HR PUBLIC MEETING
28th June 3pm
Council Chamber
A drink will be served after the meeting as of 4.30pm
For the latest news regarding the implementation
of the new Career Structure and Benchmark Jobs,
and the latest news from HR before the Summer.

RÉUNION PUBLIQUE HR
28 juin à 15 h
Salle du conseil
Un cocktail sera servi après la réunion des 16 h 30
Tout ce qu’il y a de plus novel sur l’implémentation
de la nouvelle structure des carrières et des
emplois repères, ainsi que les informations
autres du département HR.
Agenda

HR STRATEGY

HR journey 2006-2016

New Career Structure

Benchmark Jobs

On a final note...

Attract

Motivate

Retain
It all started in 2006...
HR vision & strategy

People are any institution’s greatest asset

As a consequence, strategic, long-term focused HR management is essential for any institution to flourish and accomplish its mission

“It is better to light a candle than to curse the darkness”

*Chinese proverb often quoted by E. Roosevelt
Supporting CERN’s mission by:

- Proactive identification of CERN’s present and future needs
- Adoption of best practices, whilst taking due account of CERN’s specificities
- Professionalisation of the HR function
- Enhanced communication at all levels
CERN HR and the Ulrich Model

Dave Ulrich Model of HR Roles

- Strategic Partner
- Change Agent
- Administrative Expert
- Employee Champion

FUTURE/STRATEGIC FOCUS

PROCESSES

DAY-TO-DAY/OPERATIONAL FOCUS

PEOPLE
CERN HR Strategy

Built bottom up and top down

CERN Mission/Strategy → HR Mandate → HR Strategy → Staff concerns and priorities

Interviews, Medium Term Plan → Needs and Challenges from Management → HR Initiatives

Staff meetings and Surveys → Staff concerns and priorities
Initiating a dialogue

Staff survey - 5 key areas

- Career Management
- Line Management
- Identification & follow-up of difficult situations
- Financial & Social Benefits
- HR Department activities

Overall positive results indicating an extremely high level of satisfaction, passion, interest, creativity and pride to work at CERN

Priority areas identified: career development and recruitment
AT CERN...

Preparing for increase in total energy towards 14 TeV

CERNcourrier
BRIDGING CULTURES AND NATIONS THROUGH SCIENCE

Israel joins Physics Research at CERN

CERN's atom smasher resumes hunt for bizarre particles in 2015

Intensity rises in the LHC: more protons, more collisions and more data
#RestartLHC #13 TeV

Pakistan becomes first associate member of CERN in Asia

Saturday, March 15, 2014

Turkey inks agreement to become CERN associate member

Israel becomes the 19th state of CERN, the Switzerland-based collaboration that underground particle accelerators such as Hadron Collider.

The Israeli flag joins 20 other national flags at CERN.

UNESCO officially recognizes the new country of Israel as a member of CERN or the European Organization for Nuclear Research. Israel is the first new member of the organization.
Meanwhile, in HR…

- « *Vivre ensemble* »
  - Definition of core values
  - Code of Conduct
  - Competency Model
  - Diversity Programme
  - Integrity framework
  - Setting up of an Ombudsoffice.

- **Employee Engagement**
  - Staff surveys
  - Upfront, transparent communication
  - Increased partnership with management & staff, in particular through closer interactions with department heads and the Staff Association.
Meanwhile, in HR…

- **New HR structure**
  - Clear roles and responsibilities through Centers of Expertise and HR Frontline.

- **Talent Acquisition**
  - Recruitment Policy, Employee Value Proposition, innovative sourcing, asynchronous video interviews, use of social media, talent pipelining
  - Revised Contract Policy aiming at retention of expertise.

- **Learning & Development**
  - First L&D Policy, learning framework, corporate priorities, Learning Needs Inventory, Leadership Development programme.

- **Compensation & Benefits**
  - Package of measures on pensions
  - Complete overhaul of CERN's career structure.

*In collaboration with numerous in-house services*
HR Strategy

CERN HR POLICY

HR Mandate

Main activities / Pillars

Foundation

Employee engagement
Values, Code of Conduct, Competency Model

HR Structure

Capacity Planning
Talent Acquisition
Learning & Development
Performance & Reward
Diversity
Talent Management
The 2015 Five-Yearly Review

**Sustainable development**

What

Ensure that CERN’s financial and social conditions allow it to attract and retrain staff of the highest competence and integrity, as required for the execution of its mission.

Why

The pursuit of excellence across all of CERN’s activities.
The Five-Yearly Review

Sustainable development

Who

A Joint commitment made by all those involved: the Management, the personnel, as represented by the Staff Association, and the Member States.

How

Balance between motivation and long-term sustainability
Overall outcome

Mandatory Elements
• Maintain Salaries, Subsistence & Stipends at current levels.

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.
Following in-depth discussion at TREF, the 2015 5YR is now officially completed with Council’s decision not to make any changes to Annex A1

Annex A1 defines the procedure for carrying out the five-yearly reviews and annual indexations – traditional bone of contention

A clear sign of trust from our Member States
2011 staff survey – key findings:

- Variability of interview lengths is viewed positively.
- Some feel MARS is not aiding development.
- Supervisors find the formal system too time-consuming, and supervisees want more regular informal contact.
- Managers are implementing MARS with varying success.
- Many feel MARS does not help with poor performance.
- The distribution of steps is seen as unfair by many.
- Majority opinion is neutral on the system overall.

+ overall difficult context (audit reports, exchange rate, questioning from Member States)
A lighter form

### 2016 PERFORMANCE APPRAISAL

#### 2017 OBJECTIVES SETTING

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sara STAPPERS (CERN ID 46546)</td>
<td>HR-CB-C</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Eligibility for advancement</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date</td>
<td>01-Sep-2012</td>
</tr>
</tbody>
</table>

**Interview by:** Hendrik COURTENS  
**Supervisor:** Hendrik COURTENS

**Others present:**  
**Group Leader:** Hendrik COURTENS  
**Department Head:** Aliki-Sylvie CATHÉRIN

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### 2016 Benchmark Job & Roles

- **1.** HR Professional, Grade 6. The benchmark job description can be found here: [link to HR Professional BM](#).
- **2.** Section Leader: The benchmark job description can be found here: [link to Section Leader BM](#).

**2017 Benchmark Job & Roles**

- **During 2017, your benchmark jobs are:**  
  1. HR Professional, Grade 6. The benchmark job description can be found here: [link to HR Professional BM](#).  
  2. Section Leader, Grade 6. The benchmark job description can be found here: [link to Section Leader BM](#).  

**During 2017, your roles are:**  
- Departmental Safety Officer, AD Dept., 01.09.2012  
- CERN Panel Member, 01.06.2015

**Change of functions foreseeon 2017:** Yes / No

---

### 2017 Objectives Setting

#### 2017 Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Participation in the working group for the Bldg. 2041 project, with the aim to ensure that health and safety considerations are taken into account in the design of the building.</td>
</tr>
<tr>
<td>2.</td>
<td>Expand the Point 2 Incident database to all other Points, in collaboration with the respective Health &amp; safety representatives, by the end of the first quarter 2016.</td>
</tr>
<tr>
<td>3.</td>
<td>Objective One.</td>
</tr>
<tr>
<td>4.</td>
<td>Objective Two.</td>
</tr>
<tr>
<td>5.</td>
<td>Objective three.</td>
</tr>
</tbody>
</table>

**Expected results:**  
- Participation in the working group for the Bldg. 2041 project, with the aim to ensure that health and safety considerations are taken into account in the design of the building.  
- Expand the Point 2 Incident database to all other Points, in collaboration with the respective Health & safety representatives, by the end of the first quarter 2016.

**Link to CERN Competency Model**

#### 2017 Development Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>In order to streamline incident databases and provide a new assessment tool, a training course on Windows Access is needed.</td>
</tr>
<tr>
<td>2.</td>
<td>Sara would benefit from an advanced French course, with technical aspects included, in order to prepare technical written reports in French.</td>
</tr>
</tbody>
</table>

**Expected results:**  
- Training course on Windows Access is needed.  
- Sara would benefit from an advanced French course.

**Link to CERN Competency Model**

---

### Aspects related to health, safety and working conditions

**Staff and supervisor have discussed and updated form:** Yes / No

Sara has been ISO since March 2012, and takes this responsibility very seriously. Sara feels her workload is acceptable, however had to cancel training this year due to other priorities.

---

### EDH Routing
### The Form - Summary

<table>
<thead>
<tr>
<th>What does <em>not</em> change</th>
<th>What changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual interview</td>
<td>BMJ used as a reference framework</td>
</tr>
<tr>
<td>Dialogue between staff and supervisor</td>
<td>Assessment of objectives and functions</td>
</tr>
<tr>
<td>Evaluation of results of objectives and definition of future objectives</td>
<td>No more overall narrative evaluation</td>
</tr>
<tr>
<td>Developmental objectives</td>
<td>No compulsory identification of a competency per objective</td>
</tr>
<tr>
<td>Reporting in an appraisal form</td>
<td>More granular performance qualifications</td>
</tr>
<tr>
<td>Departmental collegial discussions</td>
<td>Defined financial reward for each qualification</td>
</tr>
</tbody>
</table>

**Paving the way for long-term focused developmental conversations**
Evolution

Current

Advancement and Promotion
- Basic Salary Increase (steps)
- Change of Salary Band
- Change of Career Path
- Exceptional Career Extension
- 1 July

Future

Yearly Performance Reward
- Basic Salary Increase (%)
- Performance Payment
- 1 May

Career Evolution
- Grade change within BMJ
- Change of BMJ with grade change
- Change of BMJ without grade change
- 1 July

One Process & Time Window

Separate Process & Time Window

Departmental Ceilings

Centralised Equity budget for exceptional requirements (currently being defined)
## Yearly Performance Reward

- **Steps are replaced with**
  - a 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>

<table>
<thead>
<tr>
<th>BOTH</th>
<th>Salary increase (% of midpoint salary)</th>
<th>-</th>
<th>0.35 %</th>
<th>1.35 %</th>
<th>2.35%</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOTH</td>
<td>Performance Payment (% of midpoint salary)</td>
<td>-</td>
<td>-</td>
<td>1.15 %</td>
<td>2.15%</td>
</tr>
</tbody>
</table>
## What does it mean for me?

### Particularly Meritorious – 2 steps in CP C

<table>
<thead>
<tr>
<th>Salary &amp; position</th>
<th>7231 CHF</th>
<th>Cb.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>New salary &amp; position</td>
<td>7389 CHF</td>
<td>Cb.10</td>
</tr>
<tr>
<td>2 steps</td>
<td>158 CHF monthly salary increase</td>
<td></td>
</tr>
</tbody>
</table>

### With a Strong rating in Grade 4:

<table>
<thead>
<tr>
<th>Salary &amp; position compared to midpoint</th>
<th>7231 CHF</th>
<th>92.669%</th>
<th>Midpoint salary 7803 CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong rating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement 1.35% (% of midpoint salary)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Payment 1.15% (% of midpoint salary)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New salary &amp; position compared to midpoint</td>
<td>7336 CHF</td>
<td>94.015%</td>
<td>105 CHF monthly salary increase</td>
</tr>
<tr>
<td>Performance payment</td>
<td>90 CHF</td>
<td>Converted to annual sum</td>
<td>1080 CHF lump-sum payment</td>
</tr>
</tbody>
</table>

Advancement increase and performance payment both on 1 May: 195 CHF
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.
  • Is being discussed in a cross-departmental working group, with SA representatives.
And the MARS becomes…

**MERIT**

*Merit Evaluation & Recognition Integrated Toolkit*

*M’Enfin Reconnais mon Immense Travail!*
HR Strategy

CERN HR POLICY

- Capacity Planning
- Talent Acquisition
- Learning & Development
- Performance & Reward
- Diversity
- Talent Management

HR Mandate

HR Structure

Main activities / Pillars

Foundation

Employee engagement

Values, Code of Conduct, Competency Model, Benchmark Jobs
Benchmark Jobs

An up-to-date and evolving cartography of the various job families present in the Organization

A meaningful basis with which to plan

And… Would you rather be a 208? … Or a computing engineer?
<table>
<thead>
<tr>
<th>Benchmark Jobs list</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acc./Industrial process Operations Technician</strong></td>
</tr>
<tr>
<td>Civil Engineering Technician</td>
</tr>
<tr>
<td>Computing Technician</td>
</tr>
<tr>
<td>Electronics Technician</td>
</tr>
<tr>
<td>Electronics craftsman</td>
</tr>
<tr>
<td>Health &amp; Safety, Environmental Technician</td>
</tr>
<tr>
<td>Material Science/Chemical Technician</td>
</tr>
<tr>
<td>Mechanical craftsman</td>
</tr>
<tr>
<td>Radiation Protection Technician</td>
</tr>
<tr>
<td>Firefighter</td>
</tr>
<tr>
<td>Nurse (Occupational health)</td>
</tr>
<tr>
<td>Site Security Professional</td>
</tr>
<tr>
<td>Administrative clerk</td>
</tr>
<tr>
<td>Personal/Team assistant</td>
</tr>
<tr>
<td>Financial support officer</td>
</tr>
<tr>
<td>Human Resources support officer</td>
</tr>
<tr>
<td>Procurement support officer</td>
</tr>
<tr>
<td>Scientific Information support officer</td>
</tr>
<tr>
<td>Logistics support officer</td>
</tr>
<tr>
<td>Project Leader</td>
</tr>
<tr>
<td>Section Leader</td>
</tr>
<tr>
<td>Group Leader</td>
</tr>
<tr>
<td>Department Head</td>
</tr>
<tr>
<td>Director</td>
</tr>
</tbody>
</table>
## Content of a BMJ

Technical domain:
main technical expertise covered in the benchmark.
The technical domains are listed in the CERN Competency Model.
Content of a BMJ

Applicable post(s):
list of specific types of posts that can be grouped under the corresponding benchmark job.
Content of a BMJ

**Definition:**
summary of the activities under the related benchmark job, its general aim.
Content of a BMJ

Qualifications and experience: describes the typical level and field of education and/or the equivalent experience for a given benchmark job.

<table>
<thead>
<tr>
<th>Benchmarks title</th>
<th>Mechanical Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical domain</td>
<td>Mechanical engineering</td>
</tr>
<tr>
<td>Applicable posts</td>
<td>Cooling and Ventilation Engineer, Cryogenics Engineer, Design Engineer, Maintenance and Operation Engineer, Planning &amp; Scheduling Engineer, Production Engineer, Structural Engineer, Technical &amp; Project Management Methods Engineer, Transport and Handling Engineer, Vacuum Engineer</td>
</tr>
</tbody>
</table>

Definition

The Mechanical Engineer takes a leading role in the R&D, planning, design, production, implementation, test and commissioning, operation, maintenance and evolution of mechanical equipment and systems for CERN infrastructure. These equipment and systems include those needed for the current and future accelerators complex, i.e. complex and highly specialized equipment. The mechanical engineer takes a leading role in preparing the documentation for the systems he/she is in charge of and communicating it to any relevant forum.

Qualifications and experience

Master’s engineering in the field of mechanical or equivalent, preferably completed by a relevant experience in one or several sub-domains of the mechanical domain.

Grade(s) 6 - 7 (A)

Main Activities

Depending on the level of expertise of the mechanical engineer, his/her activities are described by either one or a combination of several of the following activities:

- Capture user’s needs;
- Carry out conceptual design phase, leading the development needed to validate concepts up to the edition of the conceptual design specification and report;
- Carry out technical design phase, carrying out detailed studies needed to finalize the design up to the edition of the technical design specification and report;
- Investigate solutions for future;
- Organize Design Review;
- Manufacture and installation of components;
- Define manufacturing readiness;
- Organize manufacture;
- Lead activities at CERN;
- Plan, supervise and carry out the project scope;
- Test and commission complex and highly specialized mechanical equipment, apparatus, instruments and prototypes;
- Design test benches and infrastructure used for the commissioning;

Competencies

- Define and implement the adopted instrumentation systems;
- Define testing procedures and plans (acceptance tests definition, QA, QC, acceptance criteria);
- Supervise and direct commissioning phases and report on findings;
- Carry out changes as needed;
- Operate, maintain & consolidate complex and highly specialized mechanical equipment, apparatus, instruments and prototypes:
  - Operate or supervise the operation of machines and complex technical installations, plans, organize and direct their maintenance, repair, testing and modification;
  - Define maintenance plans (repairs & modifications) and spare parts policy;
  - Define priorities and trigger the need to consolidate equipment based on KPIs (MTEF, MTTR, Pareto diagrams);
- Carry out upgrade and consolidation of mechanical equipment in close collaboration with internal clients/users and external partners/suppliers;
- Organize on-call duty teams and implements tools (procedures…) for interventions;
- Carry out fault finding;
- Technical Expertise:
  - Provide technical expertise and advice to the customer community, peers and management; nourish strategic orientations and technological choices for the mechanical engineering and CERN as a whole, promote and implement the latter in the best interest of the Organization.
  - Manage documentation;
  - Carry out technical supervision of mechanical equipment;
  - Manage projects/studies/collaborations;
  - Design and implement tools and methods in view of harmonizing the applications of various engineering processes at CERN. This can be carried in a variety of technical themes such as: project management, risk management, quality management, safety management, reliability management, planning and scheduling and technical documentation management;
  - Ensure safety;
  - Manage procurement and contracts;
  - Disseminate knowledge and practices.
Content of a BMJ

Grade(s): based on the future classification system, the range of typical grade(s) covered by the benchmark job.
Content of a BMJ

Main activities:
a list of the main sequences of actions to carry out a given benchmark job.
Content of a BMJ

Related benchmark job(s) and/or post(s):
highlights other benchmark jobs and/or posts that can be considered closely related to the corresponding benchmark job. There are also natural gateways between related post(s) within a benchmark job.
Training and certification: Training that is specific to a BMJ or a cluster of BMJs, in addition to core learning priorities and necessary certification(s) for the job (i.e. “Certified Fraud examiner”).
## Benchmark jobs list

<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>Acc./Industrial Process Operations Tech.</td>
<td>Civil Engineering Technician</td>
<td>Civil Engineering Technician</td>
<td>Civil Engineer</td>
<td>Civil Engineer</td>
<td>Civil Engineer</td>
<td>Civil Engineer</td>
<td>Civil Engineer</td>
<td>Referent Civil Engineer</td>
<td>Referent Civil Engineer</td>
</tr>
<tr>
<td>Electrical Technician</td>
<td>Electrical Engineer</td>
<td>Electrical Engineer</td>
<td>Electrical Engineer</td>
<td>Electrical Engineer</td>
<td>Referent Electrical Engineer</td>
<td>Referent Electrical Engineer</td>
<td>Referent Electrical Engineer</td>
<td>Referent Electrical Engineer</td>
<td>Referent Electrical Engineer</td>
</tr>
<tr>
<td>Electronics Technician</td>
<td>Electronics Technical Engineer</td>
<td>Electronics Technical Engineer</td>
<td>Electronics Engineer</td>
<td>Electronics Engineer</td>
<td>Referent Electronics Engineer</td>
<td>Referent Electronics Engineer</td>
<td>Referent Electronics Engineer</td>
<td>Referent Electronics Engineer</td>
<td>Referent Electronics Engineer</td>
</tr>
<tr>
<td>Health, Safety &amp; Environment Technician</td>
<td>Health, Safety &amp; Environment Technician</td>
<td>Health, Safety &amp; Environment Technician</td>
<td>Health, Safety &amp; Environment Engineer</td>
<td>Health, Safety &amp; Environment Engineer</td>
<td>Referent HSE Eng</td>
<td>Referent HSE Eng</td>
<td>Referent HSE Eng</td>
<td>Referent HSE Eng</td>
<td>Referent HSE Eng</td>
</tr>
<tr>
<td>Mechanical Craftsman</td>
<td>Mechanical Technical Engineer</td>
<td>Mechanical Technical Engineer</td>
<td>Mechanical Engineer</td>
<td>Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
</tr>
<tr>
<td>Material Science/Chemical Technician</td>
<td>Material Science/Chemical Techn Engineer</td>
<td>Material Science/Chemical Engineer or Chemist</td>
<td>Material Science/Chemical Engineer or Chemist</td>
<td>Referent Mat. Sc./Chem. Eng or Chemist</td>
<td>Referent Mat. Sc./Chem. Eng or Chemist</td>
<td>Referent Mat. Sc./Chem. Eng or Chemist</td>
<td>Referent Mat. Sc./Chem. Eng or Chemist</td>
<td>Referent Mat. Sc./Chem. Eng or Chemist</td>
<td>Referent Mat. Sc./Chem. Eng or Chemist</td>
</tr>
<tr>
<td>Mechanical Technician</td>
<td>Mechanical Engineer</td>
<td>Mechanical Engineer</td>
<td>Mechanical Engineer</td>
<td>Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
<td>Referent Mechanical Engineer</td>
</tr>
<tr>
<td>Firefighter</td>
<td>Firefighter</td>
<td>Firefighter</td>
<td>Firefighter</td>
<td>Firefighter</td>
<td>Referent Firefighter</td>
<td>Referent Firefighter</td>
<td>Referent Firefighter</td>
<td>Referent Firefighter</td>
<td>Referent Firefighter</td>
</tr>
<tr>
<td>Administrative Clerk</td>
<td>Administrative Clerk</td>
<td>Administrative Clerk</td>
<td>Administrative Clerk</td>
<td>Administrative Clerk</td>
<td>Referent Personal/Team Assistant</td>
<td>Referent Personal/Team Assistant</td>
<td>Referent Personal/Team Assistant</td>
<td>Referent Personal/Team Assistant</td>
<td>Referent Personal/Team Assistant</td>
</tr>
<tr>
<td>Human Resources Support Officer</td>
<td>Human Resources Support Officer</td>
<td>Human Resources Support Officer</td>
<td>Human Resources Support Officer</td>
<td>Human Resources Support Officer</td>
<td>Referent HR pro.</td>
<td>Referent HR pro.</td>
<td>Referent HR pro.</td>
<td>Referent HR pro.</td>
<td>Referent HR pro.</td>
</tr>
</tbody>
</table>

Project Leader, SL, GL, DH and Director BMJs are not classified
Benchmark Jobs list

Zooming in

<table>
<thead>
<tr>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Engineering Technician</td>
<td>Civil Engineering Technician</td>
<td>Civil Engineer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Engineering Technical Engineer</td>
<td>Computing Technician</td>
<td>Computing Engineer</td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>Computing Technical Engineer</td>
<td>Electrical Technician</td>
<td>Electrical Engineer</td>
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<td>Electrical Engineer</td>
<td>Electrical Technical Engineer</td>
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<td>Electronics Technician</td>
<td>Electronics Technician</td>
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<td>Electromechanical Technician</td>
<td>Electromechanical Technical Engineer</td>
<td>Electromechanical Engineer</td>
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<tr>
<td>Health, Safety &amp; Environment Technician</td>
<td>Health, Safety &amp; Environment Engineer</td>
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<td>Health, Safety &amp; Environment Tech. Eng.</td>
<td>Mechanical Technical Engineer</td>
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<td>Mechanical Technician</td>
<td>Material Science/Chemical Technician</td>
<td>Material Science/Chemical Engineer or Chemist</td>
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<td>Material Science/Chemical Tech. Eng.</td>
<td>Radiation Protection Technician</td>
<td>Radiation Protection Physicist</td>
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<td>Radiation Protection Technical Engineer</td>
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<td>Firefighting Officer</td>
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<td>Nurse (Occupational Health)</td>
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<td>Physician (Occupational Health)</td>
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<td>Site Security Professional</td>
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</table>
Next Steps

Timeline

July 2016

Advancement (steps) and promotions within current MARS system effective July 1, 2016

18 August 2016

Staff members receive notification letter informing about:
- Provisional BMJ title
- Grade
- Position in the salary grid

1 September 2016

New SR&R on Career Structure enter into force, all information in Admin e-Guide
New salary grid implementation

December 2016

Performance interviews under new system

1 May 2017

Salary increase in % and Performance Award under new system
Confirmation of BMJ

July 2017

Promotions under new system
On August 18th....

All Staff members will receive a notification letter informing them about their :

- Position in the salary grid
- Grade
- Provisional Benchmark Job Title

**Important note:** All staff will be mapped to one and one only BMJ.

In addition, where applicable, you can carry out a managerial Benchmark Job.
BMJ Mapping Process

Initial mapping → Notification to staff member, 18 August → If required discussion/review → Final confirmed BMJ title on 1 May 2017 at the latest

From September onwards, you will have the opportunity to review and discuss your BMJ Title with your supervisor and HRA.
Initial mapping principles

for existing staff

- No promotion, no demotion
- Based on current job title and professional code listed in the HR database
- Staff on so-called “generic” codes will be mapped to the closest relevant BMJ
Subject: Individual notification - new career structure

Dear NAME,

As part of the 2010 four-Year Review of financial and social conditions at CERN, the management proposed the introduction of a new career structure. The Council approved the proposal in December 2011, and it will take effect on 1 January 2014.

From 1 January 2014, salary positions will no longer be measured as a career path, but as a position in a band of a grade. A detailed explanation of the changes is attached to this letter.

Your individual placement under the new career structure is as follows:

- Current Career Path Band and Step: [Current Career Path Information]
- New Grade and % of Midpoint: [New Grade Information]

The following changes will apply:

- [List of changes and implications]

If you have any questions or need further clarification, please contact your supervisor or HRA.

Sincerely,

[Your Name]
Quiz – «vrai ou faux»

• Une promotion nécessite un changement d’emploi repère.

• 2 types de promotion:
  • L’un dans le même emploi repère, l’autre vers un emploi repère supérieur.

A noter qu’il est aussi possible de changer d’emploi repère en restant dans le même grade.
Quiz – «vrai ou faux»

• Je ne peux pas être rattaché(e) à trois emplois repères.

  • *Chaque titulaire sera rattaché à 1 emploi repère principal*
  • *Pour ceux qui ont des responsabilités managériales, 1 emploi repère additionnel «managérial» apparaîtra dans le formulaire MERIT. Mais leur rattachement reste l’emploi repère principal.*
Quiz – «vrai ou faux»

- Je peux être « Senior Staff » tout en étant rattaché(e) à l’emploi repère de « Legal Adviser »

- L’emploi repère « Legal Adviser » couvre les grades 6 à 8.

- Le label ‘Senior Staff’ débute au grade 8, et est attribué après passage par une promotion E à F aujourd’hui et de 7 à 8 demain.
Quiz – «vrai ou faux»

- Une mobilité interne implique obligatoirement un changement d’emploi repère.

- *Les emplois repère sont indépendants de la structure organisationnelle*

- *Il est donc possible de changer de groupe ou de département sans changer d’emploi repère*

- *(l’inverse est également vrai)*
Quiz – «vrai ou faux»

• Je dois accomplir toutes les activités qui sont mentionnées dans mon emploi repère.

• L’emploi repère comprend les activités principales représentatives de cette famille de métiers et ne sont pas nécessairement toutes à accomplir.

• Ex: un dessinateur/projeteur couvrira principalement l’activité de «design» comprise dans le BMJ de technicien mécanicien, et pas nécessairement les autres activités.
Recalling the objective

Ideally, the final mapping should reflect the area staff are actually working in.
CERN HR POLICY

Main activities / Pillars

- Capacity Planning
- Talent Acquisition
- Learning & Development
- Performance & Reward
- Diversity
- Talent Management

Foundation

Employee engagement

CERN-wide approach, needs definition, retention of key expertise, balance between short-term needs and long-term view

Developmental conversations, low & high performers, leadership development, succession planning, internal mobility

Values, Code of Conduct, Competency Model, Benchmark Jobs
Vision for 2022

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.
HR has been endeavouring to serve the Organization’s best interests by:

• Defining shared values and common standards of behaviour – “Living together”
• Proactively identifying CERN needs and priorities
• Contributing to CERN’s long-term sustainability
• Ensuring we remain in the driving seat.
It hasn’t always been plain sailing…

A physical job

Source of pride and continuous development

“Don’t wish it were easier. Wish you were better” - Jim Rohn

Requiring robust, unfailing support

« If you fall, I will always be there »
The floor
More important than the what: the how

- Transparency and honesty
- Open communication
- Respect and trust
- Collaboration
- Concertation
Time to say farewell…

“Farewell, my sister, fare thee well,
The elements be kind to thee, and make
Thy spirits all of comfort: fare thee well!”
William Shakespeare

.... Thank you
– for the opportunities, support, trust & patience

... And all the best for the future!
Questions & Answers