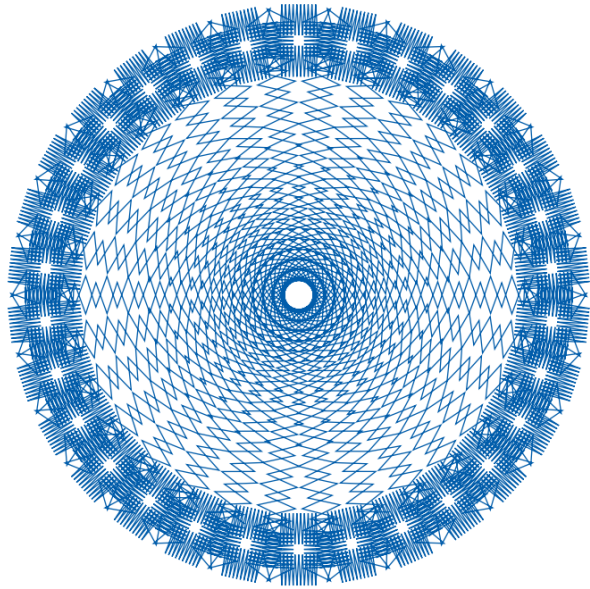


Conscious hiring at CERN

SCE DIO team - proposed implementation mechanisms in SCE



CERN'S Main Objectives
for the period 2021-2025



...initiatives to improve the human resources return for Member and Associate Member States ... focus on “under-represented” countries



Several of the poorly balanced Member States have openly declared in the Finance Committee and the Council that their support for the FCC and CERN's future more generally might be contingent upon an improvement in their personnel returns.

– Fabiola Gianotti, 30 April 2024



WHY?

1. It's a top priority part of CERN's strategy
2. We have a collective responsibility
3. Our future depends on it



European Organization for Nuclear Research
Organisation européenne pour la recherche nucléaire

STAFF RULES AND REGULATIONS

11th edition — 1 January 2007
Updated – 1 July 2024

STATUT ET RÈGLEMENT DU PERSONNEL

11^e édition — 1^{er} janvier 2007
Mise à jour – 1^{er} juillet 2024

S II 1.04 “Director-General shall strive to ensure as fair a distribution as possible of nationals of the Member and Associate Member States and of gender”

Staff: Ensure each stage includes PBMS

Responsible: Hiring department

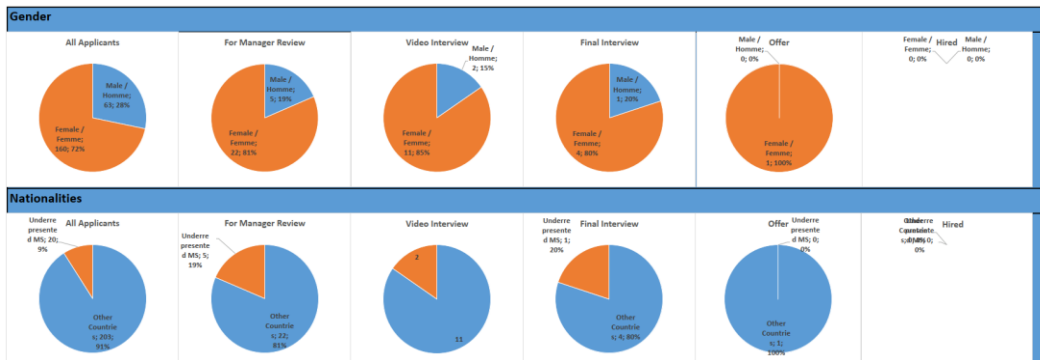
Examples

- Departmental Representatives, involved in every staff hire, are to ensure diversity in the hiring, can voice concern and are partners for recruiters
- Last year in one department there was a massive outreach effort to have 25% from PBMS

KEY to be honest to identify with the Departments the positions that are really open competition (without an internal candidate in mind) & focus efforts on those for diversity!

Example: Selection Guidelines for Staff

- Instructions to all groups to make every effort to improve diversity in LD hiring
- **Checkpoints at each stage (longlist, shortlist and final selection)** with instructions that the pool/selection must be sufficiently diverse
- **Exceptions possible in specific cases, after discussion with DH**
- **DH approval needed for insufficiently diverse selection ('overrepresented' categories), for long/short list composition or final selection**



IMPORTANT CONSIDERATIONS

- Shared ownership of this process between TA and Department
- Under-Represented Categories (not only Nationalities)
- HR should provide diversity info before closing of the vacancy notice (to allow for extensions)
- HR should offer the TA diversity dashboard at every step of the recruitment
- Risk to further delay the process, risk of losing good candidates
- Need to quantify how many candidates
- What happens if there is not enough diversity in the pool
- Risk of tokenism

DH authorisation required for ORMS hiring

Staff: Exemption list for certain positions

Responsible: The hiring department

- There are a number of positions at CERN requiring local knowledge & competencies
- Departments will identify these positions in advance in their MPP
- These positions will be exempt from all measures






As part of departmental workforce plan, DPO to identify posts that either require specific local competencies (eg legislation etc) or must have both languages from the outset.

Position to be cross-checked with HRA and list validated by sector director + FHR director

Director signoff of agreed positions

SCE recruitment process: LD Staff

PBMS: CZ, DE, DK, GB, IL, NL, NO, SE
 ORMS: BE, BG, CH, FR, GR, IT, PL, PT

Stage	Identification of need + budget approval	VN drafting	VN publication in relevant channels	Applications received	Selection of eligible candidates (longlist)	Selection of candidates for video interview	Video interview & candidates for board (shortlist)	Pre board meeting	Selection board	Debriefing & candidate selection
Responsible	Hiring Manager(s)	Hiring Manager(s) + HR	HR, hiring managers, in their networks. Direct sourcing (HR)		HR (HR assures diversity in longlist & provides data on nationality of longlist)	Hiring Manager(s)	Hiring Manager(s)	HR, Hiring Managers	HR, Hiring Managers	HR, Hiring Managers
DIO role	DIO checkpoint  DIOs input on diversity guidelines (as required) from RECR stage, with SCE Dept. Rep. Is post exempt from diversity guidelines?	DIO checkpoint 			DIO checkpoint  Need to republish for greater diversity?	DIO checkpoint  DIOs input on diversity guidelines (as required): tips for searching in SmartRecruiters to maximize diversity, challenge biases, search on key words	DIO checkpoint 			



Hiring manager responsibility: Ensure PBMS are included in each stage of recruitment
DIOs as a Service in SCE: reassure, remind of responsibility & guidelines

Graduates: Ensure PBMS amongst finalists

Responsible: The hiring department

Example Selection Guidelines

- Instructions to all groups to make every effort to improve diversity in LD hiring
- Checkpoints at each stage (longlist, shortlist and final selection) with instructions that the pool/selection must be sufficiently diverse (not quantified)
- Exceptions possible in specific cases, after discussion with DH
- DH approval needed for insufficiently diverse selection ('overrepresented' categories), for long/short list composition or final selection

Process may
be adapted
to suit
department's
needs

DH authorisation required for ORMS hiring

Students: Ensure PBMS amongst finalists

Responsible: The hiring department

Example selection Guidelines for Students

Step 1: Establish a list of the most suitable candidates, including:

- the most suitable female candidate;
- the most suitable male candidate; and
- the most suitable candidate from a PBMS if not already a candidate named above
- An explanatory note must be provided if no suitable candidate is identified in any category

Step 2: Select the preferred candidate among those identified under Step 1

- If the preferred candidate is not female or from a PBMS an explanatory note must be provided

Step 3: Select 2 reserve candidates





- If either or both reserve candidates is not female or from a PBMS an explanatory note must be provided

Process may
be adapted
to suit
department's
needs

DH authorisation required for ORMS hiring

SCE recruitment process: Graduates & Students

PBMS: CZ, DE, DK, GB, IL, NL, NO, SE
 ORMS: BE, BG, CH, FR, GR, IT, PL, PT

Stage	Identification of need + budget approval + role description	VN publication in relevant channels	Selection of eligible candidates (longlist)	Selection of candidates for video or phone interview	Video interview & top 3 candidates (1 st choice + reserves)
Responsible	Hiring Manager(s)	HR, hiring managers, in their networks. Direct sourcing (HR)	HR	Hiring Manager(s)	Hiring Manager(s)
DIO role	<p>DIO checkpoint</p>  <p>DIOs input on diversity guidelines (as required) from PRQ stage, with SCE Dept. Rep.</p> <p>Is post exempt from diversity guidelines?</p>		<p>DIO checkpoint</p>  <p>HR assures diversity in longlist & provides data on nationality of longlist</p> <p>Need to republish for greater diversity?</p>	<p>DIO checkpoint</p>  <p>DIOs input on diversity guidelines (as required): tips for searching in SmartRecruiters to maximize diversity, challenge biases, search on key words</p>	<p>DIO checkpoint</p> 



Hiring manager responsibility: Ensure PBMS are included in each stage of recruitment
DIOs as a Service in SCE: reassure, remind of responsibility & guidelines

Guidelines for Hiring Managers

PBMS: CZ, DE, DK, GB, IL, NL, NO, SE
ORMS: BE, BG, CH, FR, GR, IT, PL, PT

Hiring manager responsibility: Ensure PBMS are included in each stage of recruitment

For all recruitments:

STEP 1: Establish a list of the most suitable sufficiently diverse candidates, including:

- the most suitable female candidate;
- the most suitable male candidate; and
- the most suitable candidate from a PBMS if not already a candidate named above
- An explanatory **well-justified** note must be provided if no suitable candidate is identified in any category
- **Max. 50% ORMS at LD board**

For Graduates & Students:

STEP 2: Select the preferred candidate among those identified under Step 1

- If the preferred candidate is not female or from a PBMS an explanatory **well-justified** note must be provided

STEP 3: Select 2 reserve candidates

- If either or both reserve candidates is not female or from a PBMS an explanatory **well-justified** note must be provided

Concrete actions + responsibilities

Theme	Action	Responsible	By when	Sign off
Drive Accountability	Document selection guidelines for increasing diversity for hiring managers	DIOs + GLs + HR-TA	End 2024	DHO
Drive Accountability	Agree and publish new recruitment process(es) with increasing diversity as a goal (SY as template)	DIOs + GLs + HR-TA	End 2024	DHO
Drive Accountability + Encourage Change	Write Flash News article on ED presentation + selection guidelines + new process for SCE	Dept. Comms	End 2024	DHO
Drive Accountability	Deliver workshop for hiring managers on new process, guidelines + tips for hiring from PBMS	DIOs (Lucy) + GLs + HR-TA	Q1 2025	DHO

Concrete actions + responsibilities

Theme	Action	Responsible	By when	Sign off
Monitor & Adapt	Document current recruitment challenges + list of roles exempt from guidelines incl. reasons for exemption; update yearly	DIOs + GLs + HR-TA	End 2024	DHO
Monitor & Adapt	Document & share vision of all posts until end-2025: identify scope of possible diversity improvement (STAF LD + Retirements, GRAD, Students)	DIOs (Emeline)	End 2024	DHO
Monitor & Adapt	Identify what dynamic data is available today to do “live” follow up of each recruitment stage + what more is needed	DIOs (Emeline) +GLs + HR-TA	End 2024	DHO
Monitor & Adapt	Identify Trainee opportunities & foster collaborations between GLs & PBMS schools & universities	GLs + HR-TA	By end 2025	DHO

Concrete actions + responsibilities

Theme	Action	Responsible	By when	Sign off
Encourage Change	Accompany GLs at group meetings to encourage & reassure hiring managers on new recruitment process	DIOs + GLs	End 2024	GLs
Encourage Change	SCE DTO: training plan for hiring managers	DIOs (Vincent) + SCE DTO	End 2024	DHO
Encourage Change	Document successes, publish in Flash News	DIOs + Dept. Comms + GLs	Ongoing until end 2025	DHO
Encourage Change	Determine specific posts and do direct sourcing for PBMS candidates	GLs + HR-TA	Ongoing until end 2025	GLs

Key Messages



DIOs as a Service in SCE:

- To reassure hiring managers, remind of responsibility & guidelines
- Recruitment partner, with HR, in increasing diversity in SCE
- To support and monitor the new CERN conscious hiring strategy.



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