

CERN's

Diversity and Inclusion Programme

under an initiative endorsed by the Enlarged Directorate:

25 by '25

Accelerating diversity at CERN

invites you to design your
Department D&I Fitness Plan



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Overview of the D&I Periodic Review Exercise

Benchmark categories

The Diversity & Inclusion Periodic Review exercise was conducted in October 2021- February 2022. Your Department closely examined its diversity and inclusion (“D&I”) maturity level within the following GDEIB benchmark categories:

1. **Recruitment**
2. **Career Evolution and Retention**
3. **Benefits, Work-life integration, Wellbeing and Flexibility**
4. **Leadership and Accountability**
5. **Surveys, Statistics and Measurement**
6. **Communications**
7. **Learning and Development**

D&I progress levels

Your Department reviewed each benchmark category according to the following GDEIB progress levels:

LEVEL 1: INACTIVE

No D&I work has yet begun; D&I is not integrated into the department's strategic planning.

LEVEL 2: REACTIVE

A compliance mindset; actions are primarily compliance-oriented in relation to relevant internal policies and societal trends or pressures.

LEVEL 3: PROACTIVE

A clear awareness of the value of D&I; starting to implement D&I systemically.

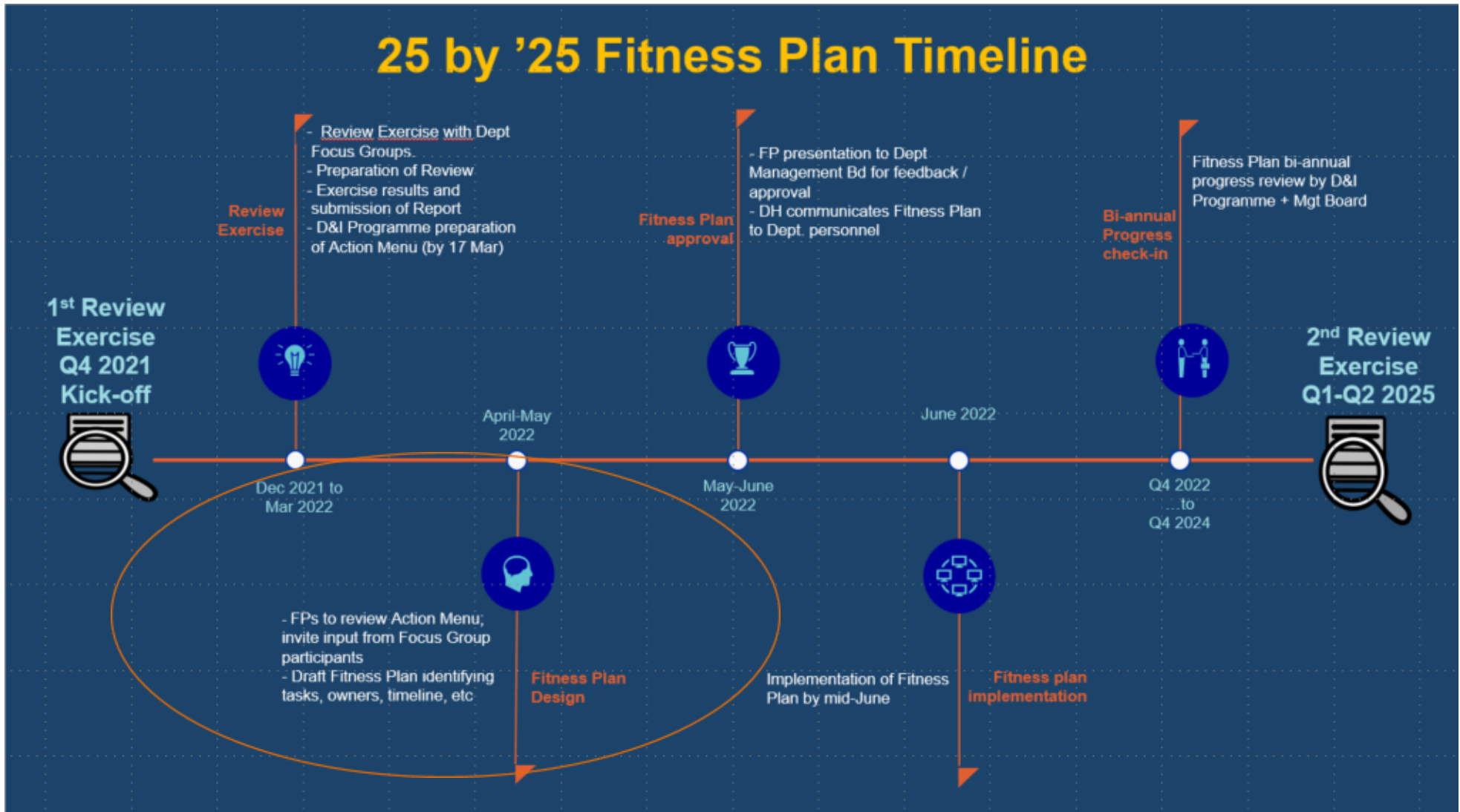
LEVEL 4: PROGRESSIVE

Implementing D&I systematically and showing improved results and outcomes beyond what is required or expected.

LEVEL 5: EXEMPLARY

Considered “best practice” by the GDEIB global standard.

25 by '25 Implementation: Current & Next Steps



D&I Department Fitness Plan: Action Setting

Action Menu overview for 25 by'25 Departmental Focal Points

1. During the Review Exercise, you have contemplated the D&I maturity level of your Department across 7 categories. At this stage, you will select and implement certain actions to strengthen and/or enhance your Department's - and, by consequence, the Organization's collective - approach to diversity and inclusion along nationality, gender, and other diversity dimensions.
2. Please review the Action Menu below and, in consultation with your Department Head and a cross-section of other Department colleagues, select **at least 1 action per Category**. You may choose from level 2 and/or level 3, **aiming for 10 to 12 actions** in total.
3. Actions that are ready-to-go are marked with a single green dot: ●. Strongly recommended actions are marked with double green dots: ●●. Actions which would require additional resources and support from the Organization are marked with a single orange ●.
4. The middle column contains *suggestions* for implementation. Departments are free to implement chosen actions in whatever manner best suits the Department's needs and resources.
5. Consolidate your chosen actions using the Template provided in [Appendix 1](#). You may add your own actions, if any, in this table. Innovative and effective new actions will be shared with other Departments.
6. For each chosen action, create a detailed Fitness Plan identifying tasks, owners, timeline etc using the Template provided in [Appendix 2](#).
7. Once agreed with your Department Head, present the proposed Fitness Plan to your Department Management Board for approval. A sample powerpoint slide deck, in which you may integrate proposed actions will be sent separately.
8. Aim for a Department Management Board approval of the proposed Fitness Plan by the end of May.

CATEGORY 1: Recruitment

Level 2: Reactive

To ensure that attraction, sourcing, and recruitment is done through the lens of “Diversity”, a CERN core value

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> <p>● ● 1.2.1 Dept Head and Group Leaders to systematically review MPE demographic statistics within their department, by gender and nationality</p>	<ul style="list-style-type: none"> • DPO to update departmental Nat/Gen dashboards on a biannual basis • Highlight nationality “clusters” and underrepresented gender by Dept and Group • Present dashboard to Dept Management Board biannually • Expand data collection to include Nat/Gen of student & trainee population 	
<input type="checkbox"/> <p>● ● 1.2.2 Staff Recruitment: To encourage open discussion and transparent selection, the hiring manager on selection Boards shall give his/her assessment only <i>after</i> all other selection board members have given their assessment</p>	<p>**Be aware of unconscious biases influencing decisions**</p> <ul style="list-style-type: none"> • Selection Board members to submit their assessment and recommendation to the Board chair in an anonymous manner • If feedback is shared orally, hiring manager to speak last 	<p>HR Representative on Selection Board to ensure discussions and recommendations are not subject to bias</p>
<input type="checkbox"/> <p>● 1.2.3 Make visible the learning modules on “unconscious bias” and “inclusion” for hiring managers to address how people from diverse gender and nationalities respond to interview questions, and how to make necessary adjustments or accommodation</p>	<p>Dept Head to “strongly encourage” all hiring managers to follow related learnings <i>prior to</i> taking part in the selection of staff, fellows, students and trainees</p> <p>Aide-Memoire card on unconscious bias to be transmitted to all hiring managers,</p>	<ul style="list-style-type: none"> • Provide a reference list of 1 short + 1 in-depth on-line open source video / podcast / article on various Unconscious Bias risks in recruitment processes • Make available “Selecting the right Person for CERN” (or equivalent) for hiring managers of MPE or MPAt. Roll out a shorter version for hiring managers of students and fellows • Create a “Selecting the Right Person for CERN” refresher • Create and distribute a recruitment “Aide-Memoire” card / nudge box on unconscious bias and include it at selection boards

<input type="checkbox"/> <p>● 1.2.4 Support HR efforts to ensure Vacancy Notice (VN) content is inclusive and attractive for gender, nationality, and other diversity dimensions</p>	<p>Set up a small and diverse team of colleagues to review VNs. Provide any suggestions for improvement to HR. Review for inclusiveness and equity, such as:</p> <ul style="list-style-type: none"> ● Is the overall tone and messaging appealing to a diverse population? ● Are the experience, skills, and language requirements “essential” or “desirable”? ● Does the education, experience or skills required inadvertently disadvantage any under-represented group(s)? 	<p>Continue systematic review of VNs and recruitment-related communications for inclusiveness:</p> <ul style="list-style-type: none"> ● Consult free online tools, such as <i>Gender Decoder</i>, to detect gendered language Gender Decoder: find subtle bias in job ads (katmatfield.com) ● Demonstrate commitment to D&I externally, through inclusive VNs ● Ensure coherence of language and tone across all VNs <p>Owners of all outward facing webpages</p> <ul style="list-style-type: none"> ● Review career and recruitment-related websites content for inclusivity, for example: collaboration; telework; commitment to work-life balance. ● Consider website accessibility for users with disabilities
<input type="checkbox"/> <p>● 1.2.5 Increase the level of D&I awareness and knowledge of those who are recruiting and supervising Students and Fellows</p>	<p>Dept Heads to distribute the “<i>BE Selection Guidelines for recruitment of TECH & Doct students</i>” to hiring managers of Students and Fellows, <u>for information & inspiration</u></p> <p>(note: Implementation of BE Guidelines under Category “Recruitment”, Level 3)</p>	<ul style="list-style-type: none"> ● Provide D&I-related recruitment guidelines, including suggestions to accommodate candidates with disabilities ● Provide “Aide-Memoire” card on <i>unconscious bias</i> in recruitment to all hiring managers, including Selection Committee Members
<input type="checkbox"/> <p>● 1.2.6 Increase D&I awareness by including D&I-related agenda item(s) at every Students and Fellows Selection Committee meeting</p>	<p>Selection Committee Chair to invite Dep Reps to share with the Committee any D&I-related recruitment initiative(s) or progress from their Dept, and/or progress report on diversity-related selection results</p>	<p>Continue support and collaboration with the Committee Chair</p>

CATEGORY 1: Recruitment

Level 3: Proactive

To ensure that attraction, sourcing, and recruitment is done through the lens of “Diversity”, a CERN core value

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<p>● ● 1.3.1 Recruitment Data Analytics</p> <p>a) Staff recruitment: Hiring managers to track Nat/Gen ratio of candidates from the HR Longlist to Sonru Shortlist to selection</p> <p>b) Fellows selection: Hiring managers to track Nat/Gen ratio of candidates from list of eligible candidates to Dept shortlist</p> <p>c) / Student selection: Hiring Managers to track Nat/Gen ratio from list of eligible applicants to final shortlist</p>	<p>a) Staff</p> <ul style="list-style-type: none"> On receipt of the eligible candidates (“longlist”), hiring manager to review the Department’s Nat/Gen dashboard Hiring manager to record the Nat/Gen distribution of candidates shortlisted for Sonru and Selection Board Where the diversity ratio from longlist to Sonru and / or Board differs by a noticeable factor, Hiring Manager to provide written justification to their hierarchy DPO to provide summary of the average longlist to shortlist ratio on quarterly basis <p>b) Fellow:</p> <ul style="list-style-type: none"> On receipt of eligible candidates, hiring manager to analyse Department’s Nat/Gen dashboard, <i>prior to</i> shortlisting <p>c) Students, Trainees</p> <ul style="list-style-type: none"> Supervisor to review Department’s Nat/Gen dashboards <i>prior to</i> evaluation of applicants Dept Head to adopt the “BE Selection Guidelines for recruitment of TECH & Doct students” <p>→ DPO to provide Dept Head with regular summary of Nat/Gen distribution for selection of Staff (biannual), Fellow & Students (following each Selection Committee)</p>	<p>a) Staff</p> <ul style="list-style-type: none"> Systematically provide the hiring manager a Nat/Gen distribution summary table of the eligible candidates Include a field in the table - to be completed by the hiring manager - for the nat/gen distribution of candidates shortlisted for Sonru and Board When giving access to Smart Recruiters, systematically include a written reminder to the hiring manager that, <i>prior to candidate evaluation</i>, they must: i) consult the Departmental Nat/Gen dashboard, ii) consult the Nat/Gen longlist distribution table; iii) consciously consider nationality and gender diversity in the selection process <p>b) Fellows</p> <ul style="list-style-type: none"> Systematically provide the hiring manager a Nat/Gen distribution summary table of the eligible candidates Include a field in the table - to be completed by the hiring manager - for the nat/gen distribution of the next stages (Interview and/or Sonru) Systematically include a written reminder to the hiring manager that, <i>prior to candidate evaluation</i>, they must: i) consult the Departmental Nat/Gen dashboard, ii) consult the Nat/Gen longlist distribution table; iii) consciously consider nationality and gender diversity in the selection process <p>c) Students, Trainees</p> <ul style="list-style-type: none"> Systematically provide the hiring manager a Nat/Gen distribution summary table of the eligible applicants

<input type="checkbox"/> <p>● 1.3.2 Hiring managers to encourage diverse team members to activate their diverse professional networks and to personally disseminate VNs to reach diverse channels outside CERN</p>	<ul style="list-style-type: none"> ● Hiring managers to actively facilitate the dissemination of VNs for positions under their supervision across the diversity of their team to ensure diverse professional networks are activated and leveraged ● On a voluntary basis, an MPE / MPAt may - subject to prior authorization - use maximum ½ working day to undertake an outreach activity at their alumni university, where it is located in an underrepresented Member / Associated Member state <p>→ This promotion activity (for example, a talk) may take place alongside an absence on annual leave. Duty travel framework not applicable; no associated costs to be covered by the Organization</p>	<p>Continue engagement with the hiring manager and their team in the process of dissemination of VNs. Where possible, point to VN recruitment channels known for reaching diverse candidates in STEM roles</p>
<input type="checkbox"/> <p>● 1.3.3 Staff & Fellows + Student Selection Committee recruitments: Dept managers to ensure final shortlisting exercise contains diversity of gender and nationality (MS and AMS), including diverse higher educational institutes within the MS / AMS</p>	<p>**Be aware of affinity and performance bias influencing decisions**</p> <p>Staff & Fellows Recruitment - Where possible, hiring manager to ask 2-3 diverse colleagues to review Sonru submissions or shortlist evaluations when preparing a final shortlist of candidates for interview</p> <p>Selection Committee recruitment - Where possible, hiring manager to invite at least 1 other (diverse) colleague to co-review the final shortlist when preparing a final list of candidates for selection</p>	<ul style="list-style-type: none"> ● Provide a list of selection criteria to help hiring managers ensure a diverse group of candidates are considered in the shortlisting stages ● Create a recruitment “Aide-Memoire” card / nudge box on unconscious bias, including diversity-sensitive reminders and ensure it is communicated to hiring managers and included at selection boards
<input type="checkbox"/> <p>● 1.3.4 Staff recruitment: Increase diversity of selection board members; ensure Dept representatives on selection boards are knowledgeable about mitigating bias in recruitment</p>	<ul style="list-style-type: none"> ● Apply best efforts to ensure that selection boards do not exceed 30% of any one nationality and contain maximum 70% of one gender ● Selection Board members to attend course: “Selecting the Right Person for CERN” (or equivalent) <i>prior to</i> first board, and periodically thereafter ● Selection Board members to be issued recruitment “Aide-Memoire” card on unconscious bias 	

CATEGORY 2: Career Evolution and Retention

Level 2: Reactive

To ensure that D&I is integrated into the department's career evolution processes and retention efforts

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> <p>● 2.2.1 Analyse gender and nationality distribution among “high-visibility” project assignments and aim for a diversity of personnel in prominent roles.</p>	<p>Managers</p> <ul style="list-style-type: none"> ● Identify “high visibility” projects and record the nat/gen distribution of the personnel holding prominent roles within those projects ● Aim for a fair and diverse distribution of personnel assigned to “high-visibility” projects, in particular the prominent roles 	
<input type="checkbox"/> <p>● 2.2.2 To ensure objective and fair decisions in Merit, Promotion and LD to IC exercises, managers to consciously consider the potential for “unconscious bias” in relation to, for example, gender and nationality</p>	<p>Managers to encourage Merit and Promotion assessors to attend training / read materials on Unconscious Bias in assessment and promotion (see L&D catalogue)</p>	<ul style="list-style-type: none"> ● Unconscious Bias content covered in “Selecting the Right Person”. ● D&I to send links on Unconscious Bias in promotion to L&D ● HR annual presentation(s) on MERIT to include short video on Unconscious Bias ● Additional L&D content roll out in 2023

CATEGORY 2: Career Evolution and Retention

Level 3: Proactive

To ensure that D&I is integrated into the Department's career evolution processes and retention efforts

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> ●● 2.3.1 Build practices within the Department <i>to ensure a conscious integration of new hires</i> , paying particular attention to personnel from underrepresented diversity dimensions, such as gender and nationality	<ul style="list-style-type: none"> ● (Re)initiate a “matching” programme within the Department to welcome and integrate newcomers, in particular for early career professionals ● Hiring Manager of new hires to set up regular checkpoints with them for informal feedback on their integration (liaising with HRA, as needed) ● Consider building networking opportunities for new hires with the Department’s Management Board, as well as transversal networks by subject 	<ul style="list-style-type: none"> ● Ensure information and contact info for D&I Programme is highly visible in “Connecting the Dots” ● D&I Programme to hold an in-depth D&I presentation twice a year, targeting newcomers
<input type="checkbox"/> ● 2.3.2 During regular discussion with staff, fellows, students on career progression opportunities, managers to discuss challenges personnel from underrepresented groups may experience (see 7.3.1 for mentor and networking opportunities)	<ul style="list-style-type: none"> ● Offer appropriate support in terms of competency development through formal or informal training or opportunities, including participation in high visibility projects (see Action 2.2.1) ● Seek support as needed from HRA for discussions with personnel from underrepresented groups 	<ul style="list-style-type: none"> ● Provide support for these conversations ● Identify training or resource that may already exist providing guidance in this area
<input type="checkbox"/> ● 2.3.3 Staff & Fellows: Set up systematic retention / exit survey <i>to understand any D&I -related barriers to retention</i>	<ul style="list-style-type: none"> ● Manager to systematically invite personnel for a 1:1 conversation prior to the person’s contract end-date and to seek feedback regarding the person’s experience at CERN. Where end of contract is voluntary and/or decision not to apply for new contract if eligible, enquire as to any D&I-related barriers to retention ● Respecting confidentiality, group and share main findings with hierarchy (including Dept Head) ● Consider extending the exit interview process to students and trainees who choose not to apply for a new category of personnel 	Roll out off-boarding survey in 2022

● The action below requires additional resources and is under preparation or consideration.
Tick the box if your Department would be seriously interested in implementing it.



● **2.3.4** Fellows: Establish a mentoring and/or coaching program, ***aimed at supporting and retaining women and underrepresented nationalities in STEM***

- Point personnel to mentor programme established by the Women in Tech (WIT) network
- Call for mentors and mentees within the Department
- Extend coaching offer to Students (Dept training budget)
- Hold an intra or inter-Departmental “Speed Mentoring” event (with support from D&I Programme)

L&D (2022-23)

- Identify needs and resources available to roll out broader mentoring activities across CERN
- Build on experience and Mentor network with WIT

CATEGORY 3: Benefits, Work-Life Integration, Wellbeing & Flexibility

Level 2: Reactive

To achieve work-life integration, and to ensure flexible work arrangements are accessible and granted equitably

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> <p>● ● 3.2.1 Track number of women leaving the Organization, or reducing to part-time, within 2 years following return from maternity leave.</p> <p>See Action point 3.3.5 for data analysis on potential gender-based bias in promotion processes for this population</p>	<ul style="list-style-type: none"> On a biannual basis (to be adjusted based on Dept demographics), DPO to request from HR the Department's statistics relevant to this action Share any noticeable trend with Dept Head 	<p>On request by the Department, record the number of requests by women who, within 2 years following return from maternity or parental leave, submit a request for: voluntary termination of contract; reduction to part-time; and/or uptake of 3 or 4 SLS slices for child-care reasons</p>
<input type="checkbox"/> <p>● 3.2.2 Track the uptake of Paternity / Co-parent Leave and Parental Leave, by gender.</p> <p>See Action point 3.3.5 for data analysis on potential gender-based bias in promotion processes for this population</p>	<ul style="list-style-type: none"> On a biannual basis (to be adjusted based on Dept demographics), DPO to request from HR the Department's statistics relevant to this action Share any noticeable trend with Dept Head 	<p>On request by the Department, record and make available to the Department statistics relevant to the uptake and duration of Paternity / Co-parent Leave and Parental Leave, by gender</p>
<input type="checkbox"/> <p>● 3.2.3 During team or smaller (even 1:1) meetings, managers to include discussion on flexible work needs and arrangements to "normalise" the uptake and to ensure team members benefit equitably from these arrangements</p>	<ul style="list-style-type: none"> Manager to invite personnel to express their specific flexible work needs/wishes Invite team discussions on how to support flexible work arrangements while meeting the needs of the service; or what framework (rotational, or otherwise) to put into place Senior managers to encourage personnel to attend well-being sessions available in L&D learning hub 	
<p>● 3.3.4 Run a short anonymous poll to highlight "invisible diversity dimensions" among the Department personnel</p>	<ul style="list-style-type: none"> Consider using anonymous Zoom poll, with maximum 10 questions, as per the "invisible dimensions" survey carried out by D&I Programme for HR Department in 2021 Department DIO (see 4.2.1) to run the survey 	<p>Share the HR Zoom poll on invisible diversity dimensions (Nov 2021); provide briefing to DIO to ensure context and purpose is explained to participants</p>

CATEGORY 3: Benefits, Work Life Integration, Wellbeing & Flexibility

Level 3: Proactive

To achieve work-life integration, and to ensure flexible work arrangements are accessible and granted equitably

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> ●●● 3.3.1 Implement a Department-wide policy that important / critical meetings shall take place at “reasonable times”, to ensure that invitees with potential caring or personal responsibilities outside work are able to attend	<ul style="list-style-type: none"> • Dept Head to use sample note, or draft anew to communicate policy to Dept personnel • Teams to take into account the range of meetings time most suitable to the team, to ensure maximum participation • Where a meeting must take place, exceptionally, outside a reasonable time managers to include a justification in the meeting invite 	<p>Provide a sample message for Dept Heads</p>
<input type="checkbox"/> ● 3.3.2 Taking into account the needs of the Service, Dept Management to consider HR’s “577 policy”: work emails to be sent only between 7am and 7pm, Monday to Friday. This policy respects the personnel’s commitments outside working hours and encourages work-life balance	<ul style="list-style-type: none"> • Dept Head to use sample note, or draft anew to communicate a 577 policy to Dept personnel • Use or adapt HR’s 577 policy within the Dept 	<ul style="list-style-type: none"> • Using HR’s 577 communication piece as example: • Draft sample communication note for Department Heads
<input type="checkbox"/> ● 3.3.3 Taking into account the needs of the Service, Dept Head to encourage uptake of flexible work arrangements, such as remote working, to increase wellbeing and to accommodate diverse needs	<p>Dept Head to use sample note, or draft anew, to communicate to the personnel the benefits of work-life balance (while ensuring the needs of the Service are met)</p>	<ul style="list-style-type: none"> • Provide sample communication for Dept Heads • HRA to support managers in handling discussions around use of flexible arrangements, including on the flexible arrangement uptake by managers vs non-managers
<input type="checkbox"/> ● 3.3.4 Managers to inform / remind their personnel of the various flexible work arrangements, well-being related benefits, and support services available to support overall wellbeing	<ul style="list-style-type: none"> • Dept Head to circulate to Managers a document from HR outlining the well-being related benefits and support services • Managers to inform their Supervisees to take up the benefits and support services, as needed 	<p>Provide single document with info / hyperlinks re well-being related benefits and support services (WWFW, Life at CERN, e-guide pages, etc)</p>

● The actions below require additional resources and are under preparation or consideration.
 Help us to prioritise by selecting those your Department would be likely to implement.

<input type="checkbox"/> <p>● 3.3.5 Taking into account certain action points above, in particular 3.2.1, 3.2.2, and 3.2.3, undertake an analysis as to <i>any potential gender-based bias around career progression</i> for MPEs who regularly use flexible work arrangements vs those who do not</p>	<p>DPO</p> <ul style="list-style-type: none"> ● Compare career progression and use of flexible work arrangements for any noticeable trend 	<p>Compile and share with Dept DPO a summary of Dept uptake of certain flexible work arrangements (TW, part-time, SLS usage)</p>
<input type="checkbox"/> <p>● 3.3.6 Review survey results concerning uptake of teleworking</p>	<ul style="list-style-type: none"> ● Consider any potential issues around equitable approval and usage of the telework framework 	<p>Consolidate number of requests, approvals, uptake of telework by Department, Grade, Gender, Age, contract status</p>

CATEGORY 4: Leadership and Accountability

Level 2: Reactive

Engaging Managers as leaders and role models in implementing the Organization's and Department's D&I objectives

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> ●● 4.2.1 Dept Head to appoint a departmental "Diversity & Inclusion Officer" ("DIO") to serve as D&I Focal Point for the Department . Role includes serving as communications channel to/from D&I Programme, and to oversee implementation of 25 by '25 Fitness Plan	DH to invite expressions of interest from within the Department and to communicate the appointed DIO to the Dept. Personnel and Head HR	Announce the DIO role and its purpose
<input type="checkbox"/> ● 4.2.2 Dept Management Board to regularly consult Department's Nat / Gen Dashboard, and other related personnel statistics, to enable conscious workforce planning decisions and development opportunities	DIO (or 25x25 Focal Point), with support of DPO: <ul style="list-style-type: none"> ● Identify any under- or over- represented nationality or gender cluster within the Department personnel ● Present the Nat/Gen data trends to the Dept Head (and/or Management Board) on a biannual basis 	<ul style="list-style-type: none"> ● D&I Programme to overview the Departments' Fitness Plan implementation and Nat/Gen dashboard ● Support DIO
<input type="checkbox"/> ● 4.2.3 Dept Head to strongly encourage Department personnel to follow key D&I-related learning offers , in particular "Taking the Lead" for managers and "Bystander" intervention for all personnel	DIO (or 25x25 Focal Point), in cooperation with the DTO, to circulate D&I-related learning offers to the Dept personnel, on behalf of the DH	Keep DIOs (with and thru D&I Programme) up to date on D&I related learning offers
<input type="checkbox"/> ● 4.2.4 Dept Head to keep Department regularly informed about D&I-related actions, such as Fitness Plan updates, ensuring the personnel remain engaged with D&I actions and progress	On behalf of Dept Head, DIO (or 25x25 Focal Point): <ul style="list-style-type: none"> ● circulate D&I-related communications to the Dept personnel ● present D&I-related updates to the Dept Management Board, on a biannual basis (see 4.2.2) 	D&I Programme to liaise regularly with DIO & HRA on D&I-related topics of interest

CATEGORY 4: Leadership and Accountability

Level 3: Proactive

Engaging Managers as leaders and role models in implementing the Organization's and Department's D&I objectives

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> <p>● 4.3.1 Recognize managers for their efforts to implement the 25 by '25 Fitness Plan and any other significant D&I-related actions</p>	<ul style="list-style-type: none"> • Share with Department personnel D&I best practices, actions and role modelling behaviours as demonstrated within the Dept. • Recognise key Fitness Plan-related contributions 	<ul style="list-style-type: none"> • Gather and share from other departments, D&I-related suggestions, exemplary actions and role modelling behaviours • Provide Dept Head with an “inclusive leadership toolkit”
<input type="checkbox"/> <p>● 4.3.2 Dept Head to ensure managers include D&I-related topics within team meetings, such as 25 by '25 updates, and to invite feedback</p>	<ul style="list-style-type: none"> • Dept Head (or senior manager) to communicate to personnel D&I-related case studies to be further discussed within Groups or Teams • Dept Head and Mgt Board to share ideas / challenges / feedback to D&I Programme through DIO • Dept Head to ensure all Managers have followed “Taking the Lead” learning 	<ul style="list-style-type: none"> • Provide Departments with short story/cases to be discussed in Group or team meetings • PXE to support follow up questions • See Communications category at Level 3 for details
<input type="checkbox"/> <p>● 4.3.3 Dept Head to require managers to follow a minimum of D&I-related learnings each year to ensure incremental development of D&I competencies</p>	<p>Dept Management to recommend D&I-related learnings to managers</p>	<p>Consolidate D&I e-library with links to cost-free D&I resources, share with DTO / DIO</p>

CATEGORY 5: Surveys, Statistics and Measurement

To ensure that assessments, measurement, and research help guide D&I objectives and decisions

Note to all Focal Points: This Category contain actions for HR only

CATEGORY 6: Communications

Level 2: Reactive

Make D&I-related communications clear, simplified and accessible to all

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> <p>● 6.2.1 Ensure personnel are aware of the D&I Programme, policy and major actions (such as “25 by ‘25”), including available D&I-related learning offers</p>	<ul style="list-style-type: none"> • DIO (see 4.2.1) to cascade messages to the Dept personnel • Include key D&I messages in townhall / group / team meetings • Use creative media to pass messages (mattermost, events, posters etc) 	<p>Channel messages to Dept Head and/or DIO</p>
<input type="checkbox"/> <p>● 6.2.2 Ensure language used in internal communications is inclusive and simplified for maximum reach</p>	<p>Internal Communications (+ external where relevant)</p> <ul style="list-style-type: none"> • Use T&M Style Guide for inclusive language guidelines • Follow “Diversité dans le langage: s'exprimer de façon inclusive du point de vue du genre” in the Learning Hub • Use free online tools, such as Gender Decoder Gender Decoder: find subtle bias in job ads (katmatfield.com) for (non-confidential) text analysis • Seek input from diverse team of colleagues to review draft comms for inclusiveness • Ensure text does not inadvertently exclude specific groups of people 	<p>Provide support for review of texts, as resources allow</p>
<input type="checkbox"/> <p>● 6.2.3 Review Departmental website(s) and consider whether they are relatable to and inclusive of underrepresented nationalities and genders, and also inclusive for persons with disabilities</p>	<ul style="list-style-type: none"> • Set up a diverse group of people to review the website(s) and suggest edits for a broader reach • Liaise with IR-ECO 	<p>Support coherence of CERN websites, at a minimum along certain “grands lignes”</p>

CATEGORY 6: Communications

Level 3: Proactive

Make D&I-related communications clear, simplified and accessible to all

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> ●● 6.3.1 Maintain a regular stock of “D&I ally” lanyards and card reels at Dept Head front office for distribution, giving visibility to CERN’s diversity value	<ul style="list-style-type: none"> ● DH front office to maintain a stock of D&I lanyards ● Inform personnel about what the lanyard represents and where they are available ● Create a sense of visible ally-ship when using these lanyards and card reels 	<ul style="list-style-type: none"> ● Ensure sufficient stock available at ID Badge Reception desk, Bldg 55 ● Organise distribution of lanyards at R1, 2, 3 ● Ensure budget available for future orders
<input type="checkbox"/> ● 6.3.2 Managers / DIO to suggest inclusive signature templates for optional usage by the personnel	<ul style="list-style-type: none"> ● Examples of inclusive signature templates: <ul style="list-style-type: none"> - he/she/they gender pronouns - “D&I Ally” - “577 mail policy in use” ● Managers may role model by using signature templates 	<ul style="list-style-type: none"> ● Assist with creating signature templates ● Liaise with IR graphic design for “D&I Ally” logo
<input type="checkbox"/> ● 6.3.3 Groups / Teams to include D&I-related topics in team meetings, such as 25by’25 updates, and to invite feedback (see also, 4.3.2)	<ul style="list-style-type: none"> ● Distribute short (anonymous) case studies on D&I matters for discussion ● Nominate someone in the Group / Team to provide a summary of the discussion on a shared platform 	<ul style="list-style-type: none"> ● Build a D&I sharing platform, for example a Mattermost channel with CERNbox links and / or D&I blog page ● Invite personnel and D&I Roundtable members to propose D&I topics, and build a list of topics for the year ● Provide short case studies to DIOs
<input type="checkbox"/> ● 6.3.4 Give visibility to certain D&I in Science days with communication, actions (events, articles, videos etc)	<ul style="list-style-type: none"> ● Example days: “International Day of Women and Girls in Science”; “LGBT STEM Day”; “International Day for Persons with Disabilities” ● Support D&I Programme with ideas and liaise with other Departments for coherent messaging 	<ul style="list-style-type: none"> ● Disseminate list of D&I days at CERN ● Liaise with the community celebrated or impacted by the day and co-create communication / actions (events, stories, workshop) see also 7.2.2

CATEGORY 7: Learning and Development

Level 2: Reactive

Educate all to achieve a level of D&I competence and confidence needed to create a diverse, equitable, and inclusive Department

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> <p>● 7.2.1 Inform and promote D&I-related learnings, policies and practices (see also 6.2.1)</p>	<ul style="list-style-type: none"> ● Dept Head to encourage personnel (for example, in written communications or during “Dept town halls”) to follow key D&I-related learnings ● DTO to promote D&I-related learnings via Department’s most frequented channels 	<ul style="list-style-type: none"> ● Indicate which L&D learnings incorporate D&I content ● Liaise with DTO & DIO to share relevant learnings
<input type="checkbox"/> <p>● 7.2.2 Provide awareness raising content on D&I matters at key relevant moments, for example on international days (see 6.3.4)</p>	<ul style="list-style-type: none"> ● Dept Head to speak about the importance of these learning offers and how to support the population being celebrated ● DTO to promote specific D&I learning offers via various frequented channels (emails, Mattermost, newsletter etc), in particular over certain international days 	<ul style="list-style-type: none"> ● Reinforce learning catalogue related to specific underrepresented groups, their challenges in the workplace, how to role-model inclusion and ally-ship ● D&I to liaise with DTO to promote these learning offers when there are certain recognised international days (e.g. International Day of Women and Girls in Science, LGBT STEM Day, Neurodiversity Pride Day, Int. Day of Persons with Disabilities, etc)

CATEGORY 7: Learning and Development

Level 3: Proactive

Educate all to achieve a level of D&I competence and confidence needed to create a diverse, equitable, and inclusive Department

Department ACTION	Department IMPLEMENTATION suggestions	Organization (HR) in SUPPORT
<input type="checkbox"/> ●● 7.3.1 During regular discussion with staff, fellows, students on career progression opportunities, managers to propose coaching, mentoring or networking opportunities for interested personnel (see also 2.3.2)	<ul style="list-style-type: none"> ● Consider external partnerships (events, mentoring, trainings) ● Consider events that bring managers and non-managers together (e.g. lunches, coffee) 	<ul style="list-style-type: none"> ● Provide mentoring and coaching offers (the latter is in place); ● Promote these opportunities to all Departments ● Gather and share mentoring & networking ideas from other organisations
<input type="checkbox"/> ● 7.3.2 Create cross-departmental collaboration / projects	<ul style="list-style-type: none"> ● Identify collaboration / projects with other departments ● Ensure diverse representation of personnel who get involved in these collaborations 	PXE (HRA) in support
<input type="checkbox"/> ● 7.3.3 Ensure diverse representation (gender, nationalities) of Department personnel attending learnings, trainings, conferences , in particular events considered strategic, visible, and/or costly.	<ul style="list-style-type: none"> ● DTO to record participation in learnings on the basis of gender and nationality ● Act upon any recurrent inequality of representation 	

Appendix 1: Summary of Actions Chosen

Category	Actions chosen (list the corresponding action number, ex. 7.3.1)
1. Recruitment	1. 2. 3.
2. Career Evolution and Retention	1. 2. 3.
3. Benefits, Work-Life Integration, Wellbeing and Flexibility	1. 2. 3.
4. Leadership and Accountability	1. 2. 3.
5. Surveys, Statistics and Measurement	For HR Department only
6. Communications	1. 2. 3.
7. Learning and Development	1. 2. 3.

Appendix 2: FITNESS PLAN

The Fitness plan is the detailed overview of how your Department will accomplish the agreed actions, as follows:

1. Define the Action
2. Specify tasks and any Achievement-related measure. You may add / delegate sub-tasks
3. Appoint an "Owner" for each task (preferably individual(s), rather than a Group or a Section) to ensure responsibilities are clearly laid out
4. Allocate personnel and any other resources, as needed
5. Define estimated start date and duration and a single or periodic assessment date(s) to monitor the implementation
6. Once you start, consider holding regular status meetings to track progress

Suggested Fitness Plan layout, per Action:

Action Number (ex. 4.2.1)	Description of tasks	Owner	Additional resources, if any	Start date	Assess- ment date(s)	Achievement measure(s), if any	Progress status

Appendix 3: Presentation to Management Board

See separate sample powerpoint deck to help shape your Departmental Fitness Plan presentation to the Management Board.

Document located in the 25 by '25 CERNBox under the folder "Action Menu and Fitness Plans"