option 3 – Hourly based payment

Experts that work as freelancers or that are totally or to a high extent earning project related income will need a kind of compensation for the purpose of earning their livelihood. These experts will have the option to ask for compensation on the base of hourly rates. The ceiling for this option is 160 €/hour.

Expert Confirmation of scope

It is the responsibility of each Work Package leader to clearly define the scope requested for each Expert (Terms of Reference or Scope document), also for Pro Bono contribution, that this is shared with WP1 (PMO) and that a record is maintained of correspondence between the WP and Expert. It is important that the Expert confirms acceptance of the scope, timings for production, and the mechanisms for reimbursement prior to commencement of the work.

Document issued by PMO – Initial version September 2020 – Update May 2021



References

Factsheet n° 3 – Selection of experts and reimbursement options – Update May 2021 :
<https://service.projectplace.com/pp/pp.cgi/r2012024046>