



25 by 25 Action Menu

A quick overview

IT Focal Points

May 2022

Outlook

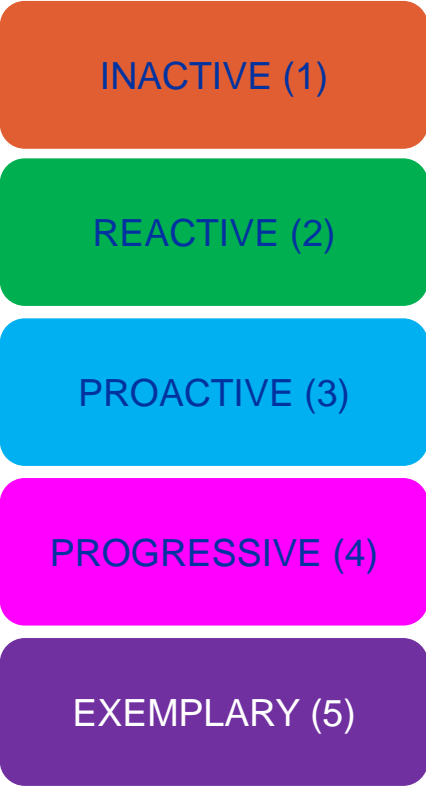
- **Overview of the D&I Periodic Review Exercise**
- **IT D&I Review Exercise – November 2021**
- **Action Menu**
 - Recruitment
 - Career Evolution and Retention
 - Benefits, Work-life integration, wellbeing and flexibility
 - Leadership and accountability
 - Communications
 - Learning and Development
- **Department D&I Role**

Overview of the D&I Periodic Review Exercise

Benchmark categories



D&I Progress Levels



Proposed actions belong to *Reactive and Proactive* levels



Departments assess their D&I maturity level based on Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World (or for short, the GDEIB)

IT D&I Review Exercise – November 2021

- Call for volunteers to fill in questionnaire
- Two Focus Groups meetings to share feedback on the questionnaire
 - 10 participants in total
- Questionnaire: <https://cernbox.cern.ch/index.php/s/jL4t9GHUJWhGVmZ>

Category	Average
Recruitment	1.4
Career Evolution and Retention	1.3
Benefits	2.6
Leadership	2.1
Surveys	1.3
Communications	1.9
Learning and Development	1.8

D&I Progress Levels

INACTIVE (1)

REACTIVE (2)

LEVEL 1: INACTIVE

- 1.15 There is no conscious effort to shortlist or select personnel from underrepresented groups.

LEVEL 2: REACTIVE

- 1.11 The department's shortlisting exercise for Staff and Fellows takes into account gender and nationality targets set by the Department Head and informed by data analytics.
- 1.12 The department's shortlisting exercise for the "talent pipeline" - Students and Trainee positions - takes into account gender and nationality targets set by the Department Head and informed by data analytics.
- 1.13 The department approaches recruitment with a conscious effort to attract diverse candidates from underrepresented groups.
- 1.14 Interviewers take into account how people from different cultures, background, disability or neurodiversity may respond to interview questions and methods (e.g. at the Sonru or Interview Board) and makes necessary adjustments or accommodation.

LEVEL 3: PROACTIVE

- 1.8 Persons within the department participating in the interview process demonstrate awareness and sensitivity to the multi-cultural aspect of the interviewees.
- 1.9 The final candidate is selected primarily for their competence and ability while also taking into consideration whether they are from an underrepresented group.
- 1.10 For Staff and Fellows positions, the hiring manager actively participates in the dissemination of their respective Vacancy Notices with a conscious effort to reach and leverage broad pools of diverse talent. (e.g. Universities, Alumni networks, professional networks and job boards).

LEVEL 4: PROGRESSIVE

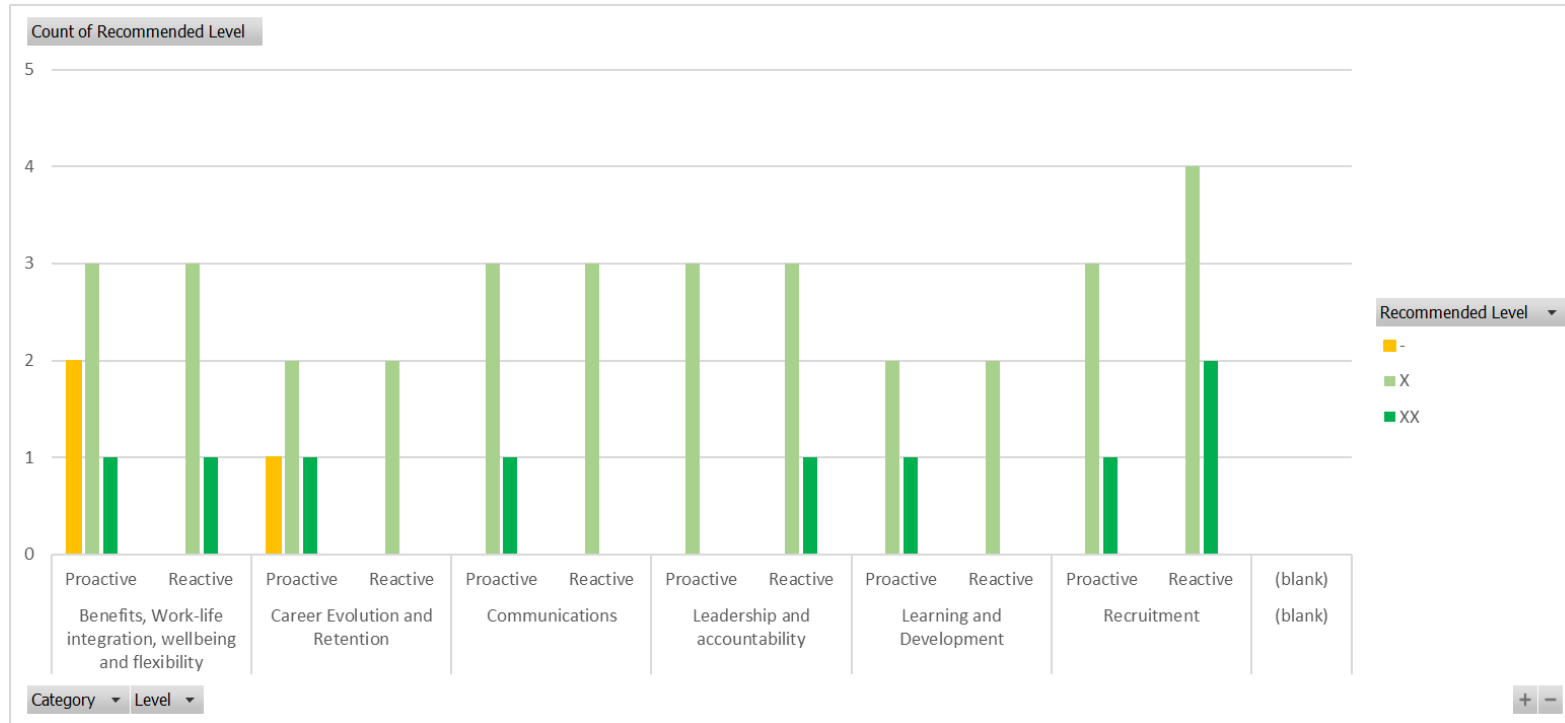
- 1.5 The department effectively shortlists and selects candidates who are reflective of the diversity of the MS and AMS
- 1.6 The department works closely with TA in ensuring their Vacancy Notices are, budget permitting, advertised on paid D&I focused websites and job boards and in a variety of other media.
- 1.7 Personnel taking part in every stage of the department's shortlisting exercise and interview boards represent diverse backgrounds (nationality, gender, language, age) and have followed at least one learning session on the subject of selection based on best practice and mitigating biases.

LEVEL 5 : BEST PRACTICE

- 1.1 The department's role in the recruitment processes results in measurable, transparent, and equitable recruitment.
- 1.2 CERN's reputation for quality D&I efforts is reflected in the department's ability to attract diverse and underrepresented personnel.
- 1.3 The department regularly reviews and evaluates its recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.
- 1.4 The department has integrated clear measures of success markers from longlist up to and including selection, such as the percentage of diverse and underrepresented applicants at each stage.

Example of questions for the Recruitment category

D&I Action Menu

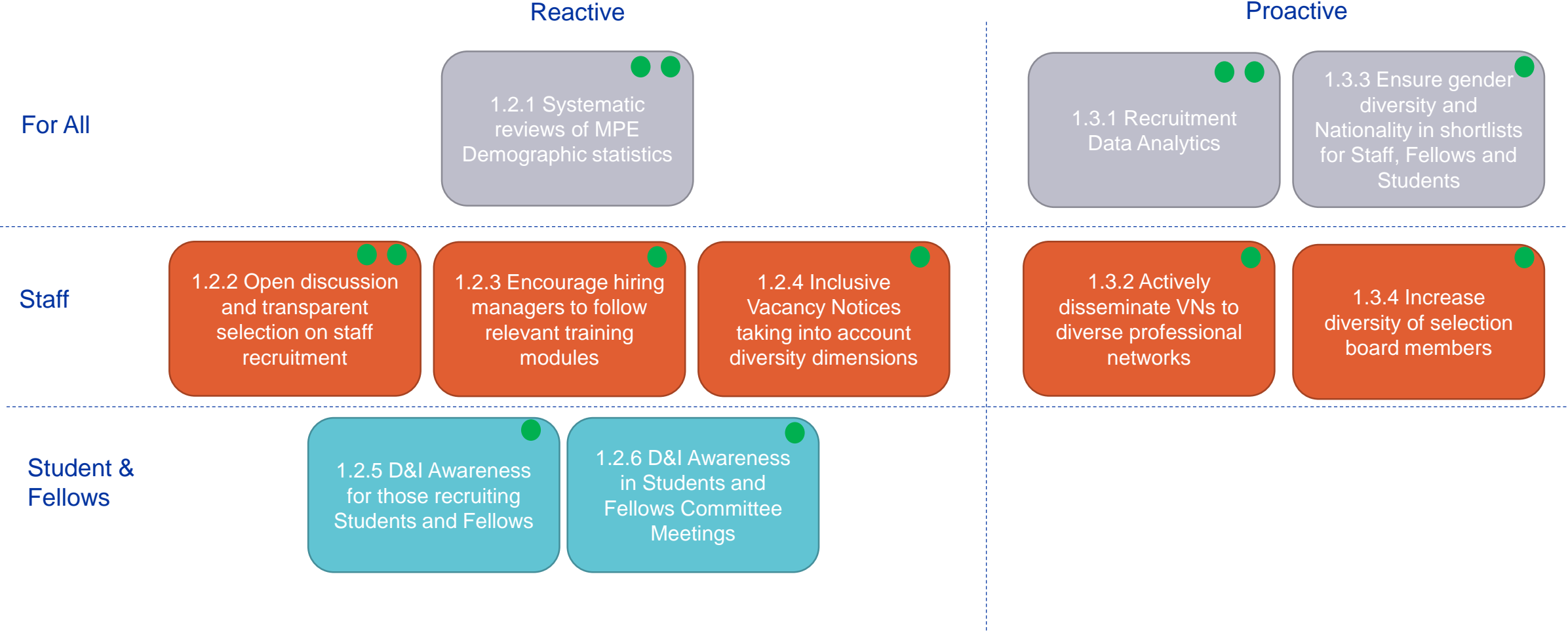


- Proposes actions for reactive and proactive levels

- 45 actions in total

- Strongly recommended: 9 ●●
- Ready-to-go: 33 ●
- Need more resources: 3 ●

Recruitment



Career Evolution and Retention

Reactive

Proactive

For All

2.2.1 Analyse gender and nationality among high visibility assignments

2.2.2 Ensure objective and fair decisions in MERIT and LD2IC

2.3.1 Ensure conscious integration of new hires

2.3.3 Systematic exit survey for staff and fellows

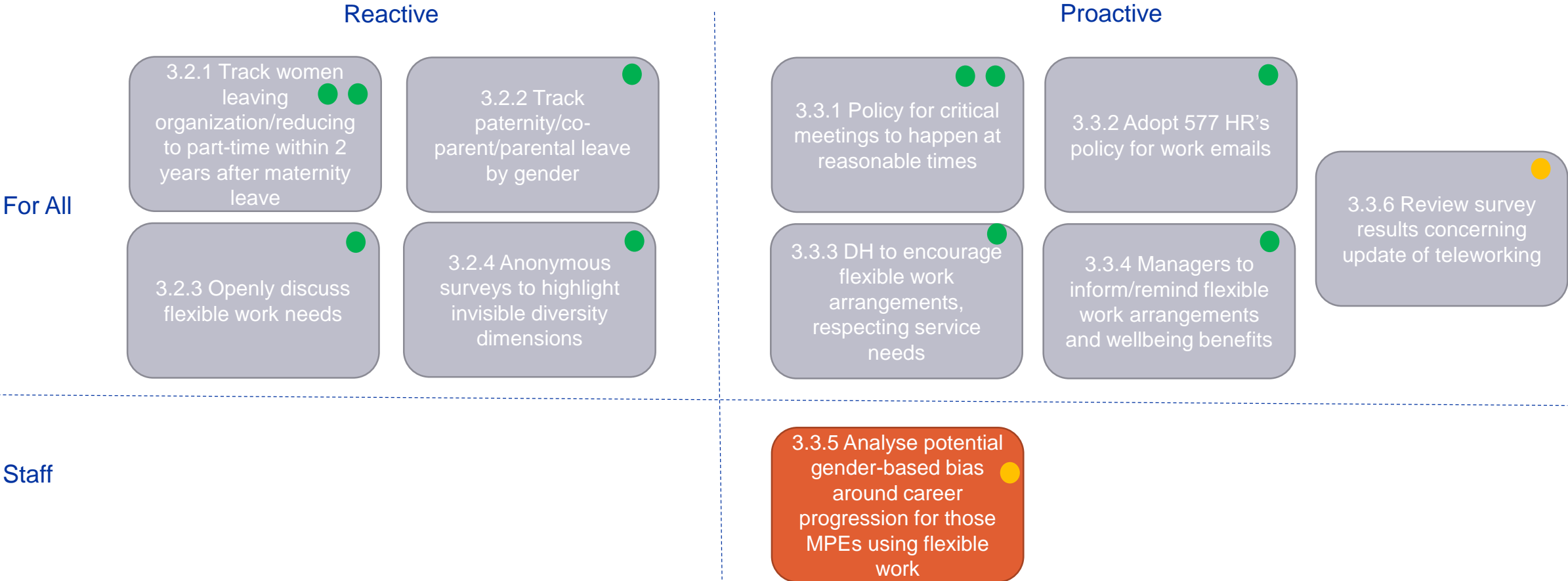
Staff

Student & Fellows

2.3.2 Discuss challenges from underrepresented groups

2.3.4 Mentoring/coaching program to support and retain women and underrepresented nationalities

Benefits, Work-life integration, Wellbeing and Flexibility



Leadership and Accountability

For All

Reactive

4.2.1 Appoint D&I Officer

4.2.2 Management to consult regularly Nat/Gen Dashboard

4.2.3 DH to encourage management to follow D&I related trainings

4.2.4 DH to regularly inform about D&I related actions

Proactive

4.3.1 Recognise manager efforts to implement D&I actions

4.3.2 DH to ensure managers include D&I topics within team meetings

3.3.3 DH to require managers follow minimum D&I learnings to ensure continuous development

Communications

For All

Reactive

6.2.1 Ensure personnel is aware of D&I actions and learnings

6.2.2 Ensure inclusive language

6.2.3 Ensure department website is inclusive

Proactive

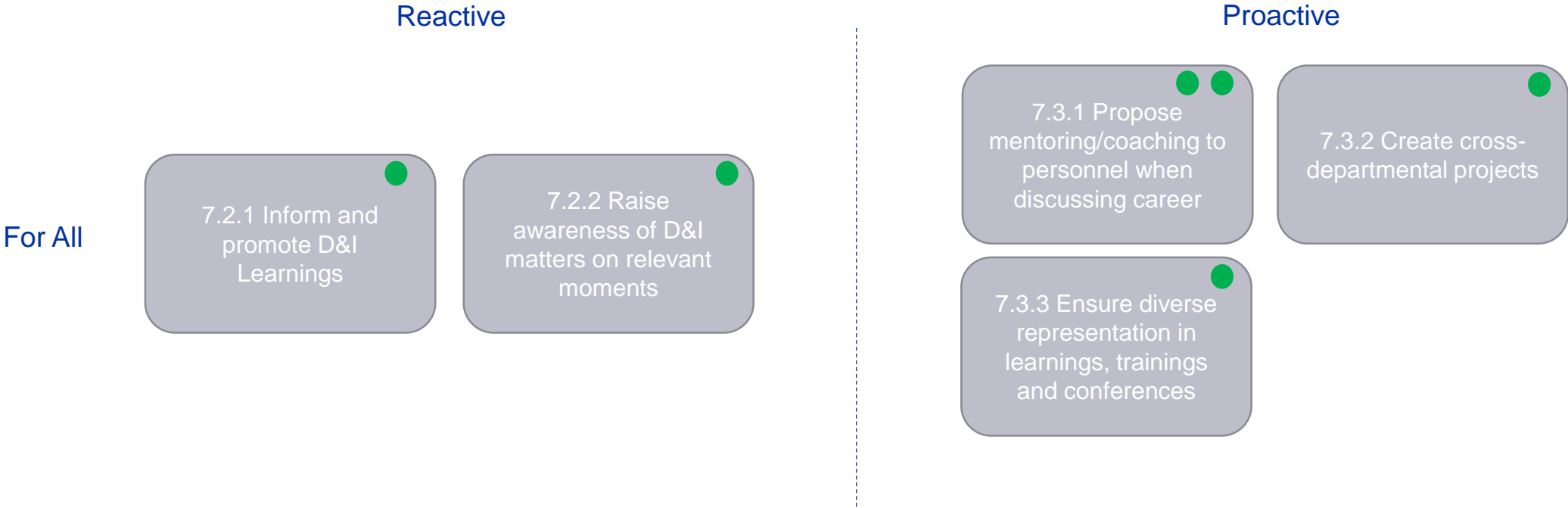
6.3.1 D&I lanyards

6.3.2 Managers/DIO to propose inclusive signature templates

6.3.3 Group/Teams to include D&I related topics in meetings

6.3.4 Give visibility of D&I Science Days

Learning and Development



Department D&I Officer

- In connection with CERN's stated value of "Diversity", Department Head to appoint a "Diversity & Inclusion Officer" ("DIO")
- DIO supports the Organization's and the D&I Programme's efforts to instill a diverse and inclusive workplace environment
- DIO role suggested allocation: 10% of working time (precise % to be determined by DH)

DIO role and responsibilities:

- Oversees the implementation and progress of the 25 by '25 Fitness Plan for the Department, in collaboration with the Department Head, the D&I Programme, and the Department HRA
- With the support of the DPO, ensures the Department's nationality and gender dashboards are easily accessible and up-to-date
- In collaboration with the HRA, presents D&I-related updates to the Dept Management Board twice a year
- Serves as a communication channel to/from the D&I Programme:
 - Promotes D&I-related learning offers, reminders, actions to Department personnel
 - Consults with diverse groups to gather insights on D&I progress and ideas within the Department.
 - Facilitates sharing of D&I-related ideas / challenges / feedback between the Department Head, Management Board and the D&I Programme
- Identifies and communicates examples of collaborative and individual D&I-related actions within the Department
- Attends DIO community-of-practice sessions (approx 3 times / year)
- Participates in extended D&I Roundtable sessions (approx 3 times / year)



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