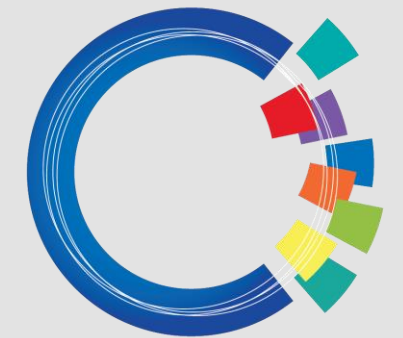


2021 in the Ombud's Office Insights for today

Presentation to TH Staff and Fellows Meeting
7 September 2022

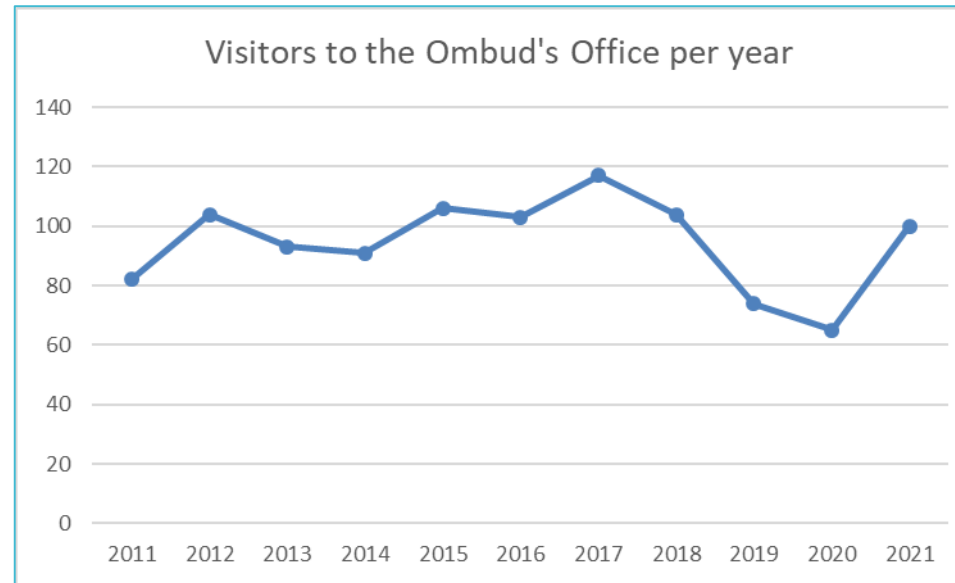


CERN ombud

Introduction



CERN ombud



"The Ombuds shall issue an annual report on his/her activities to the Director-General. This report shall contain anonymous, statistical information with respect to matters brought to his/her attention, including their nature and status or outcome, as well as a general assessment of the operation of the Office of the Ombuds."

*Extract from the CERN Ombud mandate
CCP-2010/15/Rev. 9 /12/2010*

- This is the 11th annual report of the Ombud, shared with DG, ED, CCP, TREF and all departments.
- Handover from P. Gildemyn as of 15/4/21
- **100 visitors** (2% of reference population) , **141 visits**, **136 issues raised**
- **106 visitors**, **147 visits**, **143 issues raised** since January 2022

Zero barrier office

Confidentiality Informality Neutrality & Impartiality Independence



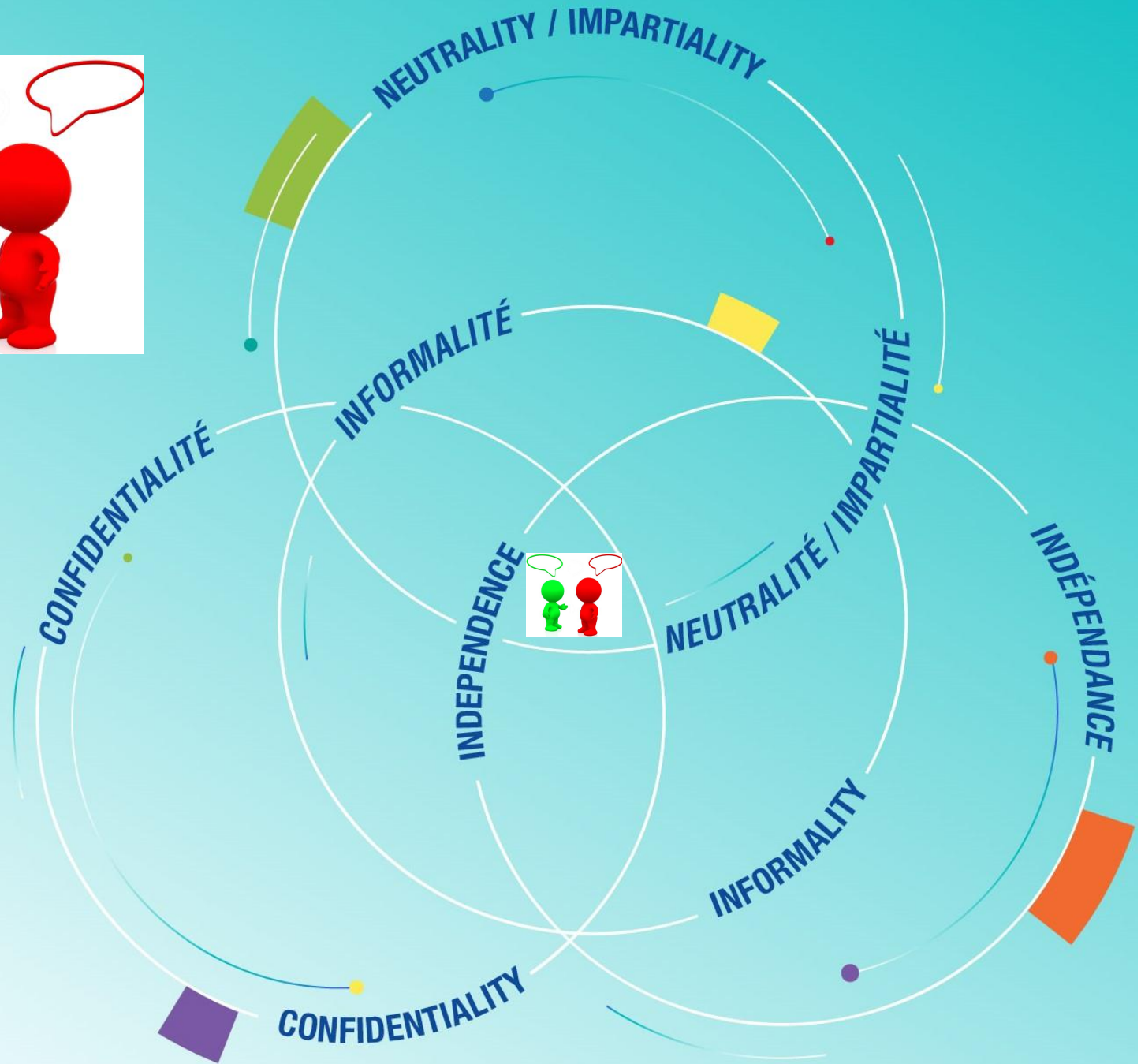
- Active listening, no mandate (nor interest) to investigate facts
- Conflict resolution guidance
- Facilitated conversations
- Shuttle mediation
- Structured mediation
- Information about policies, rules, rights, procedures, “how things work here”
- Referrals to other response channels
- Awareness raising on specific topics



What makes the Ombud's response channel unique?



CERN ombud



Ombuds as agents of change

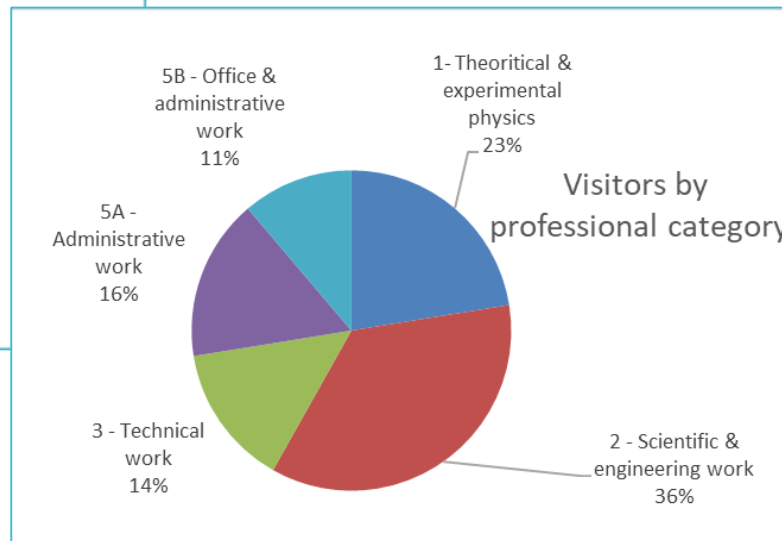
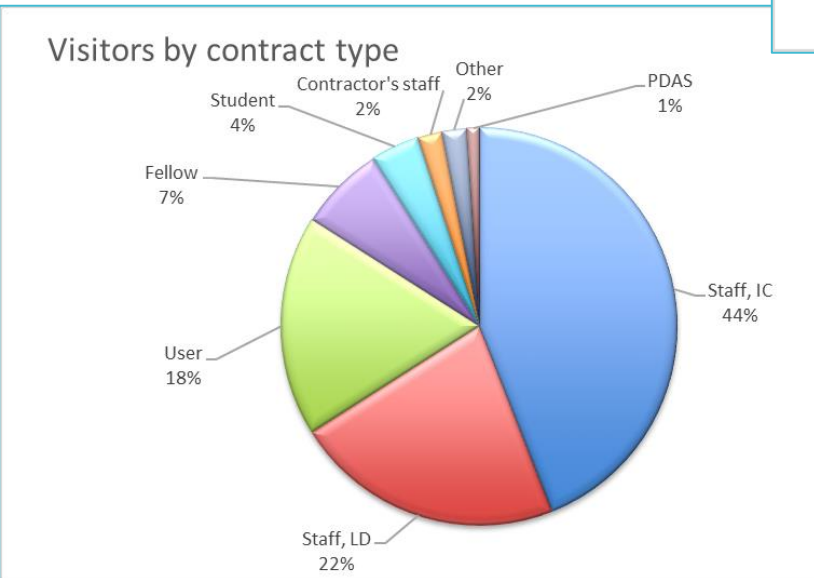
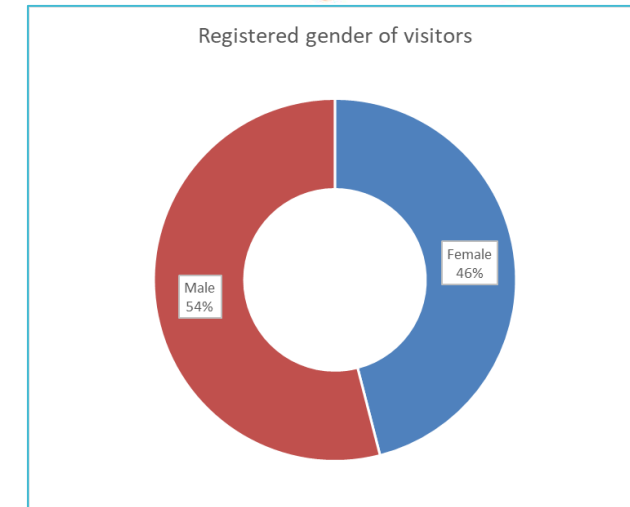
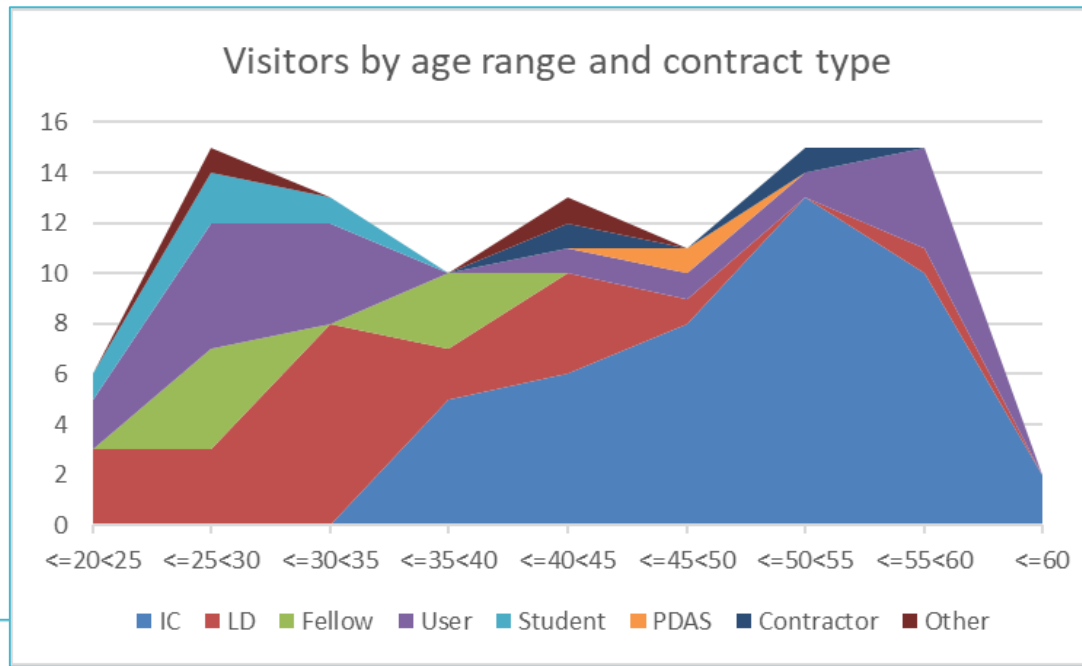


Ombuds are agents of change when they help ...

- **Promulgate good practices**
- Mitigate bad practices
- **Get information where it needs to be**
- Inform policy development (ex officio)
- **Identify and report trends and patterns**
- **Advocate for fair process**
- Provide training

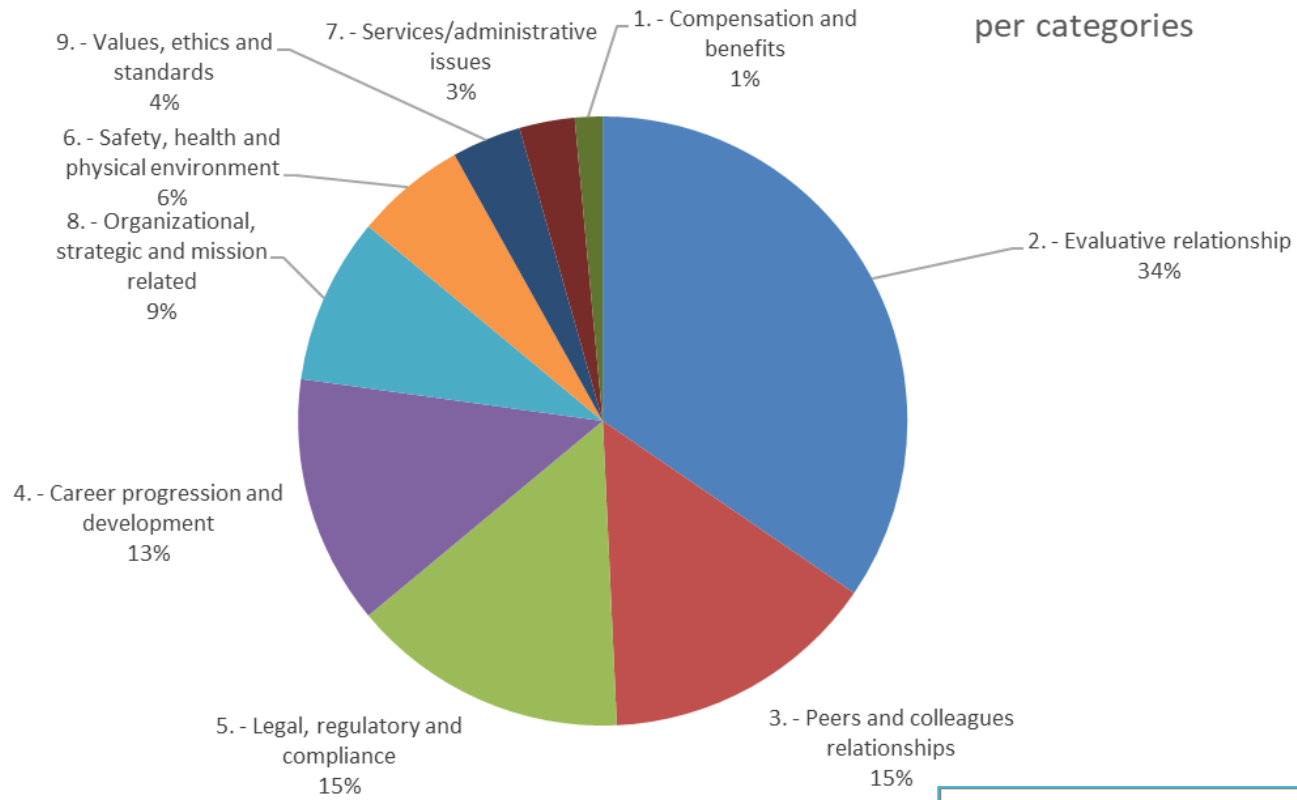


CERN ombud

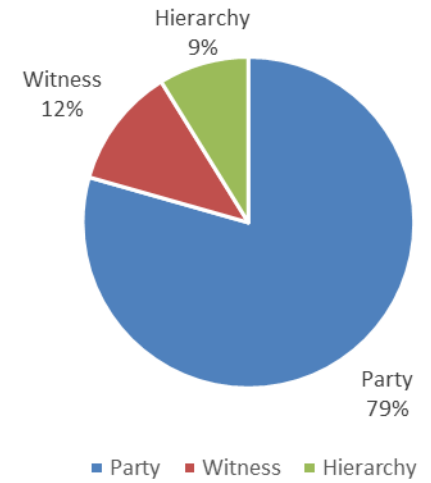


- Women over represented (x2)
- Admin prof. categories too
 - 5A x3 , 5B x2

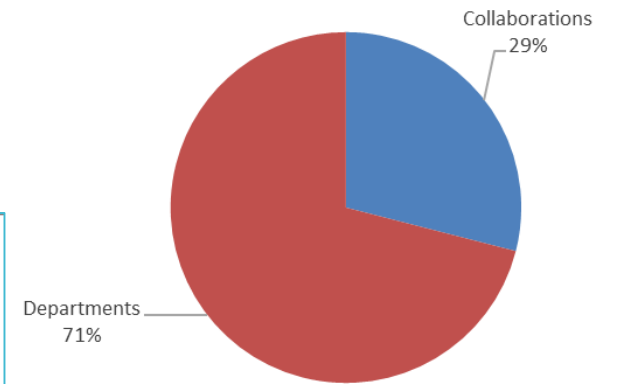
Distribution of issues per categories



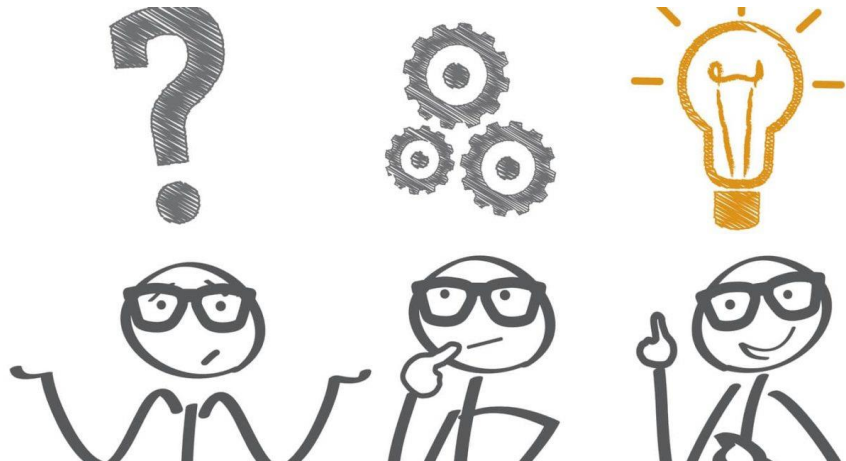
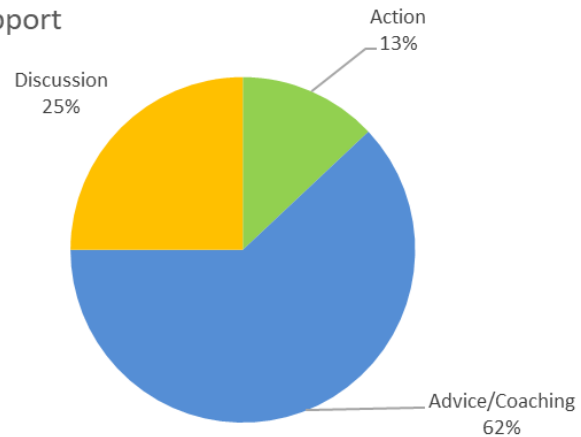
Role of visitor in the issue raised



Context of the issues



Type of support



The positive aspects



CERN ombud



- Discussion is sought at **all levels of management** of CERN and of Collaborations.
- Some visitors (12%) come as **witness** of hostile work environments or colleagues in distress (e.g. for mobbing or bullying issues).
- When authorized to act, I have received **immediate and effective support** from the people in charge. Thanks to them!
- **Good contacts** between the 7 response channels.

Observations and insights



CERN ombud

- **Significant support** is available for collaborators facing issues but it is unclear who does what and on what principles they operate.
- **Conflicts with the hierarchy** represent the majority of the issues (34%).
- This goal is not met yet of promoting **conflict management skills** and establishing a culture of **informal dispute resolution**.
- **The impact** of conflicts and the costs of conflicts are underestimated.
- Visitors only allow the Ombud to take action for **9% only of the issues** that are raised. Amongst the reasons given is **fear of consequences**



Observations and insights



CERN ombud

- Visitors **lose trust** in the processes and in management when the reality they experience is distant from the official messages received
- Students, whether technical, administrative or doctoral and junior fellows at the **beginning of their career** are more vulnerable and need more attention and careful supervision.
- Ends of contract are always difficult, whether imposed or chosen. People who leave are key to preserve and enhance **the reputation** of CERN.
- The context in which **recruitment** happens today has changed. The younger generations sets a higher price to the quality of the **work environment**, the work life balance and the social responsibilities of recruiting companies.



Key messages to leave you with



CERN ombud

- Promote **360 degrees** respect in the workplace (up, down, peers, processes)
- In the **evaluation of managers**, consider their capacity to care for their team
- Invest in the supervision and **proactive follow up** of **students** (especially doctoral students) and **fellows**.
- Make sure that in your team all feel free to share concerns, errors, ideas and questions (.i.e. make it a psychologically safe place)
- Improve the support of colleagues at **the end of their contract** .
- Promote **informal dispute resolution** before conflicts become entrenched, it is impartial, voluntary, confidential, self-determined and non-judgmental. **Team actions** are also possible.

Questions



CERN ombud

Thank you very much for your attention.
Ready and eager for questions!



Spare slides

When more information is needed ...



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Working with visitors



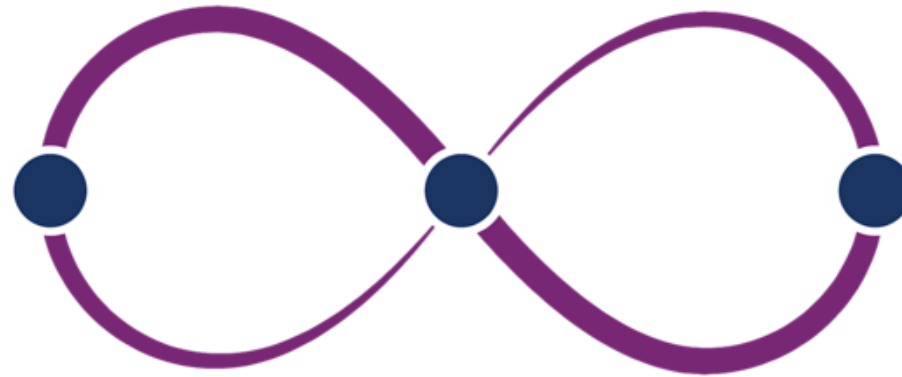
CERN ombud

Clarify

Identify/Clarify
Issues & Goals

Engage

Explain Ombuds Role
Get the Story
Build Trust



Explore

Explore Visitor's Options

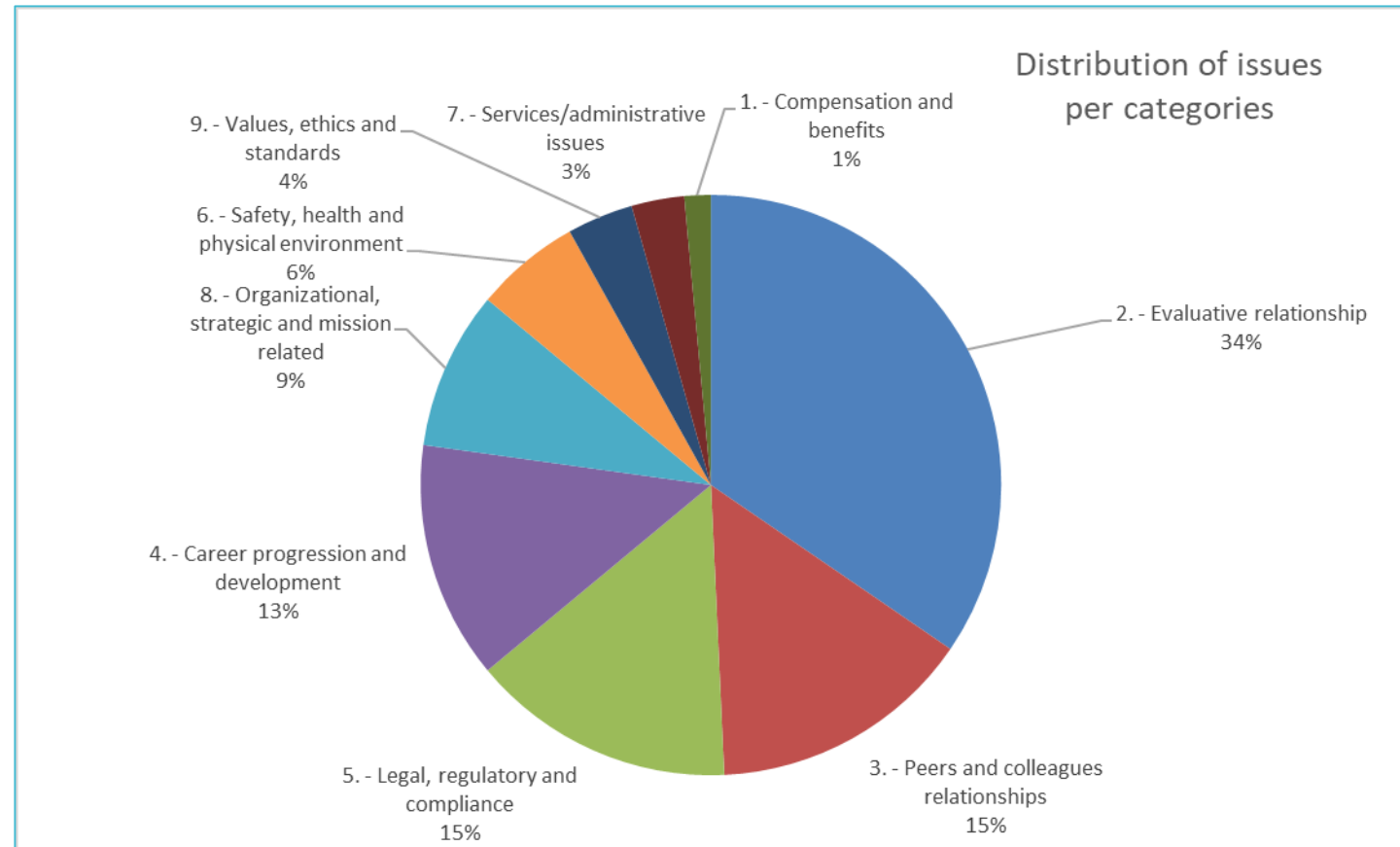
- Actively listen to understand the issue
- Examine a situation from your eyes with empathy
- Keep in mind that there is multiple other sides of the same story
- An external view on the issue of concern and a sounding board
- Exploration with you of possible ways forward
- Empower you to move out of a problematic situation



Analysis of issues reported [136]

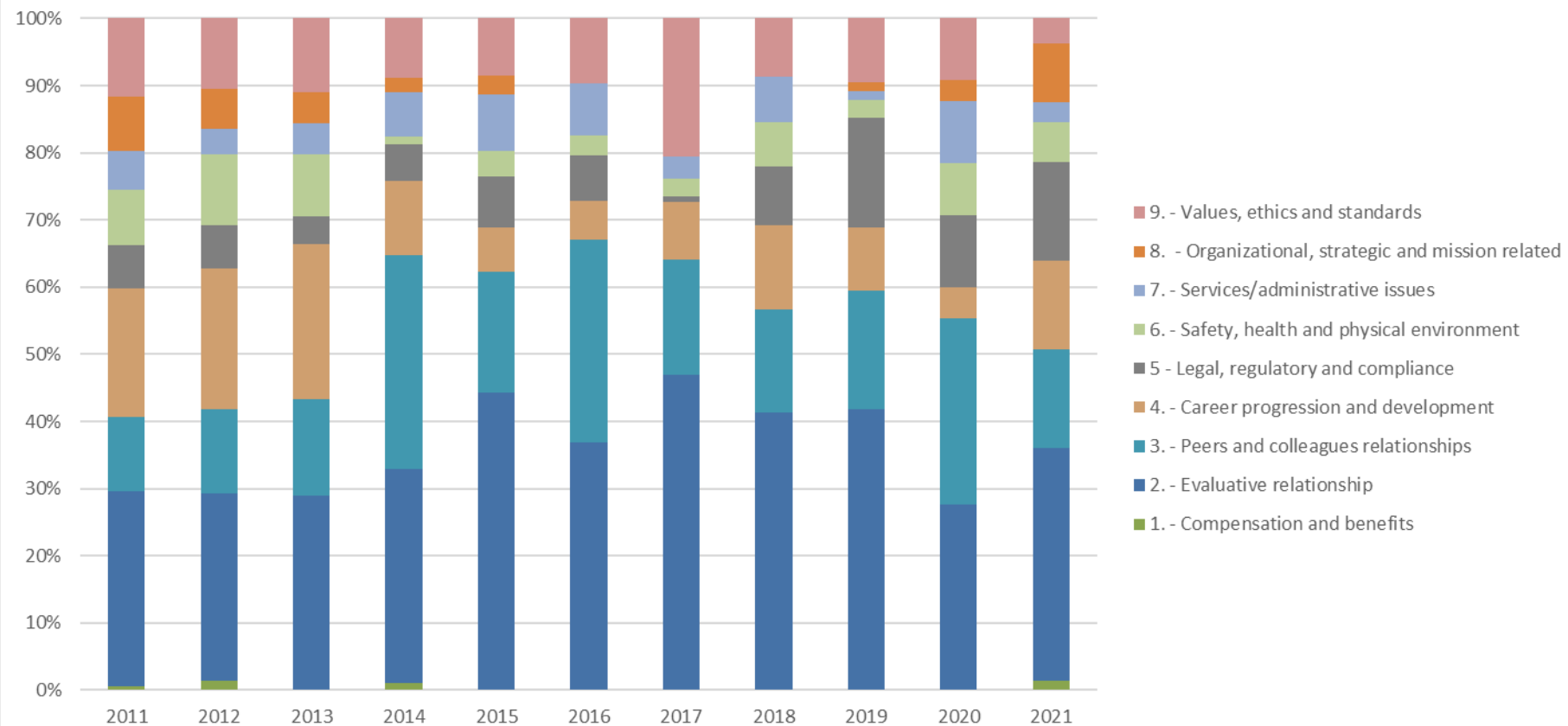


CERN ombud



- Full Alignment to IOA [Uniform Reporting Categories](#)
- The recording of issues raised by visitors have changed over 2011-2021
- “Evaluative” and “Peers and colleagues” relationships remain the most important category. Understandably, since informal dispute resolution is the main function of the Ombud

Trends over 2011-2021 Percentages



- Remarks

- Relative importance of evaluative relationships as well as peer and colleagues – Understandably enough the Ombud is contacted for conflict resolution.
- Persistence of harassment issues (now in category 5)



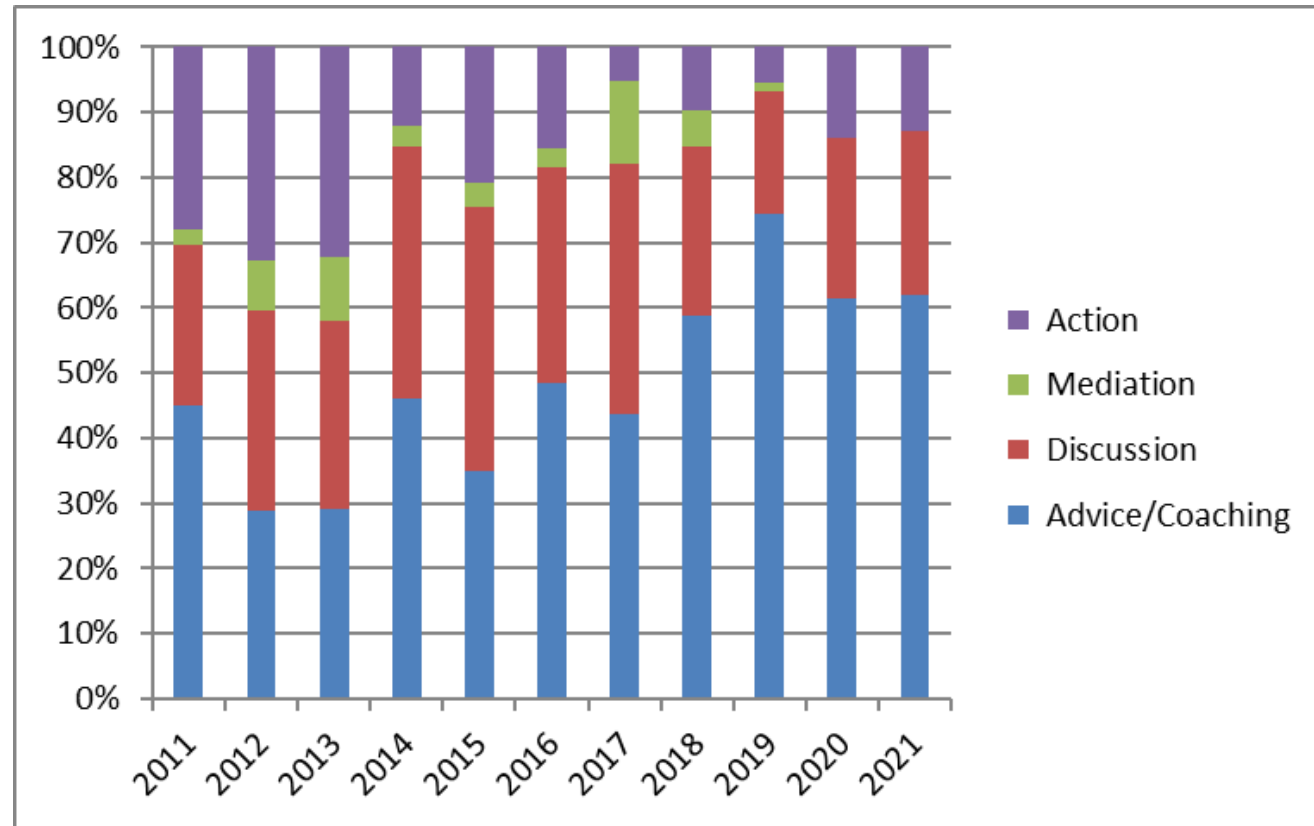
CERN ombud

Trends over 2011-2021

Type of support



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- 13% of visitors (for 9% of issues) authorized the Ombud to take action .

Uniform reporting Categories

IOA



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Questions, concerns, issues or enquiries about ...

- **1- Compensation and benefits**
... the equity, appropriateness and competitiveness of employee compensation, and other benefits
- **2 - Evaluative relationships**
... arising between people in evaluative relationships (i.e. supervisor-employee, supervisor-student)
- **3 - Peer and colleague relationships**
... involving peers who do not have a supervisory-employee or supervisory-student relationship
- **4 - Career, progression and development**
... administrative processes and decisions regarding entering and leaving a job, what it entails (recruitment, assignment, job security and separation)
- **5 – Legal, regulatory and compliance**
...that may create a legal risk for the organization and its members if not addressed (harassment, fraud, intellectual property, discrimination, privacy and security of information, abuse etc.)
- **6 – Safety, health and physical environment**
... safety , health and infrastructure related issues
- **7 – Service/administrative issues**
... about services or administrative offices including from external parties
- **8 - Organizational, strategic and mission related**
... that relate to the whole of some part of the Organization
- **9 – Values, ethics and standards**
... the fairness of organizational values, ethics and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

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22 words from the Ombud to the CERN community



CERN ombud

- Each and everyone of us matters
- Knowing how to set limits for ourselves and others
- Seven ways to protect your team from conflicts
- The “I need” behind the “I want”
- The power of mediation
- Listening as an effective management tool
- A purposeful return to work
- Don’t sweep conflicts under the carpet
- Five ways to jump-start a new job
- Staying in the driver’s seat: on the principle of informality
- Bread-and-butter issues
- The third chair in the Ombud’s Office: Impartiality
- Respect and internal mobility
- Ten good reasons to opt for the ombud
- 2020 annual report by the Ombud – a role driving change
- My own visit to the ombud
- Sexism: let’s face the facts
- Humor in the time of Corona
- The judgment of Solomon
- Should you tell your colleagues everything?
- Oh no, a new boss!
- Best wishes for 2021!

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Reluctance to authorize action

What the visitors say ...



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- Simply looking for advice
- Direct hierarchy is the problem
- Convinced of ineffectiveness of speaking up
- Colleagues in mid to late career, have spoken up but nothing happened
- Afraid of making the situation worse
- Lack of trust in the “system” in general
- Young people first time in this situation seeking advice on how to manage it
- Problem is too intimate
- Supervisors feel un-at ease to say that they have a problem managing an issue
- Lack of experience and tools for speaking up (e.g. too emotional, fear an outburst of anger)
- Would like the Ombud to intervene in a non appropriate way (not in mandate)
- Absolute confidentiality required by the nature of the matter (.g. next step call the police)
- Feeling helpless given the other party’s power
- Protecting other colleagues
- Issue outside the professional context

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Response channels



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Inappropriate behaviour? Misconduct? Harassment? CERN's Response Channels

Handling your concern in <u>full confidentiality</u>	Contact Information Building-floor-office location	Listening	Mediation	Advice &/or Guidance	Receipt of formal complaint; Investigation; Disciplinary action
Ombud's Office	ombuds@cern.ch 500-1-04	✓	✓	✓	
Social Affairs Service	social.affairs@cern.ch 33-1-38	✓		✓	
Medical Service	medical.service@cern.ch 57-1	✓		✓	
HR Adviser (Staff) or HR Coordinator (Fellows, Trainees, Students)	cern.ch/hr/hr-key-contacts 5-1 & 5-2	✓	✓	✓	
Staff Association	staff.association@cern.ch 64-R-010	✓		✓	
Your Department Head, or Head, Human Resources	(name)@cern.ch, or hr-dept.head@cern.ch	✓		✓	✓
Harassment Investigation Panel (HIP)	HIP Chairperson HIP.Chair@cern.ch			✓	✓



 All members of personnel
(incl. Users)

 Staff, Fellows, Trainees,
Students*

*Students: TECH, ADMIN, DOCT, Short-Term Internship programmes coordinated by CERN HR

Training, development and networking



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- Networking
 - Ombuds of international organization in Geneva - Monthly meetings
 - Ombuds in UNARIO organizations
 - Ombuds in EIROforum organizations
 - COOR, Organization of Corporate Ombuds in Europe
 - Membership to the International Ombuds Association
- Formal training
 - Foundation course for Ombuds (June, IOA)
 - Practical mediation skills (April, The TCM Group)
 - Acquired the UK National Certificate in Workplace mediation in November (July & September, The TCM Group)

All of this took place online



Raising awareness



CERN ombud

- Information on the Ombud's Office
 - New branding
 - New posters and flyers spread on both sites
 - Web site partly reviewed
 - Internal communication
 - Presentation of 2020 annual report in the management board of most departments
 - Presentation of annual report in the Collaborations
 - Attendance to new learning modules in order to align with the Organization's messages (taking the lead, by-standers)
 - 22 articles published the Weekly Bulletin , [the Ombud's Corner](#)
 - Reminders of CERN values and expected conduct
 - Inspired by visitors and articles in professional online resources, adapted to CERN context
 - Raising awareness on [all available](#) response channels (Inc. the ombud)
- Presence
 - Open door policy in 500-1-004
 - Permanence in Prévessin
 - Cern-ombud-news e-group

Costs of conflicts



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Courtesy of The TCM