HR Public presentation

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26 & 27 April 2021
Welcome!

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

- Graduate Programme Review
- 25 by ’25
- Telework Review
Graduate recruitment focus: a labyrinth for internal & external stakeholders

Hiring a graduate - what are my options?

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

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

Opportunities for Professionals

Careers at CERN

TTE VI? PJAS?

COAS (LIT)
The compelling case for change

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
Concretely: 3 graduate MPE programmes

**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
Early Career Professionals
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
MCSA (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
DPO
Verifies budget and proposals

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

Candidates

Future Supervisor & selected candidate

Future Supervisor
Screens & interviews candidates
quantity > quality

PJAS (graduates)

FELLOWSHIP?
VIA?
FCT?
FTEC?
TTE?
INFN-COAS?
PJAS?

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
- DPO
  - Verifies budget and proposals
- Partners in selection process
  - Publishes meaningful groupings of jobs (link to short descriptions)
  - Actively sourcing candidates

HR
- Supports & Challenge

Candidates

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

Guidelines on selection

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

Short Description
- e.g. software developer

Multiple opportunities

Guidelines on writing Short descriptions
Status transitions

max. total duration 4/5 years

Students
• MPAt

ECPs
• MPE
can

Research/
project grads
• MPE
can

Professionals
• MPA / MPE
can

Fellows Cat 1
can

MPE cannot become MPAt

ONE WAY
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 Kotte-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
# 25 by ’25: Sample Actions Menu

<table>
<thead>
<tr>
<th>Sample implementation actions</th>
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<tbody>
<tr>
<td>Include diversity-positive actions in MERIT &amp; promotion exercises</td>
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<tr>
<td>Retain the diversity ratio from the longlist to the shortlist</td>
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<tr>
<td>Mandatory learning: harassment prevention</td>
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<td>Expand spouse / family integration measures</td>
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<tr>
<td>“Aide Memoire” - tips for inclusive hiring</td>
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<tr>
<td>Re-launch “blind recruitment” pilot</td>
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<tr>
<td>Embed inclusive language in VNs and job titles</td>
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~ 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
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
Coming up

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

Preparation Phase

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

2018

Council

2019

Preparation Phase

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
• Data collection process for salary comparison and related mandates
• Report on comparator research institutions for fellows
• Decision
• 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