



European Organization for Particle Physics  
*Take part!*



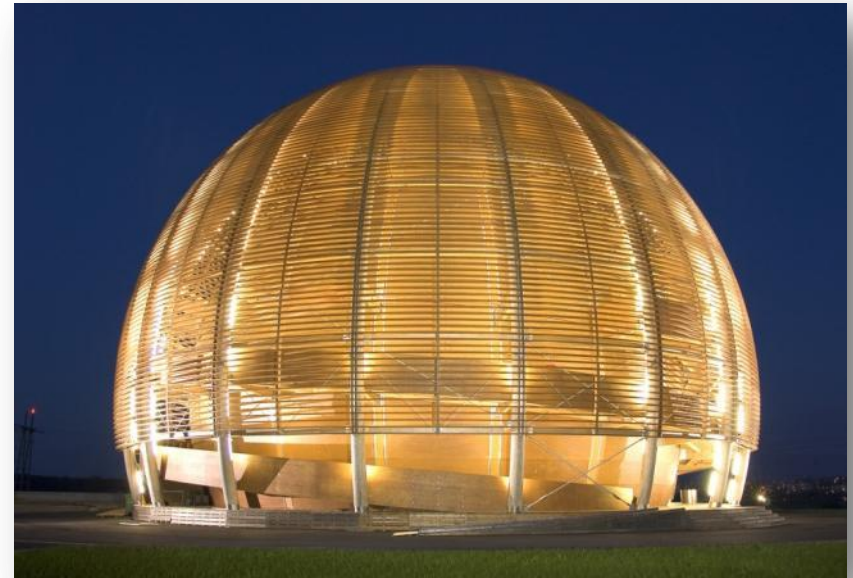
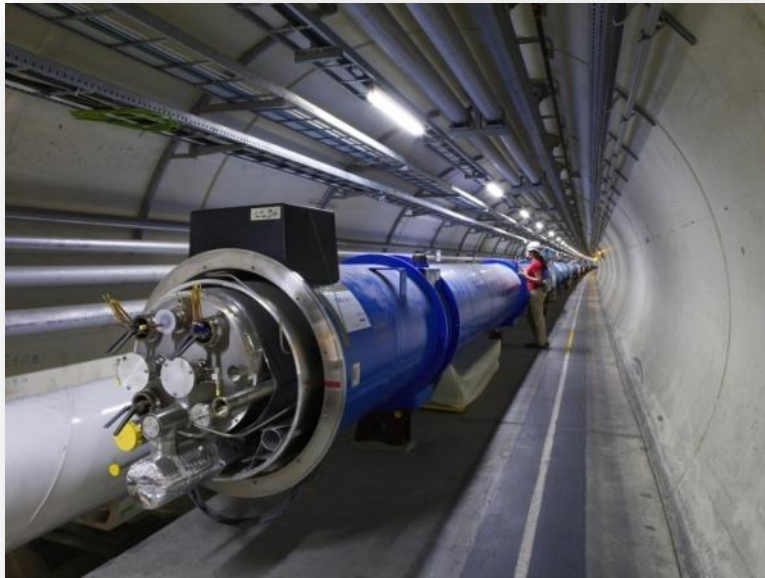
# CERN's



# Large Hiring Challenge

*Our Talent Acquisition journey*

James Purvis, Head of Talent Acquisition, CERN



# Challenges in Talent Acquisition



~200 years



~500 years



~2000 years



~50 years



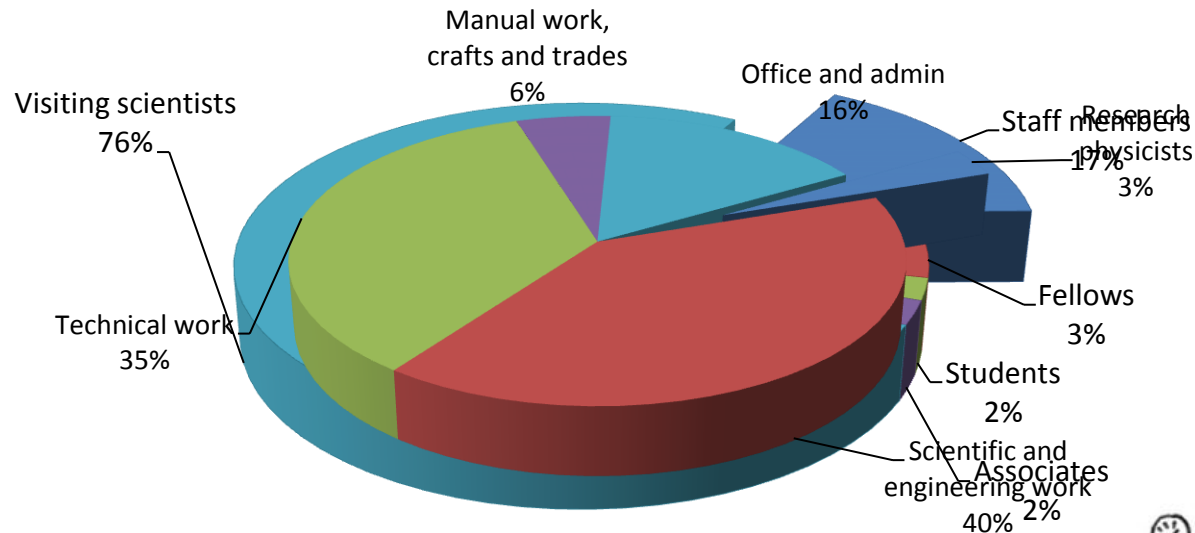
# And today...?

*Top 10 jobs today...  
...didn't exist 10 years ago*

**DID YOU  
KNOW ?**

*“We are currently preparing students for jobs that don't yet exist,  
using technologies that haven't been invented,  
in order to solve problems we don't even know are problems yet”*

# CERN's Large Hiring Challenge



Achieving great science...  
requires great talent...

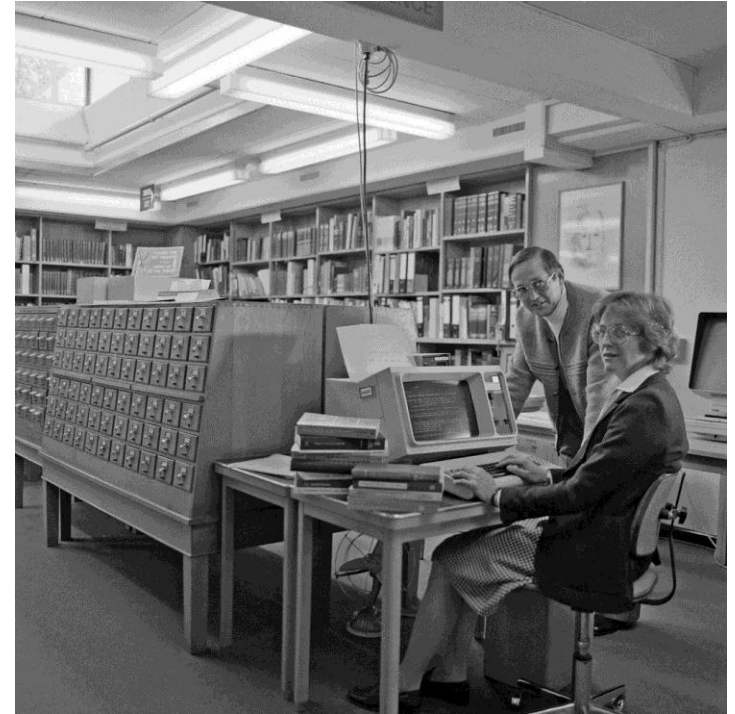
...yet we recruit very few physicists!



*'Typical! I've found the Higgs boson,  
but I've lost my glasses again'*



# CERN is a great place to work!



*“The **incumbent** will take an active part in all questions related to scientific information”*

... but we can make it sound really boring!



# Our beginning



## Describing a task/need

CERN is ....

Dept X does...

Group Y implements....

We need....

- Bulleted
- List
- Of
- Needs

*Both men & women can apply*

## Results

- Delays
- Low quality
- No sourcing
- No advertising
- No brand
- One-step process
- Few quality candidates
- Low satisfaction levels

*typical candidate reaction*



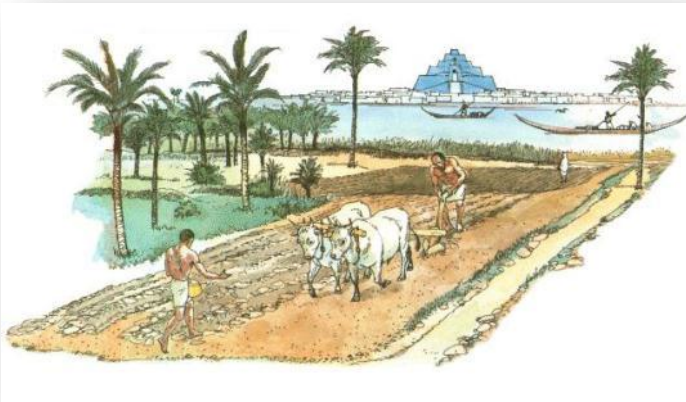
# The start of recruitment...

BBC one

The origins of  
Job  
Interviews







3500 BC

1440

time



1915

# MULES!

I have just returned from the markets of Tennessee and Kentucky with a car load of

## Fine Mules and Horses

These are the best for work that ever came to Limestone county. All young and sound and good. They range in age from 4 to 8 years, and from 14 to 16 hands high.

Also have with these mules a lot of fine horses. Come in and see them. You will be pleased with them. CASH OR CREDIT.

36 B. DENBO 1915  
ATHENS, ALA.

## DISPENSE WITH A HORSE

and save the expense, care and anxiety of keeping it. To run a motor carriage costs about  $\frac{1}{2}$  cent a mile.

### THE WINTON MOTOR CARRIAGE

is the best vehicle of its kind that is made. It is handsomely, strongly and yet lightly constructed and elegantly finished. Easily managed. Speed from 3 to 20 miles an hour. The hydrocarbon motor is simple and powerful. No odor, no vibration. Suspension Wire Wheels. Pneumatic Tires. Ball Bearings. Send for Catalogue.

Price \$1,000. No Agents.

THE WINTON MOTOR CARRIAGE CO., Cleveland, Ohio.

## Ladies INTERNATIONAL

please.

### Programmers... to £1,900

and

### Operators..... to £1,400

Our Client has five significant openings for female PROGRAMMERS who have experience in commercial programming applications on ICL 1900 Series to work on ICL 1904C. Real Time experience, PLAN and/or COBOL preferred. (Ref: MC/50).

The positions are in London with a new Data Processing Department of a Major International Company, where special effort has been made to make the ladies contented as long-term employees.

Additionally, we require three ICL 1900 Series OPERATORS who will have a good opportunity of increasing their earnings. Real Time experience is an advantage, but if necessary training provided. (Ref: MC/55).

Fringe benefits include 17 days paid holiday. Ladies interested in the above position, should telephone an API Consultant now, citing appropriate reference numbers.

API INTERNATIONAL LTD.  
133 OXFORD STREET  
LONDON W1R 1TD

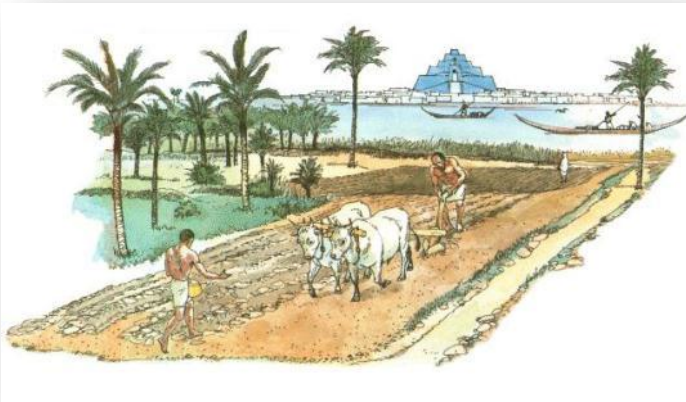
01-734 8222

For thousands of years we have been using the same methods of recruiting ...



# Paradigm shift...

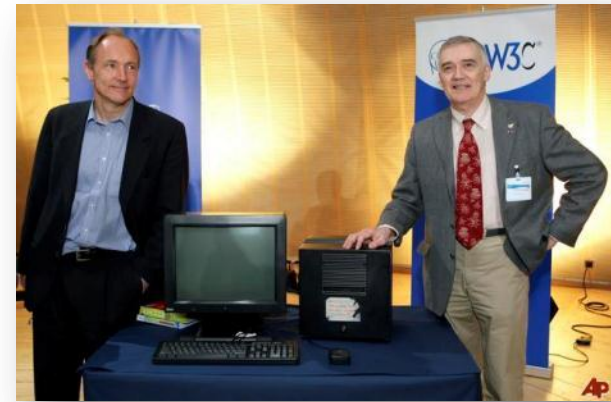




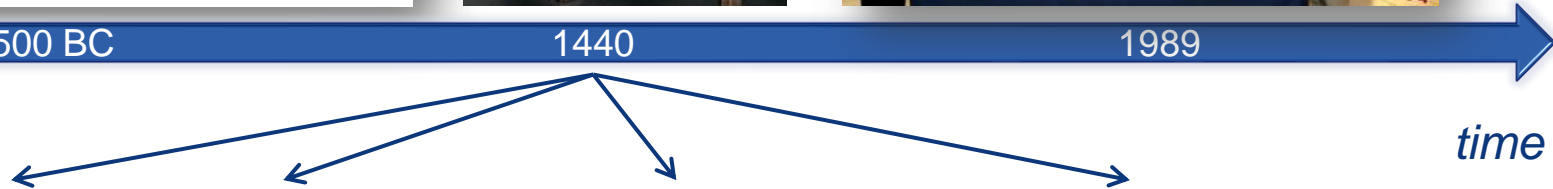
3500 BC



1440



1989



1915

# MULES!

I have just returned from the markets of Tennessee and Kentucky with a car load of

## Fine Mules and Horses

These are the best for work that ever came to Limestone county. All young and sound and good. They range in age from 4 to 8 years, and from 14 to 16 hands high.

Also have with these mules a lot of fine horses. Come in and see them. You will be pleased with them. CASH OR CREDIT.

36 B. DENBO 1915  
ATHENS, ALA.

## DISPENSE WITH A HORSE

and save the expense, care and anxiety of keeping it. To run a motor carriage costs about  $\frac{1}{2}$  cent a mile.

### THE WINTON MOTOR CARRIAGE

is the best vehicle of its kind that is made. It is handsomely, strongly and yet lightly constructed and elegantly finished. Easily managed. Speed from 3 to 20 miles an hour. The hydrocarbon motor is simple and powerful. No odor, no vibration. Suspension Wire Wheels. Pneumatic Tires. Ball Bearings. Send for Catalogue.

Price \$1,000. No Agents.

THE WINTON MOTOR CARRIAGE CO., Cleveland, Ohio.

## Ladies please.

**api** INTERNATIONAL

### Programmers... to £1,900

and

### Operators..... to £1,400

Our Client has five significant openings for female PROGRAMMERS who have experience in commercial programming applications on ICL 1900 Series to work on ICL 1904E. Real Time experience, PLAN and/or COBOL preferred. (Ref: MC/50).

The positions are in London with a new Data Processing Department of a Major International Company, where special effort has been made to make the ladies contented as long-term employees.

Additionally, we require three ICL 1900 Series OPERATORS who will have a good opportunity of increasing their earnings. Real Time experience is an advantage, but if necessary, training provided. (Ref: MC/55).

Fringe benefits include 17 days paid holiday. Ladies interested in the above position, should telephone an API Consultant now, citing appropriate reference numbers.

API INTERNATIONAL LTD.  
133 OXFORD STREET  
LONDON W1R 1TD

01-734 8222

For thousands of years we have been using the same methods of recruiting ...



# ...and new technology...





## UGC (User Generated Content)

2000

2001

2004

2005

2006



*“Every two days, we create as much information as we did from the dawn of civilization up until 2003”*

Eric Schmidt,  
CEO Google

World's information is doubling every 2 years!

100,000 tweets/minute & 40+ million facebook status updates per hour!





# Getting started



# Sort out your EVP

## RECRUITMENT PERFORMANCE

Improved employer brand  
Sustained increase in quality of hire  
Faster, cheaper recruitment processes

## BUSINESS CONFIDENCE

HR aligned with the big picture  
Higher corporate profile for talent issues  
Business aims integrated with talent strategy

EVP

Why should the people we need  
choose to work with us?

## TALENT MANAGEMENT

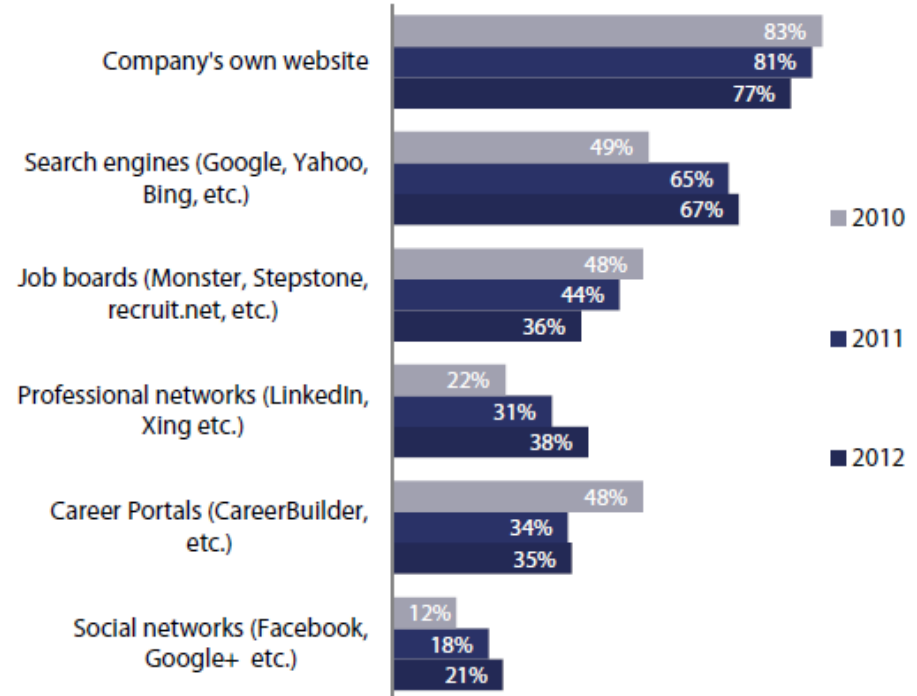
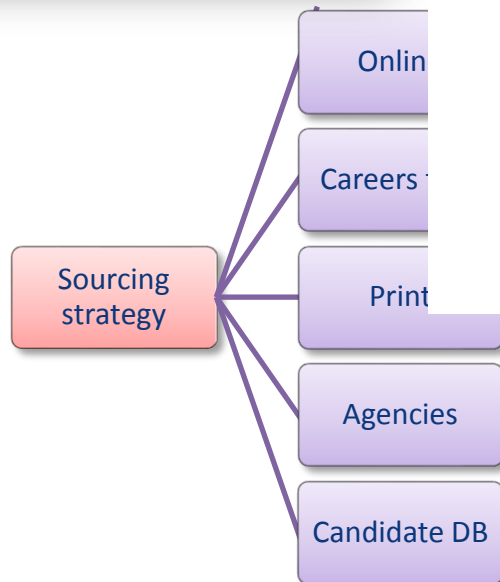
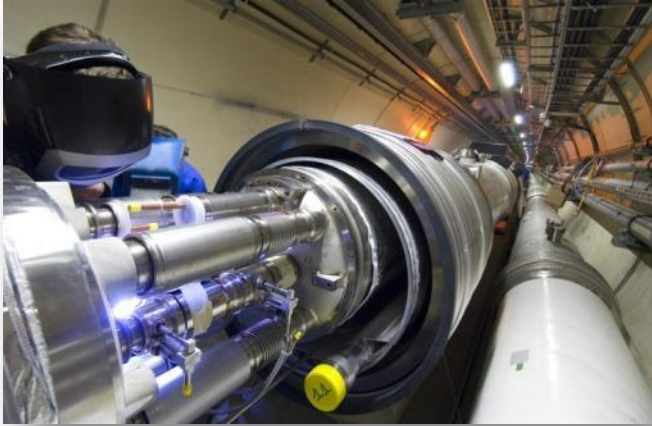
Better internal communications  
Improvements in employee engagement  
Reduced attrition and cost of replacement


*“Your EVP can be thought of as your  
Higgs field for attracting talent”*

work  
● ● ● ●



# Design a Social Media Strategy



*“If you don't*  *potentialpark*  
*you are going, any road*  
*will get you there.”*  
 The Cheshire Cat

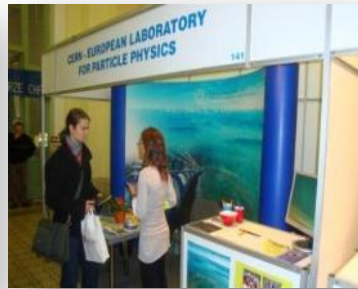


# Make time

*Reduce the time consuming activities*



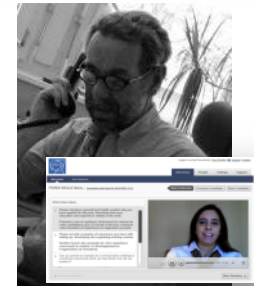
Reduce  
print  
adverts



Reduce career  
fair  
organisation  
with low ROI



Implement  
multiposting  
for adverts to  
job boards



Replace  
telephone  
screening  
with  
asynchronous  
web

# European Multiposting



Careers at CERN

[www.cern.ch/jobs](http://www.cern.ch/jobs)



Reaching 20 countries with **one single click!**



## Big Data - Evidence Based HR

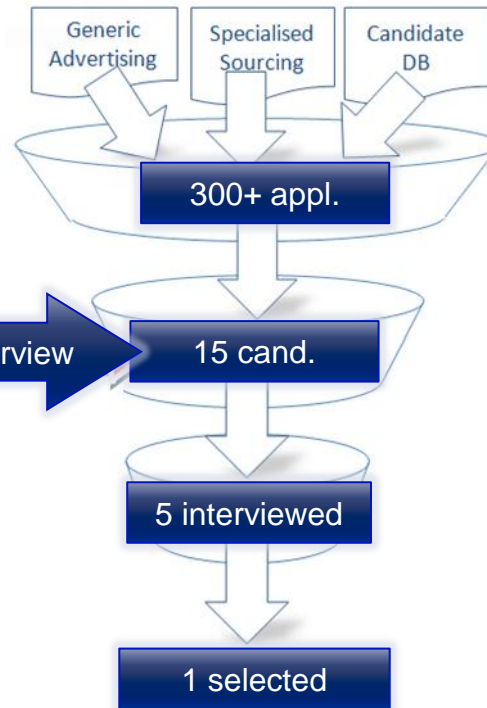
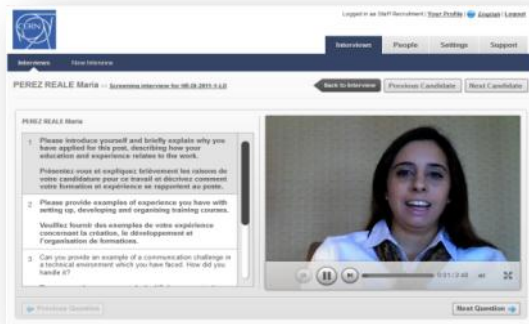


European Organization for Particle Physics  
*Organisation européenne pour la physique des particules*

# Asynchronous Web interviewing

Case study

Reduces costs & Increases quality



- 15 candidates
- 7 viewers
- 5 onsite
- 1 hire

sonru.com  
It's About Time



# Update your skillset...



# The channels

Twitter



@cernjobs

- Quick & Easy to setup
- Shared account
- Increases Google Pagerank
- Its not about followers

Youtube



youtube.com/cernjobstv

- “If I can’t picture it, I cant understand it”
- Easier than you think
- Set up a ‘channel’
- Video is most popular media on the net

Google

electronics engineer job geneva



Suche

Seite 3 von ungefähr 657'000 Ergebnissen (0.16 Sekunden)

Alles

Bilder

Maps

[Engineering Jobs Switzerland – search and find the latest ...](#)

[ch.theengineeringjob.com/](#) - Diese Seite übersetzen

Engineering Jobs Switzerland from the ENGINEERING Job. Use the Engineering job search page to find a new Engineering job online. ... Graubünden, --- Schaffhausen, --- St. Gallen, --- Thurgau, All Lake Geneva, --- Geneva ... EngineerElectronics EngineerEmbedded C EngineerField Service Engineer · Graduate Test ...

[CERN JOBS - Twitter](#)

[twitter.com/cern\\_jobs](#) - Diese Seite übersetzen

New #job: Electromechanical / Mechanical Technician Location: Geneva ... New #job: Electronics Engineer in Telecommunications Location: Geneva ...

YouTube charlie bit my finger

Large Hadron Rap

alpinekat + Subscribe 4 videos

0:06 / 4:49

7,480,403

Uploaded by alpinekat on 28 Jul 2008

Rappin' about CERN's Large Hadron Collider! Links below

28,764 likes, 1,391 dislikes



# Facebook



Facebook is a **platform**

Becoming more important than traditional websites!

Facebook accounts for 25% web page views

Facebook beats Google in Web traffic

# Facebook



**International Labour Organization** Like

Organization · Did you mean International Labor Organization?

**Description**

From Wikipedia, the free encyclopedia

The **International Labour Organization (ILO)** is a specialized agency of the United Nations that deals with labour issues pertaining to international labour standards. Its headquarters are in Geneva, Switzerland. Its secretariat — the people who are employed by it throughout the world — is known as the International Labour Office. The organization received the Nobel Peace Prize in 1969.

**Membership and organization**

Members include states that were members on 11 November 1945, when the organization's new constitution came into effect after World War II. In addition, any original member of the United Nations and any state admitted to the U.N. thereafter may join. Other states can be admitted by a two-thirds vote of all delegates, including a two-thirds vote of government delegates, at any ILO General Conference.

Unlike other United Nations specialized agencies, the International Labour Organization has a bipartite governing structure — representing governments, employers and workers.

**Governing Body**

The Governing Body decides the agenda of the International Labour Conference, adopts the draft programme and budget of the organization for submission to the conference, elects the director-general, requests information from member states concerning labour matters, appoints commissions of inquiry and supervises the work of the International Labour Office.

This guiding body is composed of 28 government representatives, 14 workers' representatives, and 14 employers' representatives. Ten of the government seats are held by member states that are nations of "chief industrial importance," as first considered by an "impartial committee." The terms of office are three years.

**Source**

Description above from the Wikipedia article International Labour Organization, licensed under CC-BY-SA. Full list of contributors here. Community Pages are not affiliated with, or endorsed by, anyone associated with the topic.

**International Labour Organization (ILO)** Like

8,356 likes · 1 friend talking about this · 1,471 were here

**Organization**

The ILO aims to promote rights at work, encourage decent job opportunities for all, enhance social protection & strengthen dialogue on work-related issues.

**International Labour Organization (ILO) shared Green Jobs securing a healthy planet.** 5 hours ago · 0

film composer, Hans Zimmer and movie director, Alex Howard - both Academy Award winners - are leading a party in Hollywood to raise awareness of the ILO's Green Jobs Programme on Thursday 21 February.

**CERN** Like

151,263 likes · 7,406 talking about this · 25,622 were here

**Professional services · Organization · Technical institute**

CERN, the European Organization for Nuclear Research, is one of the world's largest and most respected centres for scientific research. Its business is fundamental physics.

**Proton-lead run brings new physics reach to the Large Hadron Collider beauty (LHCb) Experiment.** http://home.web.cern.ch/about/updates/2013/02/proton-lead-run-brings-new-physics-reach-02b

Image © CERN, for the benefit of the LHCb Collaboration - for terms of use see http://cern.ch/credits

57 friends Connected to CERN

55 friends like this.

3 friends were here

Default page  
1,374 likes

Company Page  
8,356 likes

Engaged Page  
151,263 likes

Each time you get a “like,” your page is advertised in the Facebook news feed...for free

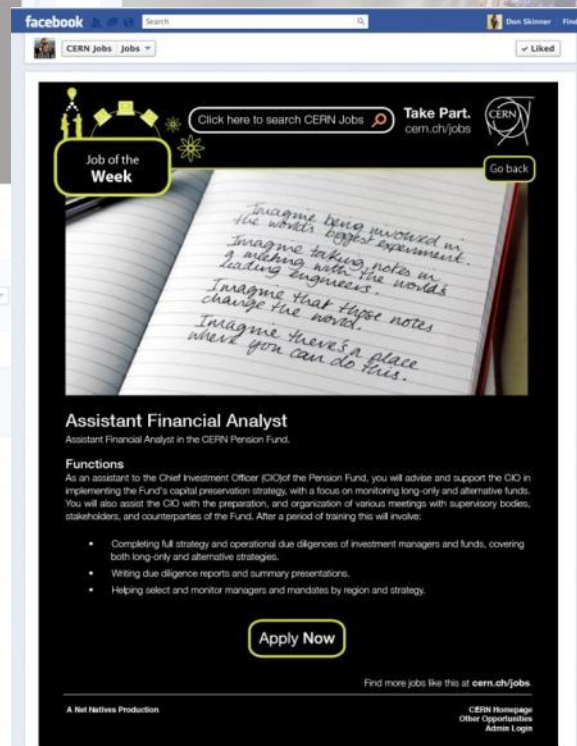
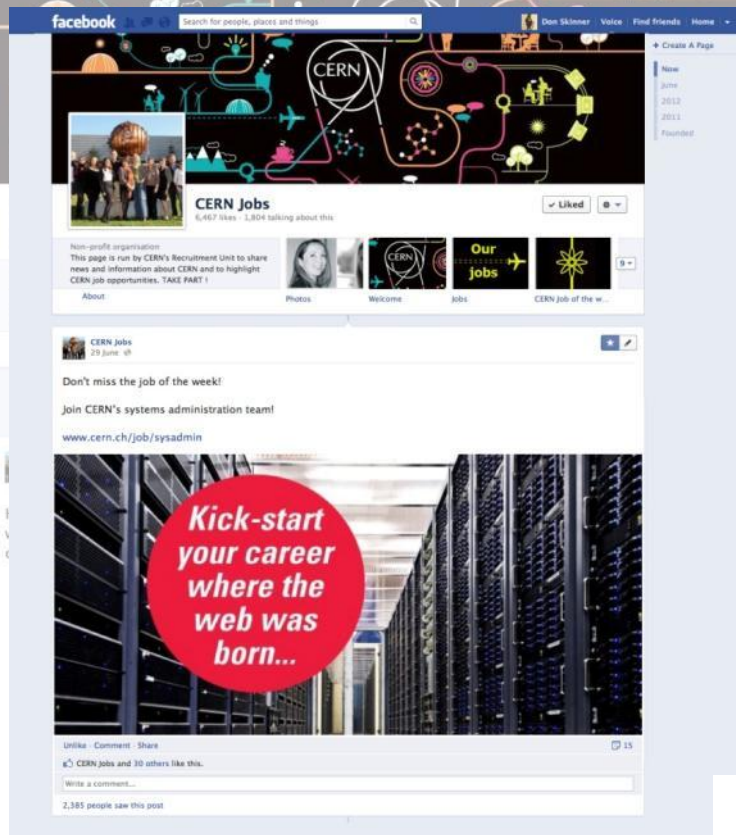


European Organization for Particle Physics  
*Organisation européenne pour la physique des particules*

# Facebook for recruitment

11,700 fans

153,000 fans



Friends of fans reach > 50 million Facebook users





# Facebook testimonials

## Why is CERN such a great place to work?

The screenshot shows a Facebook page for 'CERN Jobs'. The page features two testimonials and a video. The first testimonial is from Paola, a Mechanical Engineer - IT, dated March 8, with a photo of her. The second testimonial is from Sarah, an Administrative student - DE, dated March 8, with a photo of her. A video titled 'RESPONSABLE Opérateurs process en cryogénie' is also featured, with a play button icon. The page includes navigation tabs for 'CERN Jobs', 'Timeline', '2012', and 'Highlights'. The right sidebar shows a calendar for 2012 and an 'Admin Panel' link. The bottom of the page has a URL bar and a 'CERN Jobs' logo.

facebook 1 11 Search James Purvis Home

**CERN Jobs** Timeline 2012 Highlights ✓ Liked **Admin Panel**

**CERN Jobs** March 8

"What I like the most in my job is that we're all working for the same purpose which is not to make money!" Paola, Mechanical Engineer - IT

montage, l'infographie et l'étalonnage de projets videos. Contactez-nous si vous vous reconnaissez dans ce profil! (email visual-media.office@cern.ch)

**RESPONSABLE** **Opérateurs process en cryogénie** www.youtube.com

Découvrez le métier d'opérateur des installations cryogénique du CERN.

Like · Comment · Share 13

**CERN Jobs** March 8

"I love my working team and since I arrived here, honestly, I have never had one day where I didn't want to get up in the morning to go to work!" Sarah, Administrative student - DE

Put Your Ad Here

**CERN Jobs**

This page is run by CERN's Recruitment Unit to share news and information about CERN and to highlight...

Like · James Purvis likes this.

**Advertise Page**

https://www.facebook.com/CERNJobs



# Facebook Live Chat

 **CERN Jobs**  
July 25

Hi, it's time for 1 hour chat with the recruitment team; please feel free to ask your questions to Michel & Anna!

We remind you that your questions should be related to the RECRUITMENT PROCESS AND CAREERS AT CERN. Any other inappropriate questions won't be answered! Please note that we will endeavour to answer ALL questions, but this depends on the volume we receive. Thank you!



Unlike · Comment · Share

6,350 people saw this post

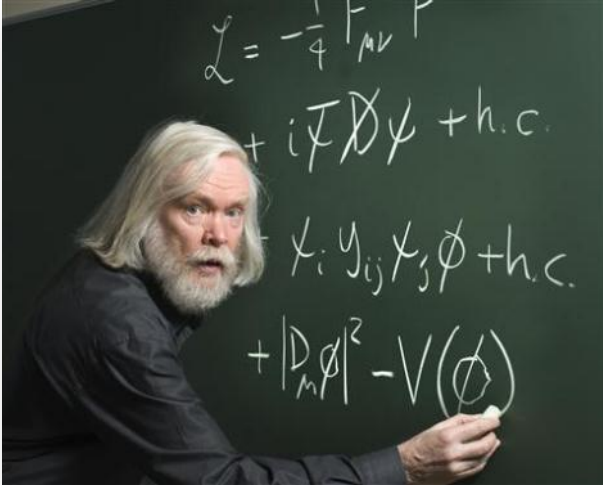
57 142 3

Promote

6,350 people saw this post



# Edgerank



*“possibly the most important algorithm you have never heard of”*

$$\sum_{\text{edge } e} \mathbf{u}_e \mathbf{w}_e \mathbf{d}_e$$

- $U_e$  (affinity) – how friendly you are with someone
- $W_e$  (weight) – videos, photos, comments, likes
- $D_e$  (decay) – recency



You want to make a big announcement ?  
Plan ahead to increase affinity first.

Courtesy of :



NEWS

## CERN sees surge in job applicants after turning to social media

Bill Goodwin 

Friday 12 October 2012 00:30

      Share 54

  +1 1  
 Tweet 39

CERN, home of the Large Hadron Collider (LHC), has seen a tenfold surge in candidates applying for hard-to-fill vacancies, after turning to social media.

CERN, based in Geneva, says it has seen the number of applicants for typical jobs grow from 30 to 50 to over 500 during the last 12 months.



The nuclear research establishment has transformed its recruitment processes by replacing one-off ads in specialist publications and on job sites with recruitment on Twitter, Facebook and investing in cloud-based recruitment platforms.

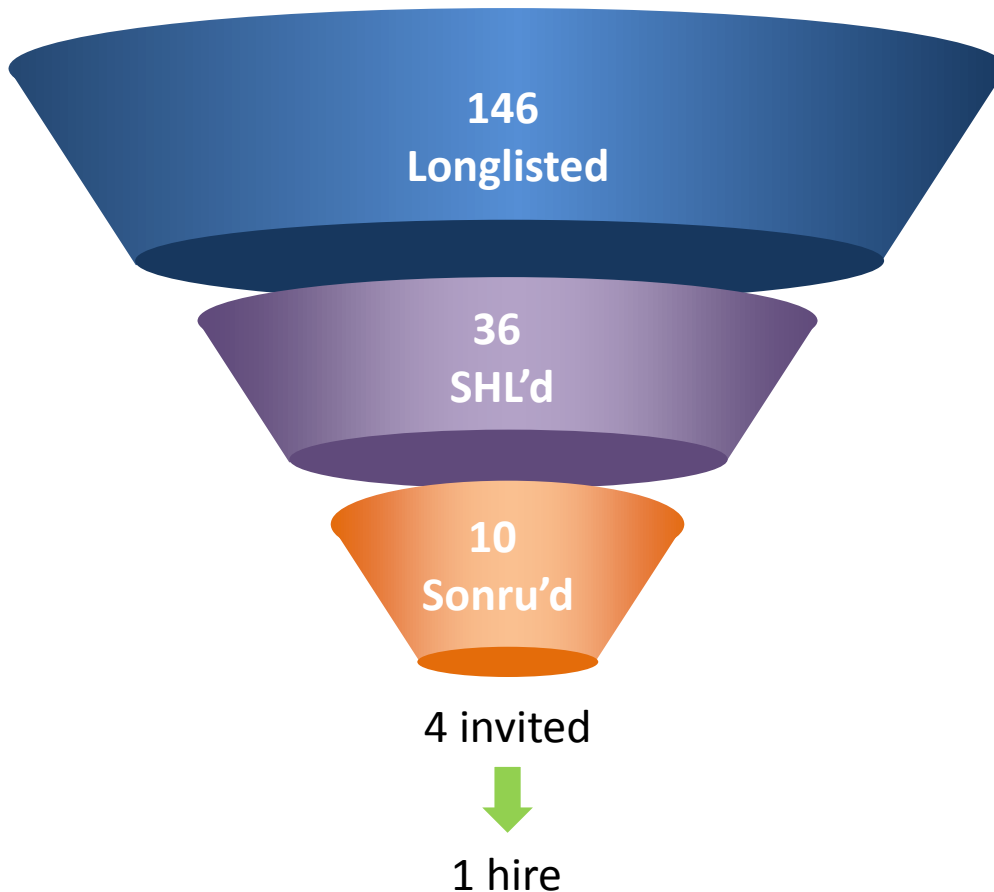
Over the past six months, it has attracted over 500 referrals from Facebook alone, said James Purvis, head of talent acquisition at CERN.

# If you are successful...



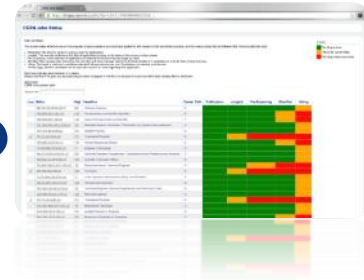
# Case Study : Java s/w engineer

244 Applied



- Youtube Video to promote the post
- Pushed to Social Media & job boards
- Over 1000 people showed 'interest'
- Video screening
- Testing (offsite)
- Assessment (onsite)

# Tactics - Where are we now?



## Selling an opportunity

Are you looking for?

Do you enjoy?

Can you do?

Do you have?

- Structured
- List of
- Technical & Behavioural
- Competencies

*Employing a diverse and international workforce is a CERN core value and central to our success. We welcome applications from all Member States irrespective of gender, age, disability, sexual orientation, race, religion or personal situation.*

- Automated Multiposting
- Sourcing & advertising
- Pro-active
- Multi-channel
- Social & Professional Media
- Multi-step process



# Is this really a strategy?

*Whilst you can have a strategy for using Social Media...  
.... using Social Media itself isn't a Talent Acquisition Strategy*



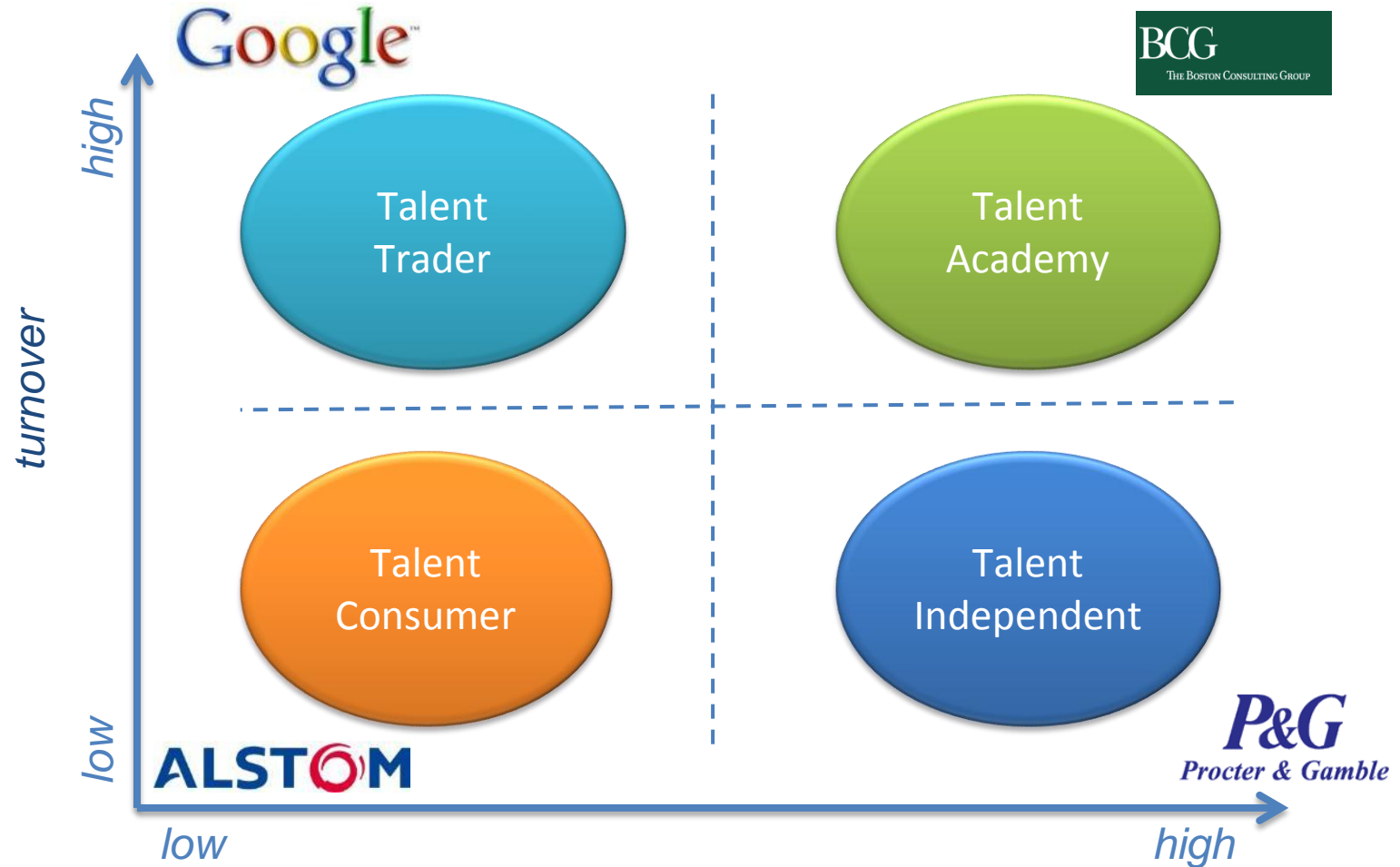
25 million unemployed  
in EU (Eurostat)



4 million unfilled positions  
(Business Europe)



# Talent Acquisition Strategy



*internal replacement of 'top population'*

Source: Heidrick and Struggles, 2011

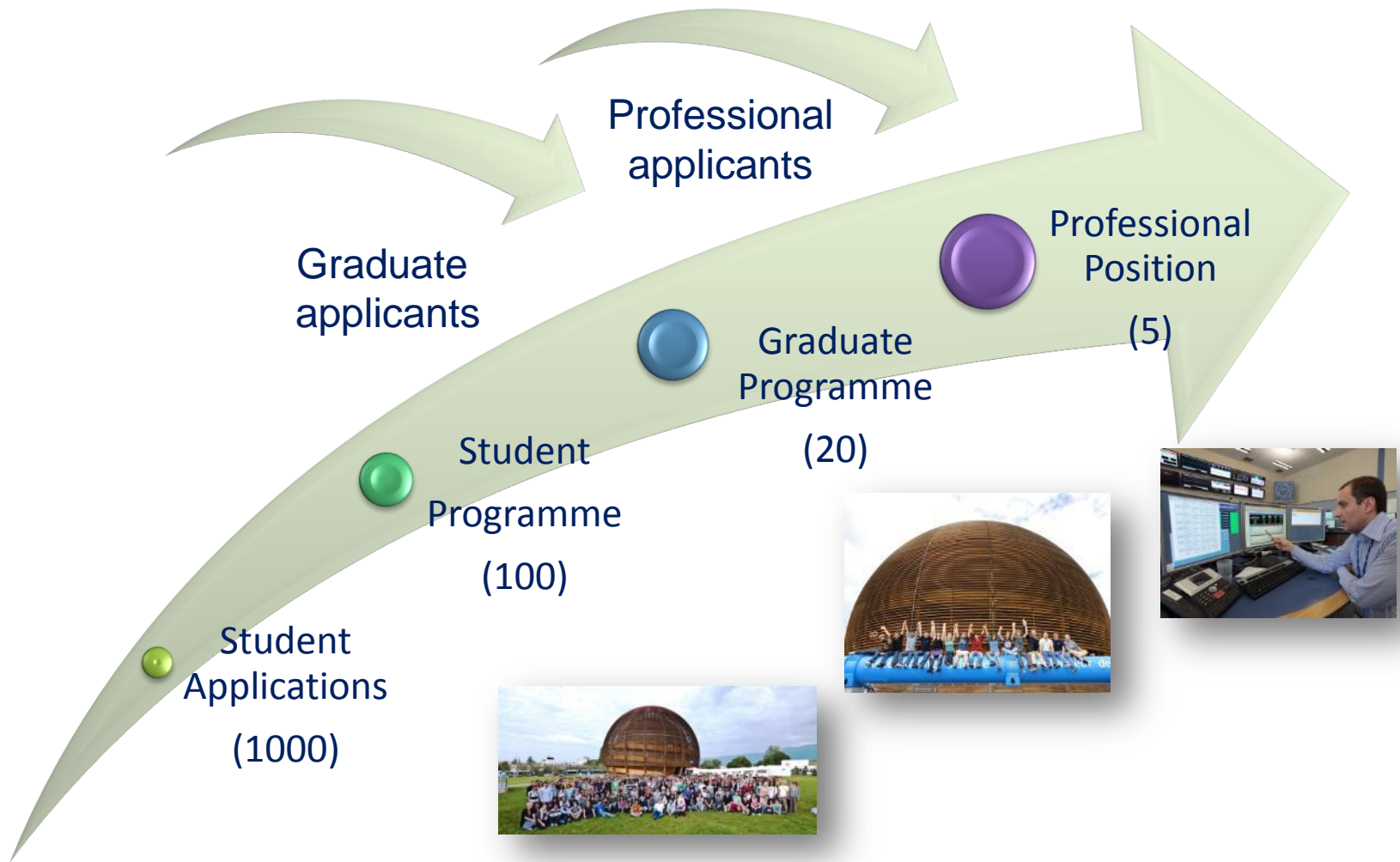
# From tactics to strategy

Chinese proverb

"If you want 1 year of prosperity, grow grain.  
If you want 10 years of prosperity, grow trees.  
If you want 100 years of prosperity, grow people"



# Strategy – growing talent



# Closing Thoughts



# Driving Innovation

*Innovation is far more about mindset than technology*



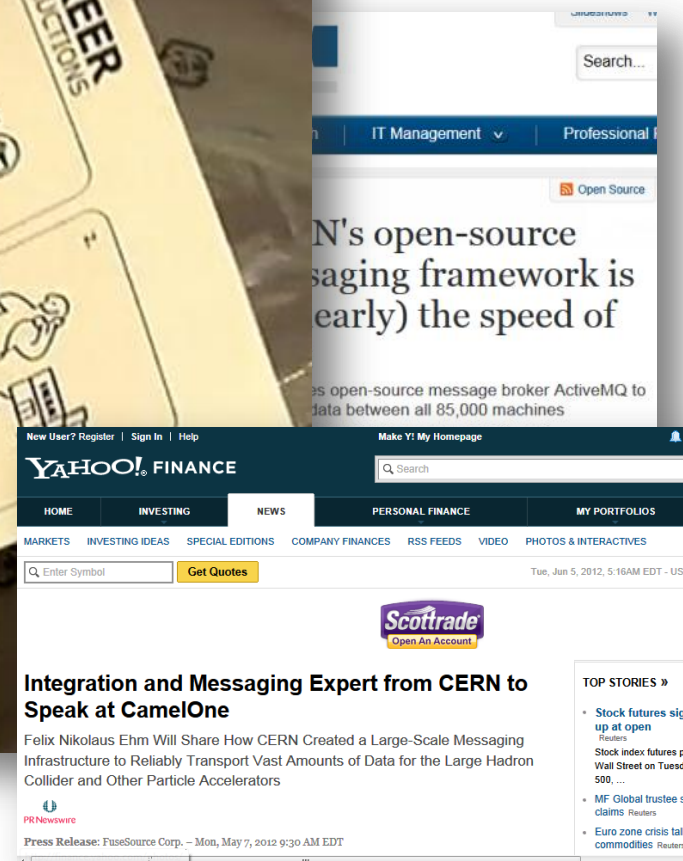
“Innovation has nothing to do with how many R&D dollars you have”



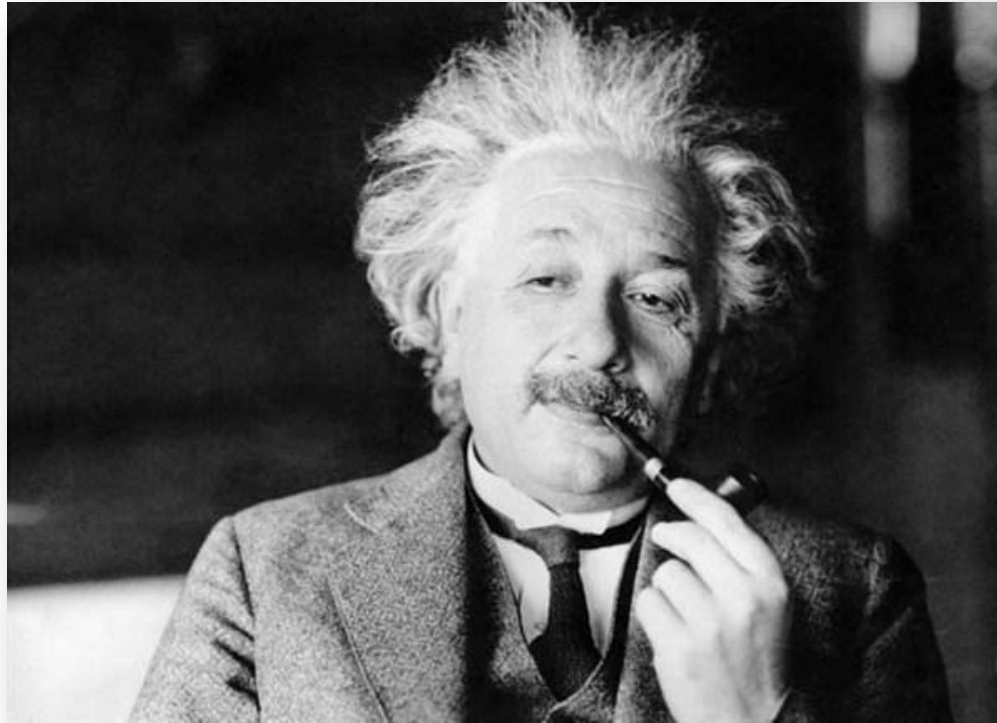
“If I had asked people what they wanted, they would have said *faster horses*”

# Thinking outside of the box

Don't fo



*Logic will get you from A to B.*



*Imagination will take you everywhere.*





[www.cern.ch](http://www.cern.ch)