We have all had to **adapt** to unprecedented circumstances caused by the global pandemic.

We have all **adopted** new ways of working and there are lessons to be learned from this.

As we look forward to emerging out of the situation, what can we learn in order to **advance**?
What’s coming?

Three important, new initiatives

25 by ’25

Graduate Programme Review

Telework Review
CERN Graduate Programme Review

HR Public Presentation, April 2021
Graduate recruitment focus: a labyrinth for internal & external stakeholders

**Hiring a graduate - what are my options?**

- **E-guide**
  - ‘Menu’ - summary of possibilities
  - Strict contract transition rules between statuses
  - 4-page summary on selection deadlines for programmes

**I am a graduate applicant, where do I fit in?**

- FTEC?
- FCT?
- TTE?
- VI?
- PJAS?
- COAS (LIT)
- ...
1. **Member State Returns**
   - Unbalanced returns; Unbalanced talent pipeline

2. **Complexity**
   - Too many programmes & possibilities with overlapping/similar identities

3. **Loss of attraction**
   - Too slow; Too vague; Too complex

4. **Inequities in treatment**
   - Perceived disparities in financial situation
The journey so far

Preliminary study
ED April 2019: first ideas

Extensive consultation:
12 DHs/DH teams, Staff Association, The Nine, Legal Service, Users Office, Project leaders

User requirements:
10 Departments
- HSE
- IR Sector
- Pension Fund
- End users
- Benefits package with FAP and HR-CB

Benchmarking (private companies, institutes)
Proposal refinement

Proposal to match requirements

May 2019 – May 2020

→ Concertation with Staff Association on-going

→ Target implementation 2022
Early Career Professionals

**WHAT:** Real work opportunity for developing skills on-the-job

**WHO:** Very recent graduates from technician to Master level

Research/Project Grads

**WHAT:** Time-limited, result-focused research or project-based opportunities for further honing existing skills

**WHO:** Experienced graduates with Masters or PhD

Fellows

**WHAT:** Post-doctoral positions in particle physicists

**WHO:** Top ranked particle physicists with PhD

Concretely: 3 graduate MPE programmes
**WHAT:** Real work opportunity for developing skills on-the-job

**WHO:** Very recent graduates from technician to Master level

- TTE, Junior fellows, recently graduated PJAS, MSCA (ESRs)
- Some Trainees (FTEC, VI, FCT)

---

**Research/Project Grads**

**WHAT:** Time-limited, result-focused research or project-based opportunities for further honing existing skills

**WHO:** Experienced graduates with Masters or PhD

- Senior Fellows
- MSCA (IFs)
- Some PJAS & national Trainees

---

**Fellows**

**WHAT:** Post-doctoral positions in particle physicists

**WHO:** Top ranked particle physicists with PhD

- Particle physicists with PhD
Process (as-is)

Future Supervisor
Identifies need

Department
Verifies budget and proposals

DPO

HR
Supports selection process
Publication of general fellow descriptions (JR/SR)
Limited sourcing

Candidates

Future Supervisor & selected candidate

PJAS (graduates)

Future Supervisor
Screens & interviews candidates
quantity > quality


AFC selection
FTEC selection
VIA selection
FCT selection
Process (to-be)

Future Supervisor
Identifies need and writes Short Description

Guidelines on writing Short descriptions

Department
Verifies budget and proposals

Multiple opportunities

DPO
Partners in selection process
Publishes meaningful groupings of jobs (link to short descriptions)
Actively sourcing candidates

HR

Candidates

Support & Challenge

Future Supervisor & selected candidate

Future Supervisor
Screens & interviews candidates who applied in their field of expertise
quality > quantity

At least 4 x year “selection moment” + flexibility as required
Status transitions

- **Students**: MPA
- **ECPs**: MPE
- **Research/project grads**: MPE
- **Professionals**: MPA / MPE

Max. total duration 4/5 years

MPE (staff, ECP, research/project grads) cannot become MPA
Addressing the compelling case

1. **Member State Returns**
   - Diverse talent pipeline which we can steer with conscious decisions on (A)MS bias

2. **Complexity**
   - Three programmes with clear identities entirely managed by CERN

3. **Loss of attraction**
   - Faster, simpler and flexible recruitment processes

4. **Inequities in treatment**
   - Elimination of disparities as same conditions for similar work (MPEs)
Thank you!

Any questions?
Louise Carvalho, D&I Programme Leader
The Diversity & Inclusion Programme

Louise Carvalho
D&I Programme Leader (50%)
Legal Adviser (50%)

Kristine Kottek-Eriksen
D&I Analyst (100%)

HR DH
DH Office D&I

Compensation, Benefits & Services
Learning & Development
Frontline
Talent Acquisition
25 by ’25 - Why now?

As an International Organisation, we need to reflect the diverse communities of our Member States

“The particle physics community commits to placing the principles of equality, diversity & inclusion at the heart of all the physics community’s activities.”

- ESPP 2020 update

Gender Equality Plans
EC requirement for Horizon Europe 2020

Companies with more diverse management teams have 19% higher revenues due to innovation.

- BCG 2018
25 by ’25 strategy

**GENDER target**

Goal: 25% women MPEs by 2025

- 21%
- 25% in 2025

With particular focus on women in STEM

**NATIONALITY indicator**

Goal: more balanced MS return

- 25 % indicator
- Identify nationality clusters above 25%

With particular focus on under-represented MS
25 by ’25: a **SMART** target

- Targets accelerate the process
- Leadership-led
- Measured CERN-wide, collaborative
- “Excellence” remains top priority
- Any measured improvement = success
Sample implementation actions

- Include diversity-positive actions in MERIT & promotion exercises
- Retain the diversity ratio from the longlist to the shortlist
- Mandatory learning: harassment prevention
- Expand spouse / family integration measures
- “Aide Memoire” - tips for inclusive hiring
- Re-launch “blind recruitment” pilot
- Embed inclusive language in VNs and job titles

~ Evaluate not only a diverse candidate’s potential for excellence, but the potential for excellence of a diverse team ~
25 by ’25 Next Steps

1. ED **Endorsement** and Commitment
   Q1, March 2021

2. DH to designate diverse **focal point(s)**
   Q2

3. Department - tailored “**Fitness plans**” ready
   Q2 – Q3

4. IR & HR: 25 by ’25 **Comms** Strategy
   Q2 - Q3

5. Regular **reporting**, adjusting, & engage the Experiments
   2021 to 2025

**Department Kick-off meetings:**
- 4 completed
- 3 this week
- More scheduled Apr / May

→ 2025
Thank you! Any questions?
Telework @ CERN
Evolution of telework at CERN

2001 Work From Home pilot

2004 WFH policy, 1 day for staff

2016 TW policy, max 2 days, +ad hoc anywhere, Staff-Fell

2020 COVID-19 extensive TW

Tomorrow…
What CERN community says
Pulse survey feedback on telework

Free text comments:
✗ Overall request to make teleworking easier and more frequent after COVID-19
✗ Extension of telework after COVID-19 for MPAs
✗ Productivity remains overall same while teleworking
✗ The maximum of 1 telework day a week should be changed after COVID-19
✗ Flexible working hours should remain possible after COVID-19

Nearly 70% of those who responded to the question ‘What do you think CERN can learn from this situation?’, had an answer related to teleworking*

*data from Pulse survey (2210 respondents)
CERN managers' experience (during COVID-19*)

**TW is productive**
More than 80% of managers evaluated their team performance as productive or very productive.

**Communication was challenging**
Managers indicated that CERN should provide more support and training for supervisors on how to manage remotely.

**Strong call for a fitting TW policy**
Managers think we should not revert to the standard TW policy, but find a happy medium.

*data from Managers' telework survey (242 SL/GL/DH/directors)*
Our managers overwhelmingly support:

- extending TW to MPAs (78%),
- having one digital approval process (95%)
- increasing TW time (85%)

*Data from Managers’ telework survey (242 SL/GL/DH/directors)
What’s next?
Telework is part of our offer for flexibility.

Thinking about retiring? Check out the solutions for a smooth transition:

- PRP
- PTP
A hybrid approach

- CERN campus remains the focus of work
- On-site presence of at least 60%; up to 40% TW
- A flexible policy, inclusive and supportive, based on trust and empowerment

- One telework type, one supervisor approval, in EDH
- Accessible also to MPAs (in connection with their institute’s agreement)

- Applicable for tasks compatible with remote work
- Not an entitlement; to be used responsibly and fairly by manager and MoP alike
A data driven approach

Data show that we can be more flexible, more productive, and have happier and more engaged staff, all at the same time.
5 Yearly Review update
Next HR public meeting in June, inter alia:

• Personnel Statistics,
• update on MERIT,
• introducing the Gender Pay Gap analysis,
• more news on 5YR,
• … and more!

See you then!
**2018**

Council

- "to commence the next five-yearly review process in 2019, for conclusion by Council decision-making in 2021."

**2019**

Preparation Phase

- Preliminary data gathering for reports.
- Preliminary discussions with external stakeholders (OECD, consultants).
- Summarize outcome of previous five yearly reviews.

**2020**

March : TREF

- Factual information & clarification
- Report on recruitment markets for staff members
- Report on recruitment and retention of staff members
- Data collection process for salary comparison and related mandates
- Report on comparator research institutions for fellows
- Management's proposal identifying the financial and social conditions to be reviewed

May : TREF

- Discussion
- Report on recruitment markets for staff members
- Report on recruitment and retention of staff members
- Data collection process for salary comparison and related mandates
- Report on comparator research institutions for fellows
- Management's proposal identifying the financial and social conditions to be reviewed

June : FC/Council

- Information & discussion
- Report on recruitment markets for staff members
- Report on recruitment and retention of staff members
- Report on comparator research institutions for fellows
- Management's proposal identifying the financial and social conditions to be reviewed:
  - Obligatory conditions (basic salary, stipend, subs. allow.)
  - Optional conditions

October : TREF

- Factual information and clarification
  oral report on data collection process

**2021**

March : TREF

- Written report on data collection of optional conditions

May : TREF

- Written report on data collection of obligatory conditions
  - FAS progress report

October : TREF

- Information
  - Management proposals

November : TREF (1 or 2 meetings)

- Discussion
  - Management proposals

December : FC/Council

- Decision on final Management proposals

**2022**

Implementation