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Action to be taken		*Voting Procedure*
For information	**FINANCE COMMITTEE** 325th Meeting **17 June 2009**	—
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FIVE-YEARLY REVIEW 2010

REPORT ON RECRUITMENT AND RETENTION OF STAFF MEMBERS

This report has been drawn up in the framework of the 2010 five-yearly general review of the financial and social conditions of members of the personnel.

It provides information concerning staff recruitment and retention during the period January 2005 to December 2008.

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I. – INTRODUCTION

In accordance with its Staff Rules and Regulations, the Organization must undertake a five-yearly review of the financial and social conditions of the members of the personnel.

Annex A 1 of the Staff Rules specifies that:

"The purpose of the five-yearly review is 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. In accordance with Article S II 1.03, these staff members must be of the highest competence and integrity."

In this document, the Organization reports on staff recruitment and retention at CERN.

Chapter II provides statistical information on recruitment and retention during the period January 2005 to December 2008 (hereinafter reference period). The recruitment data relate to applications and refused offers, whilst the retention data focus mainly on the number and reasons for resignations.

Chapter III provides a qualitative analysis of recruitment and retention issues.

Further data, as well as a summary of the sourcing activities conducted during the reference period are provided in appendix.

It should be noted that by "applicants" this report refers to candidates who have sent their application following the publication of a vacancy notice at CERN, whilst "arrivals" are staff members who have taken up their appointment.

II. – STATISTICAL INFORMATION ON RECRUITMENT AND RETENTION

A) Applications and arrivals

Applications received have been analysed to show the nationality distribution (see Table 1) and gender (see Table 2) of applicants and arrivals. The percentage figures in the last column refer to the number of arrivals compared to the number of applicants.

1) Nationality distribution

	Cat. 1 *Scientific Work (experimental & theoretical physics)*		Cat. 2 *Scientific (other) & Engineering Work*		Cat.3 *Technical Work*		Cat. 4 *Manual Work, Crafts & Trades*		Cat. 5a *Professional Administrative Work*		Cat. 5b *Office & Administrative Work*		Cat. 5c *Office Work*		**Total**	**Total**	**%**
	Appl.	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	
AT	11		37	12	11				8		5		2		**72**	**12**	*16.7*
BE	9		67	4	85	4	1		28		38	1	3		**229**	**9**	*3.9*
BG	6		72	4	6		3		12	1	10		1		**109**	**5**	*4.6*
CH	25	1	236	7	383	28	96	3	93	1	309	10	75	2	**1186**	**52**	*4.4*
CZ	2		44		10	1	1		6		11	1			**74**	**2**	*2.7*
DE	76	6	161	16	87	3	14	3	77	4	43		2		**458**	**32**	*7.0*
DK	9	2	23		41	1	6		3		7	1			**89**	**4**	*4.5*
ES	29	3	376	21	118	4	27	3	27		26		4	1	**600**	**32**	*5.3*
FI	6		68	1	41	1	44	5	15		20		1		**194**	**7**	*3.6*
FR	73	5	1299	22	1612	145	267	35	331	8	838	36	75	2	**4435**	**253**	*5.7*
GB	23	1	242	15	137	7	44	2	68	3	88	5	7		**602**	**33**	*5.5*
GR	18	1	110	4	30				24		26		1		**205**	**5**	*2.4*
HU	6		64	5	17		1		8		8	1	1		**104**	**6**	*5.8*
IT	98	5	738	27	175	3	27	2	83	2	129	3	5		**1246**	**42**	*3.4*
NL	14	1	37	1	27	5	1		26	1	29		1		**135**	**8**	*5.9*
NO	2	1	42	1	23		1		10		3				**80**	**2**	*2.5*
PL	10		245	17	36	1	2		25		29	1	1		**347**	**19**	*5.5*
PT	7		194	9	63	2	8	1	13		27	1	10		**319**	**13**	*4.1*
SE	7	1	76		32	1	5	1	8	1	9		1		**138**	**4**	*2.9*
SK	5		26	3	4	1			7		7	1			**49**	**5**	*10.2*
NMS	59	3	174	5	87		6		26		45		6		**372**	**8**	*2.2*
Total	**495**	**30**	**4331**	**174**	**3025**	**207**	**554**	**55**	**898**	**21**	**1707**	**61**	**196**	**5**	**11043**	**553**	*5.0*

Table 1 – Nationality distribution of staff members during the reference period by professional category of applicants and arrivals

Applicants and arrivals in professional categories 1 (experimental and theoretical physics) and 2 (scientific and engineering work) were more widely distributed between the different nationalities than in the other categories. In categories 3 (technical work) and 4 (manual work, crafts and trades), 66% of applicants were French and/or Swiss, while these nationalities reached 61% for category 5 (administrative work). In the framework of the previous five-yearly review, the Management made a proposal to recruit career path C from the local area instead of internationally, based on the geographical origin of staff in this career path. It was agreed not to go in this direction but to increase sourcing efforts targeted towards this population. The Organization's sustained efforts to attract more staff from all Member States in career path C have, however, not yet borne fruit (see Appendix 3).

2) Gender distribution

	Cat. 1		Cat. 2		Cat. 3		Cat. 4		Cat. 5a		Cat. 5b		Cat. 5c		Total	Total	%
	Scientific Work (experimental & theoretical physics)		*Scientific (other) & Engineering Work*		*Technical Work*		*Manual Work, Crafts & Trades*		*Professional Administrative Work*		*Office & Administrative Work*		*Office Work*				
	Appl.	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	**Appl.**	**Arr.**	
F	78	2	496	29	216	13	10		487	11	1314	55	147	4	**2685**	**114**	*4.2*
M	417	28	3835	145	2809	194	544	55	411	10	393	6	49	1	**8358**	**439**	*5.3*
Total	**495**	**30**	**4331**	**174**	**3025**	**207**	**554**	**55**	**898**	**21**	**1707**	**61**	**196**	**5**	**11043**	**553**	*5.0*

Table 2 – Gender distribution of staff members during the reference period by applicants, arrivals and professional category

As can be seen from Table 2, the overall proportion of female arrivals compared to the number of female applicants is 4.2%, compared with 5.3% for male arrivals. However, within category 2 (scientific and engineering work), female arrivals represented 5.8% of the number of applicants, compared to 3.8% for male arrivals.

B) Refused offers

In CERN's recruitment procedure, the Human Resources Department prepares a contract offer once the recruiting department has made the final selection of the candidate to be recruited. Below is a table showing the refused offers by professional category.

	Cat. 1	Cat. 2	Cat. 3	Cat. 4	Cat. 5a	Cat. 5b	Cat. 5c	Total refused
	Scientific Work (experimental & theoretical physics)	*Scientific (other) & Engineering Work*	*Technical Work*	*Manual Work, Crafts & Trades*	*Professional Administrative Work*	*Office & Administrative Work*	*Office Work*	
Total refused		8	7	3	3	3		24
Total arrivals	30	174	207	55	21	61	5	553
%	0.0%	4.6%	3.4%	5.5%	14.3%	4.9%	0.0%	4.3%

Table 3 - Number of refused offers for staff members during the reference period by professional category in comparison with arrivals

Table 3 above analyses refused offers by professional category. Offers for professional category 5a have the highest rejection rate. These figures should, however, be interpreted with caution, given the very small size of the sample.

During the reference period, 24 offers were refused, which is lower than in the previous five-yearly review period (53). This can be partly explained by the relatively high number of fellows and associated members of personnel hired during this period, who were aware of CERN's working conditions.

Below is a table showing the reasons why candidates declined a CERN staff employment contract offer.

	Cat. 1	Cat. 2	Cat. 3	Cat. 4	Cat. 5a	Cat. 5b	Cat. 5c	Total
	Scientific Work (experimental & theoretical physics)	*Scientific (other) & Engineering Work*	*Technical Work*	*Manual Work, Crafts & Trades*	*Professional Administrative Work*	*Office & Administrative Work*	*Office Work*	
Personal reasons		2	1			1		**4**
Professional reasons		6	5	3	2	1		**17**
Employment conditions			1		1	1		**3**
Total		**8**	**7**	**3**	**3**	**3**		**24**

Table 4 - Number of refused staff membership offers during the reference period by reason and professional category

The three main reasons for refused offers were:

- Personal reasons: perceived problems with integration, anticipated problems with childrens' education, career of spouse in home country, pursuing studies;
- Professional reasons: better career prospects or use of qualifications elsewhere;
- Employment conditions: higher salary or better working conditions elsewhere.

As can be seen from the table above, the main reasons for refusals are to be found in the professional field.

C) Resignations

The most relevant indicator for retention is the analysis of staff resignations. The term "resignations" is understood as staff departures on the initiative of the staff member, excluding early retirement. The analysis also excludes resignations by mutual agreement initiated by the Organization. It is to be noted that some staff members on limited-duration (LD) contracts do not wish to be considered for a long-term employment at CERN, but await the end of their LD contract to leave the Organization. This practice is particularly reinforced by the fact that staff members lose entitlement to various contract termination benefits in the case of resignation (i.e. termination of contract indemnities and grants, reinstallation indemnity and unemployment allowances). Technically, they are excluded from the resignation statistics, because the reason for departure is given as "contract expiry", but they just might as well have been considered as departures on the initiative of the staff member and would then have been added to the 58 resignations which were recorded during the reference period.

The 58 resignations recorded during the reference period represent an average of 0.6% resignations out of the total number of staff per year, which is similar to the average of 0.7% observed during the previous five-yearly review period.

As with the refused offers, caution is recommended when drawing conclusions, given the small size of the sample.

	Cat. 1 *Scientific Work (experimental & theoretical physics)*	Cat. 2 *Scientific (other) & Engineering Work*	Cat. 3 *Technical Work*	Cat. 4 *Manual Work, Crafts & Trades*	Cat. 5a *Professional Administrative Work*	Cat. 5b *Office & Administrative Work*	Cat. 5c *Office Work*	Total
Personal reasons		12	9	1	2	4		**28**
Professional reasons	1	6	10		6	1		**24**
Employment conditions	1		1	1	1	1	1	**6**
Total	2	18	20	2	9	6	1	**58**
Average number of resignations per year	*0.5*	*4.5*	*5*	*0.5*	*2.3*	*1.5*	*0.3*	*14.5*

Table 5 – Resignations of staff members during the reference period by reason and professional category

The three main reasons for resignations are:

- Personal reasons: problems with integration, education problems with children, return to home country, no employment for spouse, marriage, maternity, adoption, relocation of spouse, carrying on or pursuing studies;
- Professional reasons: better career prospects or use of qualifications elsewhere;
- Employment conditions: higher salary or better working conditions elsewhere.

The reasons why staff members resign are usually a combination of several factors. The distribution in Table 5 above reflects the primary reason triggering the resignation given by the staff member.

As already observed in previous retention reports, professional administrators (professional category 5a) show a relatively higher resignation rate.

Table 6 shows resignations over the reference period together with the average number of staff in post by nationality during this period.

Nationality	Average number of staff in post	Resignations	%
AT	**48**	**2**	*4.2*
BE	**115**	**2**	*1.7*
BG	**8**	**0**	*0.0*
CH	**197**	**7**	*3.6*
CZ	**5**	**0**	*0.0*
DE	**182**	**5**	*2.8*
DK	**25**	**2**	*7.9*
ES	**98**	**4**	*4.1*
FI	**26**	**4**	*15.7*
FR	**1120**	**10**	*0.9*
GB	**247**	**12**	*4.9*
GR	**18**	**0**	*0.0*
HU	**12**	**0**	*0.0*
IT	**228**	**3**	*1.3*
NL	**82**	**0**	*0.0*
NO	**15**	**0**	*0.0*
PL	**34**	**2**	*6.0*
PT	**38**	**3**	*7.8*
SE	**36**	**2**	*5.6*
SK	**13**	**0**	*0.0*
NMS	**13**	**0**	*0.0*
Total	**2560**	**58**	***2.3***

Table 6 – Staff member resignations during the reference period compared to the average number of staff members in post by nationality

Within the limitations of interpretation possible with so limited a sample, it appears from the above figures that nationals from the following countries resigned more frequently: Finland, Poland, Sweden and Denmark. Recruitment experience indicates that the Nordic countries offer superior social benefits and more advanced measures to foster work-life balance.

Years of Service	Cat. 1 *Scientific Work (experimental & theoretical physics)*	Cat. 2 *Scientific (other) & Engineering Work*	Cat. 3 *Technical Work*	Cat. 4 *Manual Work, Crafts & Trades*	Cat. 5a *Professional Administrative Work*	Cat. 5b *Office & Administrative Work*	Cat. 5c *Office Work*	Total	%
0			1	1				**2**	*3.4*
1		2	1	1	2	2		**8**	*13.8*
2		8	5		1			**14**	*24.1*
3	1	2	6			1	1	**11**	*19.0*
4			5		2	3		**10**	*17.2*
5	1	2			2			**5**	*8.6*
6					1			**1**	*1.7*
7		1						**1**	*1.7*
9		1	1					**2**	*3.4*
12			1					**1**	*1.7*
13					1			**1**	*1.7*
14		1						**1**	*1.7*
18		1						**1**	*1.7*
Total	**2**	**18**	**20**	**2**	**9**	**6**	**1**	**58**	*100*

Table 7 – Staff member resignations during the reference period by years of service and professional category

Table 7 above shows that 86% of resignations occur during the first five years of service, with a peak (24%) in the second year of service.

It should be noted that, in addition to the aforementioned loss of various contract termination benefits in the event of resignation mentioned earlier, the Organization implemented several measures discouraging resignations during the first year of service (i.e. obligation to reimburse the installation indemnity, loss of the entitlement to the payment of both the return removal and the travel to the home country for the family).

Despite this, resignations during the first two years represent as much as 17% of total resignations.

The predominance of resignations in the early stage of the career is also reflected in the distribution of staff resigning per type of contract held at the date of resignation. Out of the 58 resignations, 50 (or 86%) were handed in by staff on limited-duration contracts.

III. – RECRUITMENT AND RETENTION ISSUES

In November 2008, the HR Department held discussions with each of the departments on a wide range of HR topics. One of the subjects covered was recruitment. Based on feedback received from the departments and also later from the Human Resources Advisors (HRA) about their recruitment practice over the reference period 2005 to 2008, the following issues were identified:

- As demonstrated in the previous five-yearly review, salaries in industry tend to be higher and career evolution is more rapid than in international organizations such as CERN. This may be a reason why some job seekers prefer to stay within, or to apply for employment in, the private sector.
- The current 1/3 to 2/3 ratio of limited-duration (LD) contracts to indefinite contracts (IC) is found not to be appropriate for certain professions where recruitment is problematic. Recruitment practice has also demonstrated that more experienced candidates are not willing to trade the indefinite contract they hold with their current employer for a precarious limited-duration contract at CERN.
- According to the departments and the HRAs, widespread difficulties are encountered for technical positions in career paths C and D, albeit for different reasons:
  - In career path C, it is very difficult to attract technicians from outside the local area. Outside this area, this population has a low awareness of the existence of CERN, tends to settle down at a young age, and usually has better career prospects in the home country.
  - In career path D, the problem is that an increasing number of technical engineers now have a Master's degree, and consider the classification of their diploma by CERN, and the related salary, as too low.

    In this career path, difficulties are encountered in the following areas:

    - Electricity distribution;
    - Civil engineering;
    - Electronics;
    - Computer Aided Design.
- In career path E, the recruitment difficulties are concentrated in the following domains:
  - Electricity distribution;
  - Civil engineering;
  - Cooling and ventilation;
  - Superconducting magnets and RF cavities;
  - Radiation protection;
  - Information Technology;
  - Administration, e.g. legal advice, audit, finance and human resources.

Examples are:

- Electrical engineers for areas such as power converters and electrical distribution for whom CERN is in direct competition with a sector (i.e. energy and electricity industry) offering competitive working conditions. For example in the electricity distribution field, CERN is competing with companies that have developed attractive packages for their personnel.
- Similar conditions apply to high-level mechanical engineers for cooling and ventilation.
- CERN is currently seeking experts in the high radiofrequency industry (thus competing with the telecommunications market) for projects and studies such as the LINAC 4, CLIC and SPL. This sector of industry is also known to have attractive remuneration packages.
- The search for radiation protection physicists is becoming increasingly complicated since the amount of trained technicians and engineers declined in many Member States when they stopped constructing installations for nuclear power industry (now more than 20 years ago).
- In category 5a there is a high rate of refused offers and resignations compared to the other categories. In particular in certain areas such as legal advice, purchasing, human resources, accounting and auditing, competition on the recruitment market is high.
- A non-negligible number of high-level information technology engineers, e.g. in the areas of GRID technology, JAVA or database administration, decline to be evaluated for the award of a long-term contract, notably for professional reasons and on the grounds of more favorable career prospects elsewhere.

IV.– CONCLUSION

Although it is not immediately apparent from the data analysis that there have hitherto been generalised difficulties in recruitment and retention, problems have nonetheless been identified in several key areas. If these problems are not addressed, CERN's capacity to accomplish its mission risks being impaired.

APPENDIX 1

General recruitment data over the period 1995 to 2008

In order to put the data on the reference period into perspective, and to illustrate general staff movements, the overall arrivals and departures since the start of the LHC project in 1995 are analysed in Table 8 below, covering in total three five-yearly review periods.

5YR reference period	Number of years	Total number of departures	Average departures per year	Total number of arrivals	Average arrivals per year
1995 – 1999	5	847	169	592	118
2000 – 2004	5	968	194	843	169
2005 – 2008	4	757	189	553	138

Table 8 – Arrivals and departures of staff members (1995 to 2008)

The staff recruitment activity over the reference period was lower than that of the previous five-yearly review period, but higher than in the period 1995 to 1999.

The increase in the recruitment activity from 1995 is due to the policy of diminishing the proportion of indefinite contracts (IC) compared to the number of limited duration-contracts (LD), hence leading to a greater staff turnover[1]. Recruitment activity was further increased during the previous five-yearly review period owing to the Local Staff programme[2], under which category 203 persons were hired.

[1] In 1995 the number of staff with an LD contract represented 13.8% of the total staff, while this percentage exceeded 30% in 2008.

[2] The Local Staff programme was approved by Council in 2003 and consisted in insourcing administrative support staff, craftsmen, mechanics and technicians who were previously working in mixed teams with CERN staff under industrial services contracts.

Below is a chart showing arrivals and departures by professional category over the period 1995 to 2008:

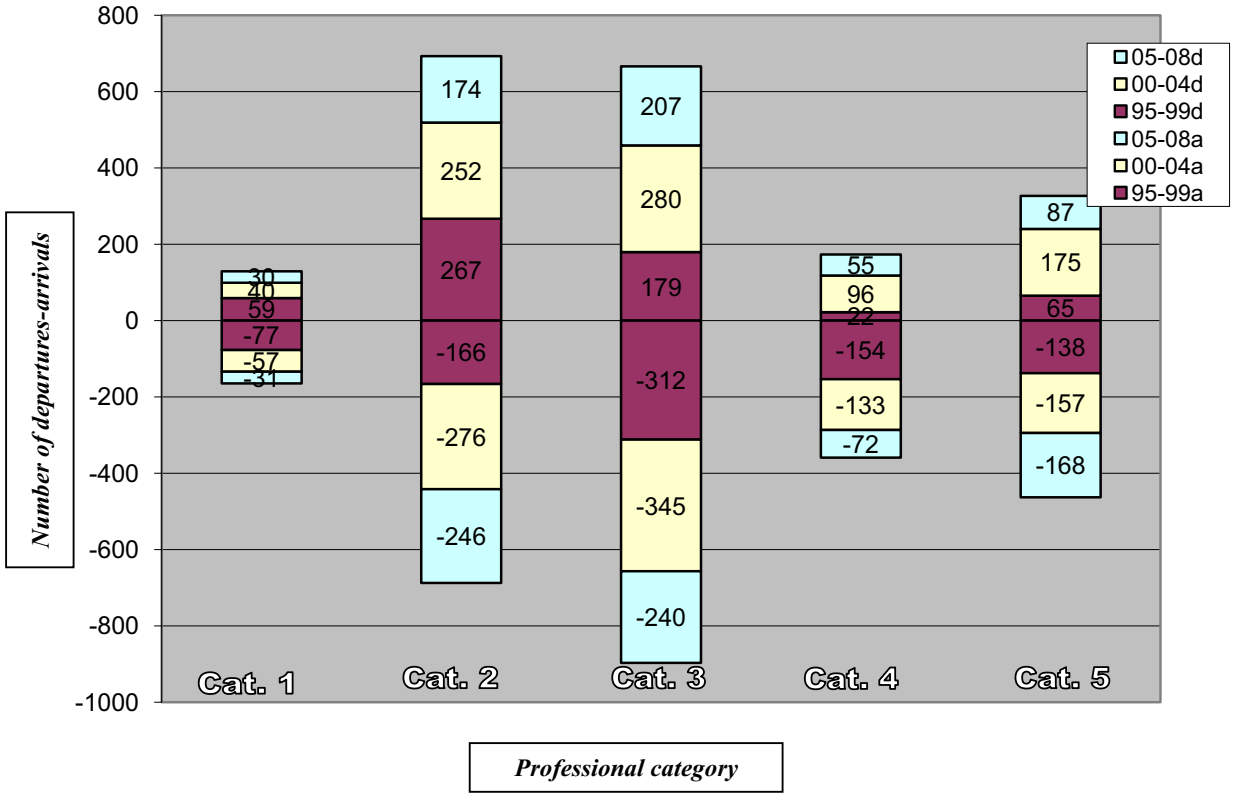

Chart 1 – Staff Arrivals and departures by professional category (1995 to 2008)

There have been 2572 departures against 1988 arrivals between 1995 and 2008, i.e. on average, for every new staff member arrival, there have been 1.3 staff member departures.

Nevertheless:

- over the 1995 to 1999 period there was a greater number of arrivals than departures of staff members in category 2 (scientific and engineering work), and
- over the previous five-yearly review period there were more arrivals than departures in category 5 (administrative work); this is explained by the high proportion of insourcing in the framework of the Local Staff programme in this category as well as by the significant increase of the administrative support provided to the growing number of users.

However, following a decision by the Council in June 2007 to reduce recruitment in these two categories, the trend was reversed. The overall number of arrivals compared to departures has since steadily decreased. The most glaring example is category 4 (manual work, crafts and trade) with more than two departures for every arrival over the total period covered by this appendix.

APPENDIX 2

Detailed data on arrivals during the reference period

A) Arrivals by nationality

Nationality	Cat. 1	Cat. 2	Cat. 3	Cat. 4	Cat. 5a	Cat. 5b	Cat. 5c	Total	%
	Scientific Work (experimental & theoretical physics)	*Scientific (other) & Engineering Work*	*Technical Work*	*Manual Work, Crafts & Trades*	*Professional Administrative Work*	*Office & Administrative Work*	*Office Work*		
AT		12						**12**	*2.2*
BE		4	4			1		**9**	*1.6*
BG		4			1			**5**	*0.9*
CH	1	7	28	3	1	10	2	**52**	*9.4*
CZ			1			1		**2**	*0.4*
DE	6	16	3	3	4			**32**	*5.8*
DK	2		1			1		**4**	*0.7*
ES	3	21	4	3			1	**32**	*5.8*
FI		1	1	5				**7**	*1.3*
FR	5	22	145	35	8	36	2	**253**	*45.8*
GB	1	15	7	2	3	5		**33**	*6.0*
GR	1	4						**5**	*0.9*
HU		5				1		**6**	*1.1*
IT	5	27	3	2	2	3		**42**	*7.6*
NL	1	1	5		1			**8**	*1.5*
NO	1	1						**2**	*0.4*
PL		17	1			1		**19**	*3.4*
PT		9	2	1		1		**13**	*2.4*
SE	1		1	1	1			**4**	*0.7*
SK		3	1			1		**5**	*0.9*
NMS	3	5						**8**	*1.5*
Total	**30**	**174**	**207**	**55**	**21**	**61**	**5**	**553**	*100*

Table 9 - Arrivals of staff members during the reference period by nationality and professional category

During the reference period, most of the staff recruited were of French nationality (45.8%). There is a greater spread of nationalities in categories 1, 2 and 5a than in the other categories. Among the 253 French nationals who arrived at CERN during this period, 145 (i.e. more than half) belonged to category 3. As mentioned later in this report, this is a category where CERN faces major

difficulties in attracting candidates outside the Host States. The second most important nationality, but far below, was Switzerland (9.4%), followed by Italy (7.6%), the United Kingdom (6.0%), Spain and Germany (both 5.8%).

In the previous five-yearly review period, France was also the main recruitment nationality (44.5%), followed by the United Kingdom (11.0%), Italy (8.8%), Germany (6.4%) and Switzerland (5.3%). Spain represented 3.8% of total arrivals.

Below is a table of arrivals by nationality and by career paths A and B (local recruitment) and career paths C to G (international recruitment).

	A	B	Total	%	C	D	E	F	G	Total	%	Grand Total	%
AT							12			**12**	*3*	**12**	*2.2*
BE		1	**1**	*0.67*	2	2	4			**8**	*2*	**9**	*1.6*
BG							5			**5**	*1.2*	**5**	*0.9*
CH	5	11	**16**	*10.7*	11	16	9			**36**	*8.9*	**52**	*9.4*
CZ					2					**2**	*0.5*	**2**	*0.4*
DE	3		**3**	*2.01*		3	22	2	2	**29**	*7.2*	**32**	*5.8*
DK		1	**1**	*0.67*	1		1	1		**3**	*0.7*	**4**	*0.7*
ES	4		**4**	*2.68*	1	3	24			**28**	*6.9*	**32**	*5.8*
FI	5		**5**	*3.36*		1	1			**2**	*0.5*	**7**	*1.3*
FR	38	64	**102**	*68.5*	105	11	35			**151**	*37*	**253**	*46.0*
GB	2	4	**6**	*4.03*	5	2	20			**27**	*6.7*	**33**	*6.0*
GR							5			**5**	*1.2*	**5**	*0.9*
HU		1	**1**	*0.67*			5			**5**	*1.2*	**6**	*1.1*
IT	2	2	**4**	*2.68*	2	2	34			**38**	*9.4*	**42**	*7.6*
NL		1	**1**	*0.67*		4	3			**7**	*1.7*	**8**	*1.4*
NO							1	1		**2**	*0.5*	**2**	*0.4*
PL		1	**1**	*0.67*		1	16	1		**18**	*4.5*	**19**	*3.4*
PT	1	1	**2**	*1.34*	2		9			**11**	*2.7*	**13**	*2.4*
SE	1		**1**	*0.67*	1		2			**3**	*0.7*	**4**	*0.7*
SK		1	**1**	*0.67*		1	3			**4**	*1*	**5**	*0.9*
NMS							6	2		**8**	*2*	**8**	*1.4*
Grand Total	**61**	**88**	**149**	*100*	**132**	**46**	**217**	**7**	**2**	**404**	*100*	**553**	*100*

Table 10 - Arrivals of staff members during the reference period by nationality and career path

The arrivals in career paths C to G are more evenly spread between nationalities than in career paths A to B. This is mainly due to arrivals in career path E, which represent the majority of categories 1, 2 and 5a mentioned above.

B) Arrivals by years of experience

The profile of arrivals by professional category during the reference period is given in Table 11 below.

Years of experience	Cat. 1 *Scientific Work (experimental & theoretical physics)*	Cat. 2 *Scientific (other) & Engineering Work*	Cat. 3 *Technical Work*	Cat. 4 *Manual Work, Crafts & Trades*	Cat. 5a *Professional Administrative Work*	Cat. 5b *Office & Administrative Work*	Cat. 5c *Office Work*	Total	%
0	1	22	30	1	1	9	1	**65**	*11.8*
1-5	14	109	82	13	10	20		**248**	*44.9*
6-10	8	25	42	14	4	13	3	**109**	*19.7*
11-15	4	9	15	9	1	11	1	**50**	*9.0*
16-20	2	6	19	5	2	5		**39**	*7.1*
21-25		2	10	6	1			**19**	*3.4*
26-30		1	6	5	2	2		**16**	*2.9*
31-35	1		3	2		1		**7**	*1.3*
Total	**30**	**174**	**207**	**55**	**21**	**61**	**5**	**553**	*100*

Table 11 – Years of experience of staff member arrivals during the reference period by professional category

During the reference period, 57 % of arrivals were in the early stage of their career (up to five years of relevant experience), which exceeds the percentage observed during the previous period (41%). This can be partly explained by the higher number of arrivals from the associates, fellows, students and users, who mainly represent a population with limited professional experience. 20% of arrivals had between six and ten years of professional experience at the time of recruitment.

1) Arrivals by gender

	Cat. 1 *Scientific Work (experimental & theoretical physics)*	Cat. 2 *Scientific (other) & Engineering Work*	Cat. 3 *Technical Work*	Cat. 4 *Manual Work, Crafts & Trades*	Cat. 5a *Professional Administrative Work*	Cat. 5b *Office & Administrative Work*	Cat. 5c *Office Work*	Total	%
F	2	29	13		11	55	4	**114**	*20.6*
M	28	145	194	55	10	6	1	**439**	*79.4*
Total	**30**	**174**	**207**	**55**	**21**	**61**	**5**	**553**	*100*

Table 12 – Gender distribution of staff member arrivals during the reference period by professional category

In line with CERN's Staff Rules and Regulations, all advertising and recruitment actions adhere to the principle of equal opportunities. During the reference period, the overall gender distribution for staff recruitment shows 21% female arrivals on average, which is less than in the previous five-yearly review period (27%).

The higher percentage of female arrivals in the previous five-yearly review compared to that of the reference period can be explained:

- firstly, by the insourcing in category 5 during the previous five-yearly review period, a category where women predominate.
- Secondly, by the general reduction in administrative staff during the reference period.

Large differences in numbers are observed by job family, which also reflects the differences in gender distribution of applicants. For example, only 9.4% of arrivals in the scientific and technical fields (categories 1 to 4) were female, whereas female applicants filled 80% of the administrative positions (category 5).

2) Arrivals by family situation

	Cat. 1	**Cat. 2**	**Cat. 3**	**Cat. 4**	**Cat. 5a**	**Cat. 5b**	**Cat. 5c**	**Total**	*%*
	Scientific Work (experimental & theoretical physics)	*Scientific (other) & Engineering Work*	*Technical Work*	*Manual Work, Crafts & Trades*	*Professional Administrative Work*	*Office & Administrative Work*	*Office Work*		
Single	10	74	106	17	5	25	3	**240**	*43.4*
Married	20	95	92	31	14	32	1	**285**	*51.5*
Partner		2	6	1				**9**	*1.6*
Divorced		2	3	5	2	3	1	**16**	*2.9*
Separated		1				1		**2**	*0.4*
Widow				1				**1**	*0.2*
Total	**30**	**174**	**207**	**55**	**21**	**61**	**5**	**553**	*100*

Table 13 – Marital status of staff member arrivals during the reference period by professional category

As can be seen in Table 13 above, there are six possible family statuses reported. CERN mainly recruited candidates who belonged either to the single or married status. Most singles had no children, while 64% of the married arrivals had children.

APPENDIX 3

Sourcing activities during the reference period

In order to use the available resources for sourcing in a more cost-effective way, use was made during the period 2005 to 2008 of new technologies such as on-line recruitment fairs, web 2.0 technologies covering social networking, etc. Different activities and events were organized across CERN's Member States, the details of which are reported in Table 14 below.

General CERN advertising	2
Article	5
Job Fair	30
Job advertising	43
Virtual fair	3
Material production	1
Total	**84**

Table 14 - Sourcing actions by type of action for the reference period

The main actions during the period 2005 to 2008 were job advertisements (either specific advertisements for one particular post or general campaigns for job families, in newspapers or on recruiting websites) and job fairs.

From the 43 advertisements placed, two thirds were in newspapers, and one third on recruitment websites. More than half the advertisements were for technicians or technical engineers (Career Paths C and D). A special action was undertaken for the TS-EL Group Leader's position, with advertisements in three newspapers and on one website, and the use of the services of an executive search firm.

In December 2005, a general newspaper advertisement for technicians and technical engineers was published in 13 different countries.

In 2006 and 2007, the sourcing activity was mainly focused on job fairs, with 21 events in nine different countries.

Finally, in 2008, more use was made of website postings, with eight advertisements in seven countries. These included a general campaign on the on-line recruitment website Monster, again for technicians and technical engineers, published in four countries.

Several innovative methods were experimented with in 2008. Two on-line virtual career fairs were organized for British students, and several general on-line CERN promotion actions were undertaken (e.g., promotional video on Youtube, advertising of CERN recruitment opportunities on the social networking site Facebook, indication of the location of the CERN recruitment service in Google Map, etc.).

One major event that triggered a significant number of applications was the LHC inauguration in September 2008, an event covered by more than 500 journalists. This demonstrates that the awareness factor is key in raising applications from all Members States. Unfortunately, the effect is often short term, so that a continuous flow of events would be necessary to maintain the interest in the Organization with the general public.

CERN's website was the source of over half the applications (52%), followed by personal contacts (19%), and universities/institutes (12%). Newspaper advertisements triggered 1.4% of the applications, recruitment fairs and exhibitions 1.2%.

EURES, the European network that connects the employment services of the European Union, was used twice: in Finland in 2006 and in the UK in 2008.

One of the problems with sourcing is that all actions take place from the Geneva-based location of CERN. International companies, with whom CERN is competing on the labour market, have subsidiaries in several countries, which recruit locally for the global corporation. It is almost impossible to match the effectiveness of the permanent physical presence in every country that most of the multi-national companies possess.

Many targeted actions could be undertaken in various fields, such as closer collaboration with EURES and with the respective national employment agencies, professional associations in the disciplines where CERN has difficulties to recruit, an alumni programme, etc. It should be underlined that, in their feedback on recruitment in November 2008, the departments supported the idea of allocating more resources to sourcing. The HR Department has consequently decided to set up a dedicated Recruitment and Sourcing cell which will be operational in 2009. To go beyond these additional efforts would entail a substantial increase in resources dedicated to these activities.

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