



HR Public presentation

James Purvis

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

25 by '25

Graduate
Programme
Review

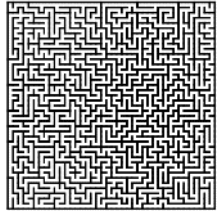
Telework
Review



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?

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

Category	Eligibility	Application deadline and selection	Contract duration and conditions	Supervision and training	Remuneration and special programmes	Leave entitlement	Subsistence and relocation
Stagiaires Selections depend on departmental requirements and budget	For VSC, ADM and TECH students. Possessed a higher educational certificate (Bachelors, Masters, Engineering, Computing, etc.). Must be a citizen of a country which is a member of the OECD.	No deadline conditions can apply throughout the year. Supervisors are identified and published to which candidates can apply to. Filter of candidates done by CERN HR. CERN members, selection done by CERN supervisors. CERN HR final decision.	Engineers can arrive at any time of the year. 20-25th April day they go to Italy. 10 and the information are sent to jobs from their.	12 months minimum. Details to be provided by each of the respective country.	By CERN. The programme is a training programme. Training is done and trainees then receive a salary. CERN HR final decision.	12 months minimum. Details to be provided by each of the respective country.	12 months minimum. Details to be provided by each of the respective country.
ET Programme Typically 20 selections per year	Students graduate with a degree. 2 years of relevant experience after degree, no previous experience at CERN. Engineering, Computing, etc.	No deadline conditions can apply throughout the year. Supervisors are identified and published to which candidates can apply to. Filter of candidates done by CERN HR. CERN members, selection done by CERN supervisors. CERN HR final decision.	Engineers can arrive at any time of the year. 20-25th April day they go to Italy. 10 and the information are sent to jobs from their.	12 months minimum. Details to be provided by each of the respective country.	By CERN. The programme is a training programme. Training is done and trainees then receive a salary. CERN HR final decision.	12 months minimum. Details to be provided by each of the respective country.	12 months minimum. Details to be provided by each of the respective country.
PT Programme Typically 10 selections per year	Students graduate with a degree. 2 years of relevant experience after degree, no previous experience at CERN. Engineering, Computing, etc.	No deadline conditions can apply throughout the year. Supervisors are identified and published to which candidates can apply to. Filter of candidates done by CERN HR. CERN members, selection done by CERN supervisors. CERN HR final decision.	Engineers can arrive at any time of the year. 20-25th April day they go to Italy. 10 and the information are sent to jobs from their.	12 months minimum. Details to be provided by each of the respective country.	By CERN. The programme is a training programme. Training is done and trainees then receive a salary. CERN HR final decision.	12 months minimum. Details to be provided by each of the respective country.	12 months minimum. Details to be provided by each of the respective country.
Full Time Typically 20 selections per year	Students of EU - Europe, North America, South America, Australia, etc. 2 years of relevant experience after degree, no previous experience at CERN. Engineering, Computing, etc.	No deadline conditions can apply throughout the year. Supervisors are identified and published to which candidates can apply to. Filter of candidates done by CERN HR. CERN members, selection done by CERN supervisors. CERN HR final decision.	Engineers can arrive at any time of the year. 20-25th April day they go to Italy. 10 and the information are sent to jobs from their.	12 months minimum. Details to be provided by each of the respective country.	By CERN. The programme is a training programme. Training is done and trainees then receive a salary. CERN HR final decision.	12 months minimum. Details to be provided by each of the respective country.	12 months minimum. Details to be provided by each of the respective country.

HR-TA-SA - May 2017

E-guide

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

Category	Eligibility
Followers Typically 200 selections per year	Students graduate with a degree. 2 years of relevant experience after degree, no previous experience at CERN. Engineering, Computing, etc.

Category	Eligibility
Marie Curie Fellows	Students graduate with a degree. 2 years of relevant experience after degree, no previous experience at CERN. Engineering, Computing, etc.

Category	Eligibility
TTE Fellows Typically 400 selections per year	Students graduate with a degree. 2 years of relevant experience after degree, no previous experience at CERN. Engineering, Computing, etc.

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FTEC?

FCT?

(Junior? Senior? Applied? Research?)

TTE

VI?

PJAS?

COAS (LIT)

...



The compelling case for change

1. Member State Returns

- Unbalanced returns ; Unbalanced talent pipeline

2. Complexity

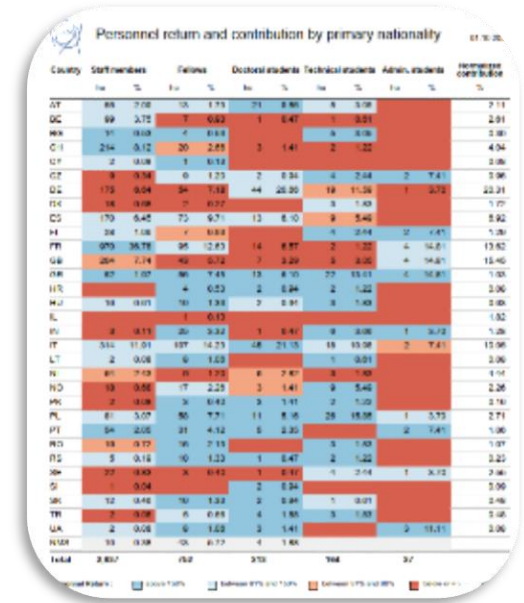
- Too many programmes & possibilities with overlapping/similar identities

3. Loss of attraction

- Too slow ; Too vague ; Too complex

4. Inequities in treatment

- Perceived disparities in financial situation



it's that time again...
it only happens twice a year!

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

May 2019 – May 2020

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



→ *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

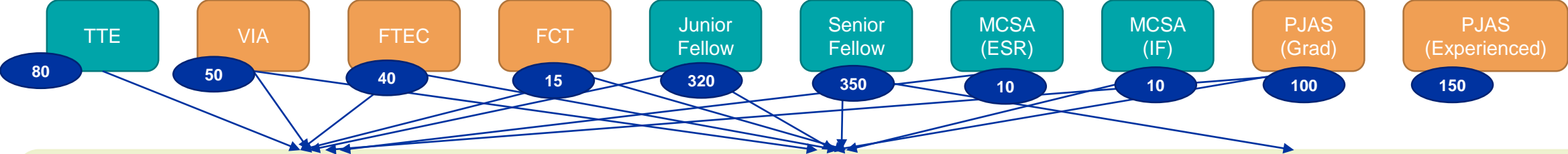
WHAT: Post-doctoral positions in particle physicists

WHO: Top ranked particle physicists with PhD

Mapping

Employed Members of Personnel

Associated Members of Personnel



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, MCSA (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

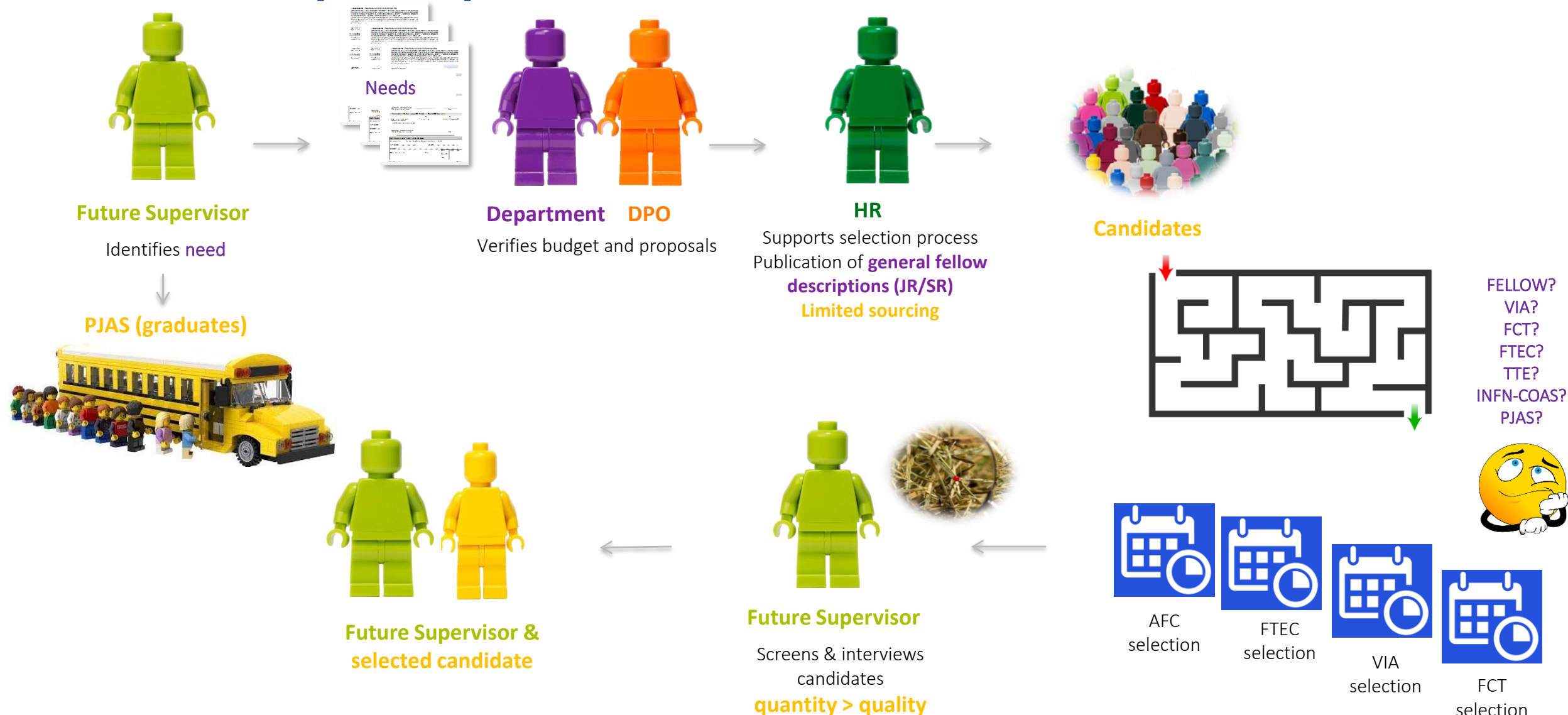


Fellows

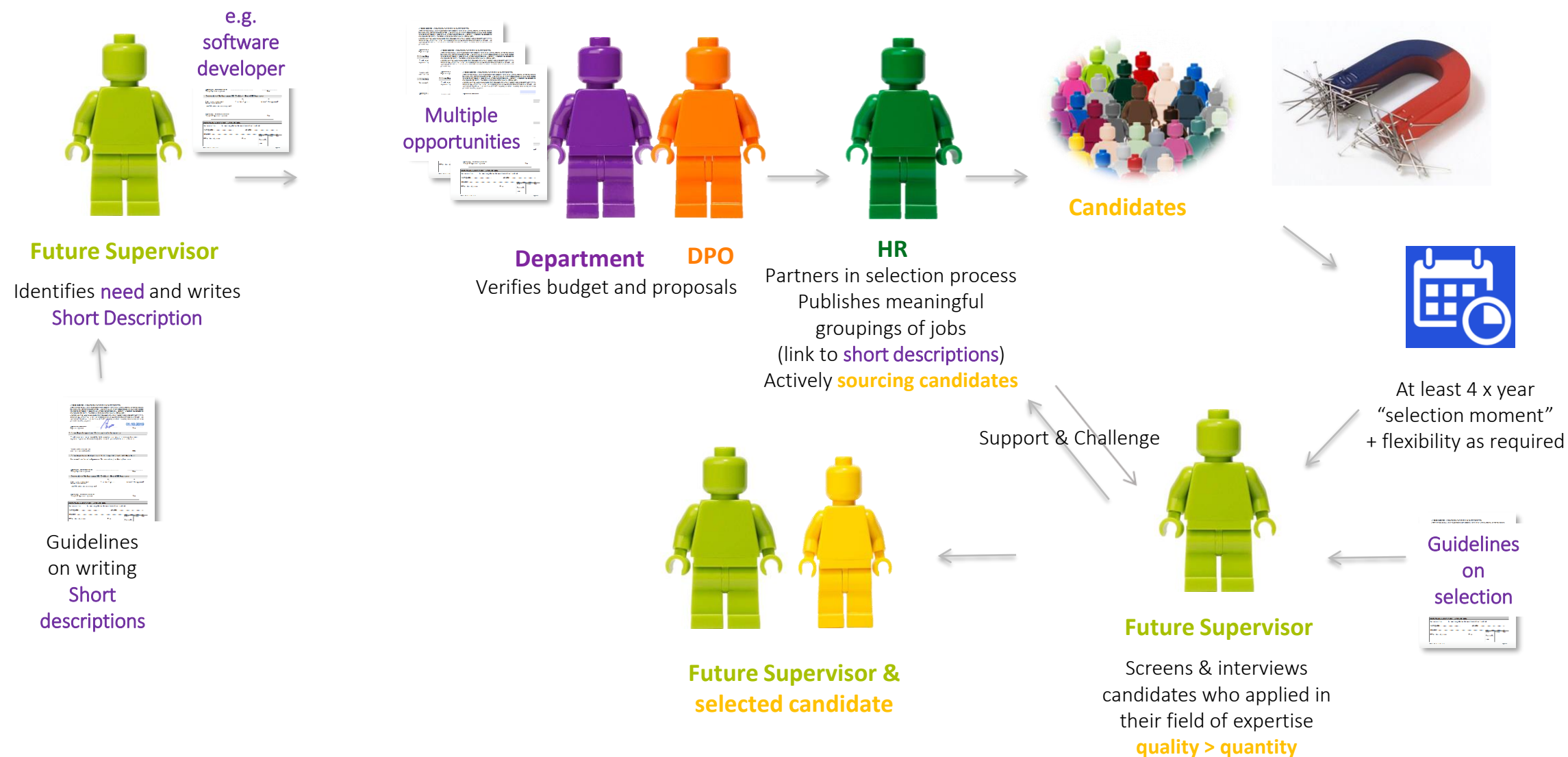
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WHO: Top ranked particle physicists with PhD

Particle physicists with PhD

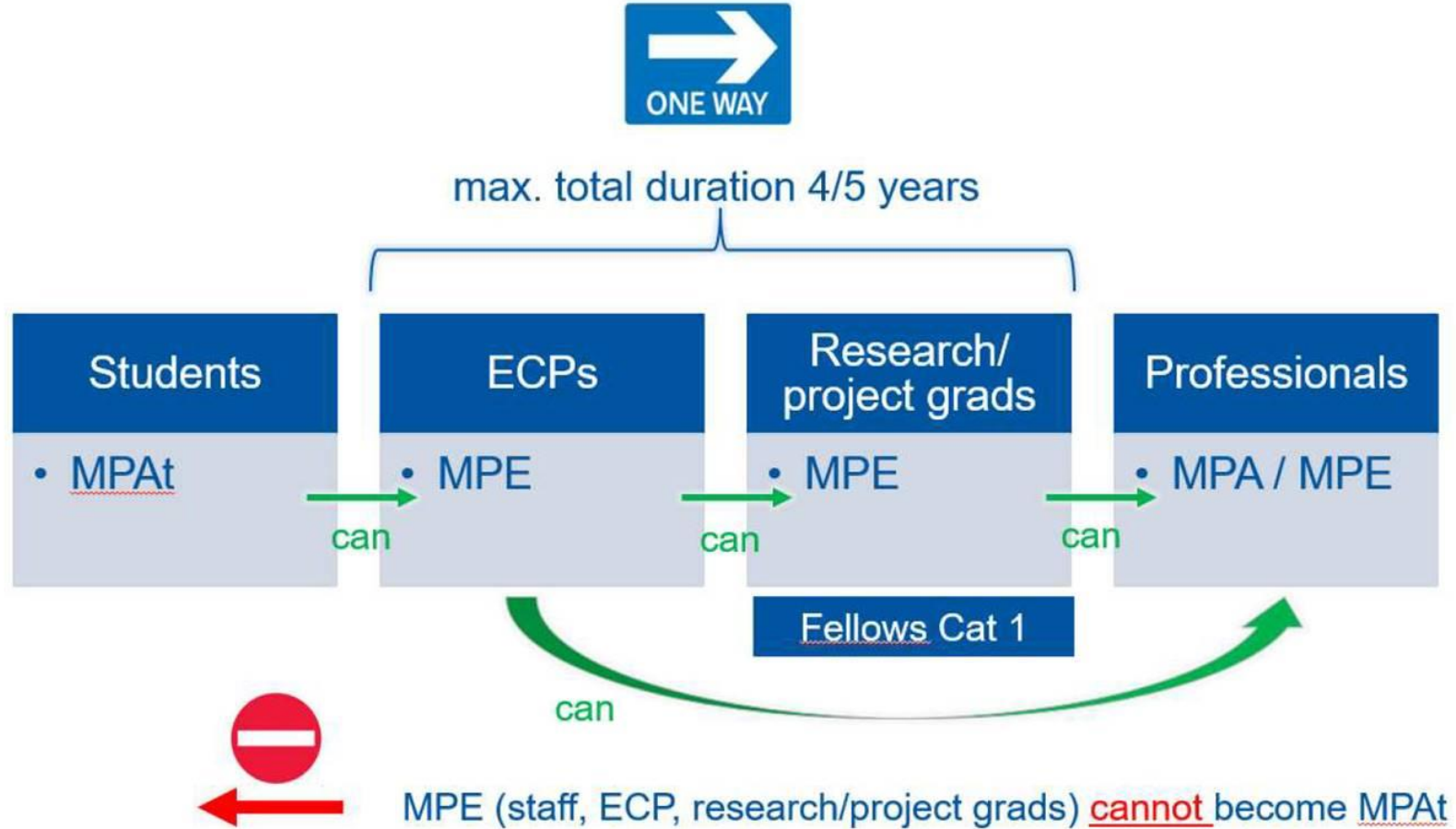
Process (as-is)



Process (to-be)



Status transitions



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?



25 by '25



Louise Carvalho, D&I Programme Leader

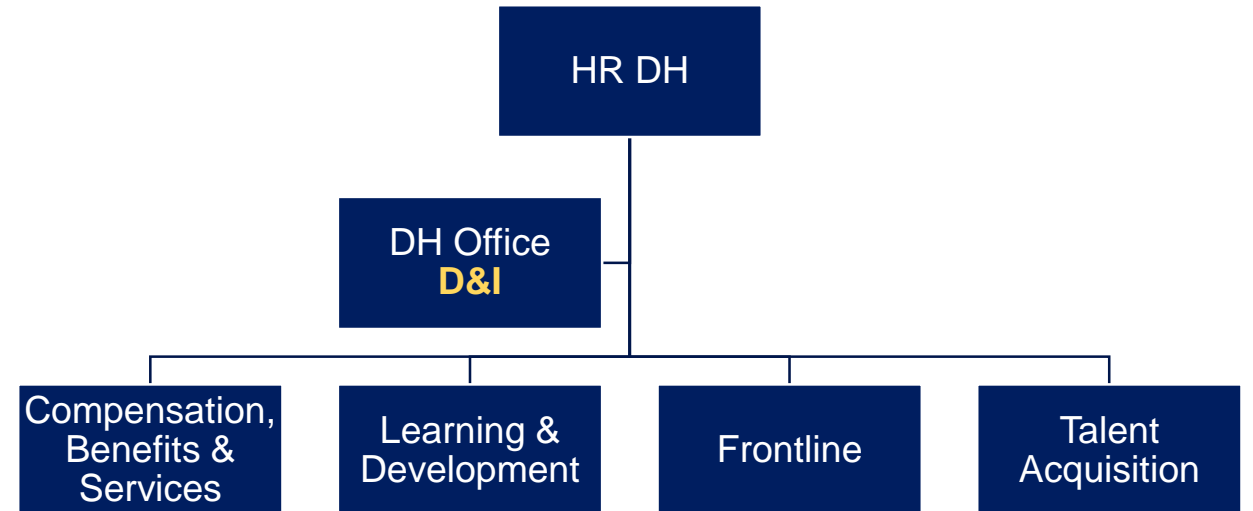
The Diversity & Inclusion Programme



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



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



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

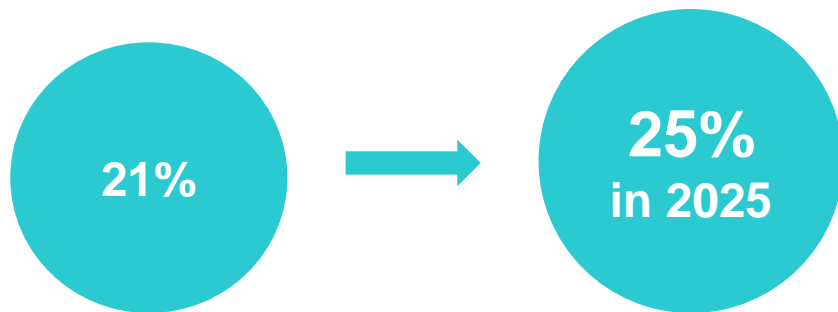
Companies with more diverse management teams have **19% higher revenues** due to innovation.

- BCG 2018

25 by '25 strategy

GENDER target

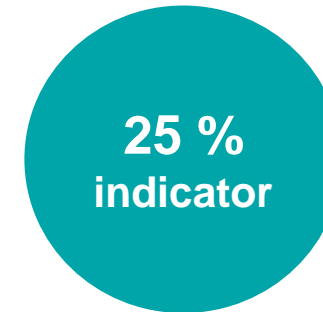
Goal: 25% women MPEs by 2025



With particular focus on women in STEM

NATIONALITY indicator

Goal: more balanced MS return



Identify nationality clusters above 25%

With particular focus on under-represented MS

25 by '25: a SMART target



25 by '25: Sample Actions Menu

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

2021 →

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

→ 2025

Department Kick-off meetings:

- 4 completed
- 3 this week
- More scheduled Apr / May

25 by '25



Thank you! Any questions?



Telework @ CERN

A horizontal timeline with a central line and arrows at both ends. The timeline is divided into five segments by vertical lines. Each segment contains a year and a description of the WFH policy at that time.

Year	Policy Description
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

"Teleworking since March 17th saved me about 90 hours in the car and 3500km driving"

"It has been demonstrated that many personnel are able to telework effectively, they can be trusted to do so, and CERN's systems are sufficient to support it."

Free text comments:

- X Overall request to make teleworking easier and more frequent after COVID-19
- X Extension of telework after COVID-19 for MPAs
- X Productivity remains overall same while teleworking
- X The maximum of 1 telework day a week should be changed after COVID-19
- X 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%)



A hand-drawn yellow border surrounds the central text. It features a zigzag line at the top center, an arrow pointing down on the left side, an 'x' mark on the left side, an 'x' mark on the right side, and an arrow pointing up on the right side. There are also some horizontal lines at the bottom center.

What's next?

Telework is
part of our
offer for
flexibility

WORK-LIFE *Flexibility* AT CERN

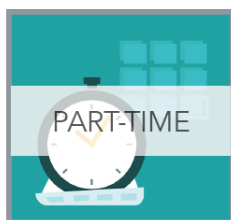


TELEWORK

*Work off-site
on a regular or
temporary basis*

- Open to staff members and fellows, and to MPAs subject to prior agreement with employer/institute
- Nature, frequency and compatibility discussed with supervisor
- No contractual or financial consequences

[EDH Absence request](#)

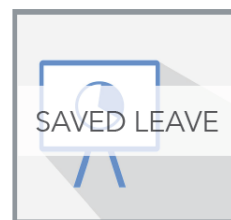


PART-TIME

*Reduce working
week by up to
20 hours*

- Open to staff members and fellows
- Min. period 1 month
- Duration and scope discussed with supervisor
- Guaranteed during 12 months following birth or adoption of a child
- Specific contractual and financial consequences listed on HR website

[Part-time work request](#)



SAVED LEAVE

*Benefit from
additional leave
short/long-term*

- Open to staff members with certain exceptions
- Save up to 22 additional days of leave a year
- More flexibility with a weekly, yearly, or long-term basis
- Monthly financial contribution

[EDH Saved leave scheme subscription](#)



ADJUSTED HOURS

*Adjust working
schedule by up to
1 ½ hours*

- Start/end working day earlier/later than CERN's reference hours
- Contractual working hours and 1-hour lunch break to be respected
- Compatibility discussed with supervisor
- No contractual or financial consequences

Request from supervisor

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!



home.cern

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
- **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