HR Public Meeting

11 February 2016
Agenda

HR Strategy 2016-2020

Diversity

New Career Structure

Five yearly Outcome

HR STRATEGY
Agenda

HR Strategy 2016-2020

Attract  
Motivate  
Retain  

Diversity  
New Career Structure  

Five yearly Outcome  

HR STRATEGY
Recalling the aim

• **Staff members**
  • To ensure that the financial and social conditions offered by the Organization allow it to recruit and retain the staff members required for the execution of its mission from all its Member States.

• **Fellows**
  • To ensure that the financial and social conditions offered to fellows remain attractive compared to those in comparable research institutions.

• **Associated members of the personnel (MPAs)**
  • To ensure that the financial and social conditions offered by the Organization allow it to host MPAs in its research facilities, taking into account the high cost-of-living level in the local region of the Organization.
The journey

19th January 2015 Public Meeting
- Management’s intentions
- Launch, Scope, Overview of Recruitment Markets, Diversity elements, Rationale behind career structure, Timeline

1st October 2015 Coordinated Public Meeting
- Management’s proposals
- Staff Association’s position

11th February 2016 Public Meeting
- The Outcome

Entailed:

- Data collection, verification and analysis
- Design of proposals in close collaboration with Management
- Concertation with the Staff Association
- Report to (and input gathering from) TREF
- Simulations in close co-ordination with AIS and DG-RPC
- Setting-up of an inter-disciplinary implementation team
- Adaptation of policies, rules, systems and tools
- Communication to all Stakeholders

Management’s final proposals supported by:
- TREF on 26 November,
- Finance Committee on 16 December

Future Review methods: for discussion at TREF in March 2016
The process

- Interactive process with Management aiming at reaching consensus/compromise
- Ensure the needs of the Organization are met, with the intent to make the new system a Management tool, and not only an HR tool
- Integrate where possible external best practice, taking CERN’s specific features into account

Breakfast Meeting (BM) 1 April 2013
BM 2 Sept 2013
BM 3 May 2014
BM 4 March 2014
BM 5 June 2014
BM 6 October 2014
BM 7 November 2014
BM 8 Dec 14
BM 9 Dec 14
BM 10 March 15
Continued BM in 2015 and 2016

In addition, informal meetings and involvement of the Sector Representatives
How are you represented in this process?

- **Multi-channel**:  
  - Direct: Staff survey  
  - Working groups with Departmental or Sector representatives  
  - Your HRA  
  - Your Management  
  - The Staff Association  
    - Formally: Standing Concertation Committee (SCC) meetings and sub-groups  
    - Informally: Weekly discussions

- **Voting**  
  - Staff Council: decided not to oppose the package (20 votes in favour, 5 against, 4 abstentions)  
  - Referendum: 61% supported the position of the Staff Council, 23% were against, and 16% abstained
The Iceberg Illusion

Success is an iceberg

Success!

What people see:
- Goal

What people don't see:
- Dedication
- Hard work
- Discipline
- @sylviaduckworth

Persistence
Failure
Sacrifice
Disappointment

Things I have to give up:
1.
2.
3.
The Context...

- Euro plunges 40 per cent against Swiss franc as Zurich abandons currency cap
- Pakistan becomes first associate member of CERN in Asia
- Turkey inks agreement to become CERN associate member
- 2015 European Debt
- CERN's atom smasher resumes hunt for bizarre particles in 2015
- External Audit
The objectives

- Build a **balanced package** taking account of both the economic and financial situation in the Member States, and the necessity to recognise the staff’s dedication and results over the review period.

- **Modernise** the Organization’s diversity-related employment conditions, in particular those hindering recruitment & retention, or having legal implications.

- Ensure that this modernisation entails **no increase of the budgetary deficit** and has **no negative impact on the Pension Fund**.

- Review the principles governing the CERN career structure, with a view to enhance staff motivation & transparency, streamline processes, and if possible contain costs in the medium to long-term.

- **Maintain social peace** through a thorough and fair *concertation* process.
The outcome

- In a climate of economic difficulties in the Member States & strong Swiss Franc exchange rate

- ... the 5YR has resulted in measures which benefit each and every one of us!

The votes in favour of these measures reflect a major confidence in the Organization and recognition for its personnel from our Member States.
Overview of proposals

**Mandatory Elements**

- Maintain Salaries, Subsistence & Stipends at current levels. (rationale provided in previous presentation)

**Diversity**

- Extended recognition of registered partnerships
- Improved flexibility during maternity leave
- Increased duration and scope of the paternity leave
- Enhancement of the conditions offered during parental leave
- Reduced working time for new parents
- Support to dual-career couples
- Enhancement of the Saved Leave Scheme
- Extension of the teleworking scheme
- Possibility of leave donation

**Career structure**

- Streamlined salary structure
- Reviewed financial recognition of merit
- Clearer promotion process
- Emphasis on long-term development
- Reviewed criteria for the International indemnity
Agenda

HR Strategy

Attract

Motivate

Retain

Diversity

HR STRATEGY
Diversity – reasons for change

- **Modernise policies and social benefits to**:  
  - Follow societal developments in CERN Member States.  
  - Act on information gathered regarding recruitment and retention.

- **Improve equality between different types of legal unions**  
  - Registered partners of employed members of the personnel (MPE): health insurance coverage sole benefit provided.  
  - Registered partners of associated members of personnel (MPA): no benefits.  
  - Several MPs see their family situation not recognised when they come to CERN.

- **Take families’ expectations into account**  
  - Dual careers are becoming the norm.  
  - Parenthood must be supported to allow optimal transition and return-to-work.  
  - Caring responsibilities come about at different stages of life (for children, partner or elderly).

- **Enhance professional/personal life balance**  
  - Recognised as a source of wellbeing, motivation and enhances performance.  
  - Now a competitive argument in the war for talents.  
  - The “right balance” differs according to individual needs and stages of life.
Diversity: new family structures

Proposal:
Full recognition of registered partnerships

- More inclusive definition of marriage and spouse.
- Equal benefits for married and partnered couples during employment or association.
- Equal provisions regarding pension benefits, including survivor pension, for MPEs.
- Partnership recognised by reference to the law under which it was established (as for marriage).

Generic terminology for both types of union:
The term “marriage” includes registered civil partnership; the term “spouse” includes registered partner
Diversity - parents and families

Maternity leave – proposal

- Overall duration unchanged.
- Part-time work possible up to between 6 and 2 weeks before due date.
- Extension by 3 weeks in case of illness or disability of the newborn (within the 23-week maximum).

Maternity leave for Fellows – proposal

- Social support to female fellows on maternity leave at the end of their contract by maintaining health insurance coverage until the end of the maternity leave.

Extension of contract in case of hardship

Where the duration of a fellow’s maternity leave exceeds the contract termination date, the Director-General may, in exceptional circumstances, extend the contract for the duration of the applicable maternity leave period.
Parental leave – proposal

- Extension of leave duration from 3 to 4 months.
- Parental leave remains unpaid, however, during the leave:
  - Payment of child, family and infant allowances.
  - Funding of health insurance coverage by the Organization.
- Guaranteed access to parental leave if a minimum of 2 months’ notice is given.

Paternity leave - proposal

- Extension of the duration from 6 to 10 working days, and from 10 to 15 days in case of multiple births, premature birth, as of the second child, if the MPE is a single parent, or in the event of serious illness or disability of a newborn (these periods being non-cumulative).
- Extension of scope of paternity leave to any MPE, regardless of gender, after their spouse or partner has given birth.

Increased flexibility for parents - proposal

- To enhance parental presence with the child during the transition phase, guaranteed access (if requested) to part-time work (min. 80%; max. 6 months).
Diversity – professional/private life

Flexibility in the Saved Leave Scheme (SLS)

- Proposal - Increased flexibility in the Saved Leave Scheme (SLS)
- Proposal - Reduction of the cost of the first SLS slice from 1.5% to 1% and of the second slice from 2.5% to 2%
- Proposal - Suppression of the extra day granted annually to SLS participants.
- Proposal - Increased notice period flexibility for changing or cancelling participation.
- Proposal - Possibility to use the long-term saved leave throughout the career for professional responsibilities.
- Proposal - Possibility to donate leave days for well-defined compassionate reasons.

Diversity – professional/private life

Teleworking programme

- Exceptional second day of teleworking under certain conditions (health condition, family circumstances).
- Introduction of teleworking for fellows.
- Possibility of occasional teleworking if approved by the hierarchy.
- Possibility of teleworking from another location than home.
Diversity – spouse/partner employment

Proposals:

• New measures to ease social integration of families.

• Measures to facilitate professional integration of spouses/registered partners.

• Equal treatment for installation regardless of spouse/registered partner moving to local area.
+73 MPEs in a registered partnership are now receiving family benefits. Recognition of a partner child as dependent child

1 request for part-time work during the pre-natal period

34 fathers have requested an extension of paternity leave

22 spouses registered with International Dual Career Network (IDCN)

1163 beneficiaries of new SLS rate

21 requests for occasional teleworking

Approval of a one-day teleworking allowing a fellow to join family for longer periods

… and it’s only February…
Additional measure aiming at diversifying the recruitment pool

As of September 2016:
International Indemnity based on
✓ remoteness of the home station and
✓ the residency outside the local area at the time of recruitment

…. irrespective of grade

Applicable to:
. new recruits
. existing staff members in career paths A to B meeting the criteria
Diversity
5-yearly website and Admin e-guide

Contact your DAO / HRA for further information
Agenda

- New Career Structure
- Diversity

HR STRATEGY
Career structure – reasons for change

• **Modernise policy, streamline resources and increase motivation:**
  - Motivation not enhanced by the current system.
  - Current system found too resource intensive and not fully transparent.
  - Need to enhance the link between merit recognition and performance.

• **Rationalise the career path structure and salary scale:**
  - Current structure (8 career paths, 21 salary bands and 500 step positions) is too detailed for the number of staff members.
  - Salary scale is compressed and overlapping.

• **Ensure CERN’s long-term sustainability by containing costs:**
  - Current advancement budget/system under scrutiny.
  - Given the current financial and political climate in which CERN, as an intergovernmental organisation, is situated, a deceleration of the increase in staff costs is required.
  - **The 5YR gave us the opportunity to remain in the driving seat.**

• **Adapt to the Bologna process:**
  - The career structure is not adapted to recent evolutions in the employment market, in particular the harmonisation of diplomas as a result of the Bologna process.
A new structure

Simplified: from 8 career paths and 21 salary bands to 10 grades (no more tracks).

Implementation September 2016

(mapping of current staff)
What does it look like?

<table>
<thead>
<tr>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
<th>Grade 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min</td>
<td>Min</td>
<td>Min</td>
<td>Min</td>
<td>Min</td>
<td>Min</td>
<td>Min</td>
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<td>Min</td>
</tr>
<tr>
<td>3858</td>
<td>4592</td>
<td>5464</td>
<td>6503</td>
<td>7758</td>
<td>8513</td>
<td>10130</td>
<td>12055</td>
<td>14346</td>
<td>17072</td>
</tr>
<tr>
<td>Midpoint</td>
<td>Midpoint</td>
<td>Midpoint</td>
<td>Midpoint</td>
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<td>Midpoint</td>
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</tr>
<tr>
<td>4630</td>
<td>5510</td>
<td>6557</td>
<td>7803</td>
<td>9286</td>
<td>10215</td>
<td>12156</td>
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<td>17215</td>
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</tr>
<tr>
<td>Max</td>
<td>Max</td>
<td>Max</td>
<td>Max</td>
<td>Max</td>
<td>Max</td>
<td>Max</td>
<td>Max</td>
<td>Max</td>
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<td>10834</td>
<td>11918</td>
<td>14182</td>
<td>16877</td>
<td>20804</td>
<td>23900</td>
</tr>
</tbody>
</table>

Salary Grid: 1st September 2016

- **Harmonised spread & progression**
- **Span 40%**
- **Midpoint**
- **Min**
- **Max**

**Grade 3**
- Harmonised spread & progression
- Span 40%
- Midpoint
- Min
- Max

**Grade 2**
- Harmonised spread & progression
- Span 40%
- Midpoint
- Min
- Max

**Grade 1**
- Harmonised spread & progression
- Span 40%
- Midpoint
- Min
- Max

**Grade 8**
- Harmonised spread & progression
- Span 40%
- Midpoint
- Min
- Max

**Grade 9**
- Harmonised spread & progression
- Span 40%
- Midpoint
- Min
- Max

**Grade 10**
- Harmonised spread & progression
- Span 40%
- Midpoint
- Min
- Max
What does it look like?

- **Proposed Salary grid as of 1 September 2016**

<table>
<thead>
<tr>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
<th>Grade 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min 3858</td>
<td>Min 4592</td>
<td>Min 5464</td>
<td>Min 6503</td>
<td>Min 7738</td>
<td>Min 8513</td>
<td>Min 10130</td>
<td>Min 12055</td>
<td>Min 14346</td>
<td>Min 17072</td>
</tr>
<tr>
<td>Midpoint 4630</td>
<td>Midpoint 5510</td>
<td>Midpoint 6557</td>
<td>Midpoint 7803</td>
<td>Midpoint 9286</td>
<td>Midpoint 10215</td>
<td>Midpoint 12156</td>
<td>Midpoint 14466</td>
<td>Midpoint 17215</td>
<td>Midpoint 20486</td>
</tr>
<tr>
<td>Max 5402</td>
<td>Max 6428</td>
<td>Max 7650</td>
<td>Max 9104</td>
<td>Max 10834</td>
<td>Max 11918</td>
<td>Max 14182</td>
<td>Max 16877</td>
<td>Max 20084</td>
<td>Max 23900</td>
</tr>
</tbody>
</table>

- **Your salary will not change.** Mapping of each individual into the new salary structure will be automatic.

- **Circa 7% of the current population will be above the maximum of their range and will be placed in “personal positions”** (i.e. outside the new salary grid).

- **To enable a smooth implementation, transition measures are foreseen** (ending in 2020).
Mapping of current staff

**Da.0**

- Personal position **below** Grade 5
  - (72% of midpoint)
  - Can advance into grade 5

**Bb.5**

- Grade 3
  - (99% mid-point)

**Ee.0**

- Personal Position **above** Grade 7
  - (118% of midpoint)
  - Benefits from transition measures until 2020
Advancement changes

- Clearly identified advancement principles: advancement driven by functions and objectives (→ enhanced consistency and feeling of recognition).

- Separate advancement and promotion process, budget and time window (→ increased clarity and perception of fair treatment).

- Lighter administrative process (→ less resource intensive), creating the opportunity for developmental conversations (→ increased long-term view).


- This outcome will be a combination of salary increases and performance payments, which can be used diversely throughout the career depending on staff needs (→ increased flexibility).

- Staff members having reached the maximum of their range will continue to be rewarded through a Performance Payment (→ increased motivation).
## Advancement changes

- The flat-rate step system is replaced with
  - a more granular salary increase, expressed as a percentage of the midpoint, **AND**
  - a Performance Payment, in case of strong and outstanding performance.

<table>
<thead>
<tr>
<th>Performance Qualification</th>
<th>Insufficient</th>
<th>Fair</th>
<th>Strong</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggested distribution range</td>
<td>0-1%</td>
<td>6-12%</td>
<td>57-63%</td>
<td>27-33%</td>
</tr>
</tbody>
</table>

**Advancement (\% of midpoint salary)**
- Insufficient: -
- Fair: 0.35 %
- Strong: 1.35 %
- Outstanding: 2.35%

**Performance Payment (\% of midpoint salary)**
- Insufficient: -
- Fair: -
- Strong: 1.15 %
- Outstanding: 2.15%

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**Salary increase**

**Annual lump-sum Payment (non-pensionable)**
Transition Measures

- First transition year is 2016 (MARS system maintained).

- Additional measures proposed for all staff who are above the new salary grid, or who will reach the maximum of the grade range during the first 4 years of implementation.

- Phasing out approach, with salary increase progressively reducing from 100% in 2017 to 25% in 2020 (soft landing).

- Performance payment will continue beyond transition period.
## 2016 and beyond - Advancement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable advancement system</td>
<td>Current MARS system</td>
<td>“VENUS” system (in part, with transition)</td>
<td>“VENUS” system (in full, without transition)</td>
</tr>
<tr>
<td>Evaluation basis</td>
<td>Objectives Competencies</td>
<td>Objectives Competencies</td>
<td>Objectives Functions Competencies</td>
</tr>
<tr>
<td>Performance qualifications</td>
<td>Non Meritorious</td>
<td>Insufficient</td>
<td>Insufficient</td>
</tr>
<tr>
<td></td>
<td>Meritorious</td>
<td>Fair</td>
<td>Fair</td>
</tr>
<tr>
<td></td>
<td>Particularly Meritorious</td>
<td>Strong</td>
<td>Strong</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outstanding</td>
<td>Outstanding</td>
</tr>
<tr>
<td>Advancement</td>
<td>Steps</td>
<td>% midpoint salary increase + Performance Payment + Transition measures (gradual phase out)</td>
<td>% midpoint salary increase + Performance Payment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>First year of Transition measures</td>
<td>No more transition measures</td>
</tr>
<tr>
<td>Effective Date</td>
<td>July 1(^{st}) 2016</td>
<td>May 1(^{st}) 2017</td>
<td>May 1(^{st}) 2021</td>
</tr>
</tbody>
</table>
Performance Qualification

• 1 overall performance qualification, taking both functions and objectives into account, with 4 levels:

  • **Outstanding** – Performance often exceeds expectations in terms of results, quality and quantity of work as well as behaviour.

  • **Strong** – Performance meets and sometimes exceeds expectations in terms of results, quality and quantity of work as well as behaviour.

  • **Fair** - Performance meets expectations in some areas, but needs improvement in other areas in terms of results, quality and quantity of work or behaviour.

  • **Insufficient** - Performance does not meet most expectations in terms of results, quality and quantity of work or behaviour.

• **Functions and objectives:**
  • no separate rating
  • narrative assessment (what + how)
### 2016 and beyond - Promotions

<table>
<thead>
<tr>
<th></th>
<th>Performance yr 2015</th>
<th>Performance yr 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MARS exercise 2016</td>
<td>MARS exercise 2017</td>
</tr>
<tr>
<td>Applicable promotion system</td>
<td>Current MARS system</td>
<td>New “VENUS” system</td>
</tr>
<tr>
<td>Promotion basis</td>
<td>3 kinds of promotion:</td>
<td>2 kind of promotions, always performance driven</td>
</tr>
<tr>
<td></td>
<td>- Change of salary band (performance + higher expertise)</td>
<td>- Within the same BMJ (higher level of expertise / proficiency)</td>
</tr>
<tr>
<td></td>
<td>- Change of career path (functions)</td>
<td>- To a higher BMJ</td>
</tr>
<tr>
<td></td>
<td>Exceptional Career Extension or ECE (performance)</td>
<td></td>
</tr>
<tr>
<td>Actual processes and filters (i.e., career reviews at Departmental, Sector or CERN-wide level (e.g. SSAC)</td>
<td>Based on the modernised version of the Career Path Guide (Promotion Guide)</td>
<td></td>
</tr>
<tr>
<td>Effective Date</td>
<td>July 1st 2016</td>
<td>July 1st 2017 and beyond</td>
</tr>
</tbody>
</table>
Promotions: a modernised Career Path Guide continues to be the cornerstone of the process

- Career Path Guide is an appreciated and familiar tool:
  - Built from the Hay job evaluation methodology, recognised world-wide.
  - Many strong elements which can be retained.

- Evolutionary approach:
  - Opportunity to polish the guide and address known weaknesses and inconsistencies.
  - Will be discussed in a cross-departmental working group, with SA representatives.
Supporting these changes: a simplified form

No more summary of functions

No more selection of Behavioural Competency

No more selection of Technical Competency

Brief Assessment of functions and objectives (what + how)

Supervisor overall evaluation comments no longer required

Group Leader overall appraisal no longer required

One overall rating which covers functions & objectives

Development objectives
1992-2001
- Introduction of ‘Merit’ Based advancement
- Possibility of 1 additional step for up to 20% population
- Exceptional Performance Awards
- 1.6%

2001-2006
- Increased recognition of Merit
- Possibility of 1 or 2 additional steps for up to 30% of population A-E, 15% in F & G
- Financial Awards
- Orange zone
- 1.6%

2007-2016
- Further focus on merit
- 75% ‘particularly meritorious”, with different amounts of steps
- Financial Awards
- 1.8% →1.9%→ 2.1%

2017+
- Harmonisation of career structure
- Salary increase and Performance Payment
- 60% good, 30% outstanding, with well-defined outcome
  - 1.6% (recurrent)
  - 1.35% (non-recurrent)
- Financial Awards

MOAS
MAPS
MARS
VENUS
Suggestion for a name

Have you novel suggestions of a new ‘name’ for this system? Answers “on a postcard” to Hr-Head.Office@cern.ch
Agenda

HR Strategy 2016-2020
Vision for 2020

Our aim is to assist in maintaining CERN as a Centre of Excellence, through:

• A sustainable future.
• Having the right people at the right place, at the right time.
• A versatile & engaged workforce.
• Enhanced visibility on resource needs.

To be completed with your input
### Benchmark Jobs

#### Project definition (WHAT)

Benchmark jobs may be defined as “a grouping of individual work situations with the same productive role”. In other words, a benchmark job is a set of individual jobs presenting close core activities and/or competencies, independent from the organizational structure.

Benchmark jobs are **not an entirely new concept at CERN**, as we already use them as a reference to classify new recruits, for promotions and in the 5YR.

#### Project methodology (HOW)

- **Staff interviewed** by HRA and domain representatives.
- **Validation** process includes technical experts, HR classification and Recruitment team.
- Department heads are responsible for the **approval** of the final Benchmark jobs list.

#### Project objectives (WHY)

- **The aim is to have ONE updated cartography of all BMJs in ONE place with ONE (more elaborated) content.**
  - **For staff:** increased transparency through a clearer understanding of existing jobs and their content.
  - **For managers/HR professionals:** a common basis to recruit, classify, promote, train, facilitate mobility…
  - **For the Organization in general:** enhanced consistency, as well as a tool to plan needs and resources
From...
Benchmark jobs / Example of BMJ

Staff assigned to a Benchmark job in September 2016
Talent management

- **Developmental Conversations on competencies and career growth**
  - Concept will be developed in a cross-departmental working group with representation from Staff Association.
  - A “package” of learning interventions will be designed for staff and supervisors to assist them in these conversations.

- **Coaching** (introduced in 2014)
  - Executive coaching (Department Heads and Group Leaders).
  - Developmental coaching (Section Leaders, Supervisors & Staff).
  - 2016-2020: monitor, refine & enhance.

- **Performance management:**
  - Sustain strong and outstanding performance.
  - Under-performance: equip managers further; anticipate potential cases; support staff to restore their performance.

- **Internal mobility**
  - Clarify procedures & tools to enhance transparency.
  - Monitor and report.
  - Towards an Internal Mobility Policy?
Capacity Planning

Recruitment & Retention
- Update of 3-year recruitment and IC plans to new structure.
- Associated sourcing actions.
- Monitoring of LD extensions.
- Define parameters for IC allocation from 2018 (i.e. after transition period).

Strategic Workforce Planning
- What we know: LHC and future plans and associated resources
- Know the key jobs required for CERN’s operation and evolution to meet strategic objectives
- Jobs we know exist now, jobs we don’t yet know exist in the future
- Benchmark Jobs provide the cartography, identify gaps between current and future needs
- Strategic, anticipatory approach
Also in HR: e-files

The e-file project is not just simply moving paper files to electronic…

…its about benefitting from the technology to streamline, simplify and rationalise all associated processes

Complex, heavy, resource intensive

Simple, streamlined, efficient.
Exciting times are ahead of us, with a new Management team and the prospect of scientific discoveries, but also continued challenges in terms of resources/employment conditions.

We will raise to the challenge through proactivity, adaptation to change, and the ability to constantly re-invent ourselves.
Further questions?
Join our live chat in March 2016
https://cern.ch/chat-5yr

Thanks to IT for providing the platform