TEMPLATE 1 – GAP ANALYSIS

Name Organisation under review: European Organization for Nuclear Research
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SUBMISSION DATE: 16 APRIL 2018

DATE ENDORSEMENT CHARTER AND CODE: 20 FEBRUARY 2018

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

PROCESS (MAX. 300 WORDS)

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. [1] These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4[2], as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: e.g. names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

A survey was sent on 18.09.2017 to researchers of all levels within the Organization. The initial deadline was on 06.10.2017, extended to 10.11.2017.

Recipients of the survey (samples were all based on a fair distribution of gender, nationalities, and Departments):
- Sample of Doctoral students: 26
- Sample of COFUND fellows: 40
- Sample of COFUND supervisors: 96
- Staff members with a key role within the Organization:
    o Directors for Research and Computing, for Finance and Human Resources, for International Relations,
    o Chairpersons of Associates and Fellows Committee, of Technical and Doctoral Students Committee,
    o Diversity Officer,
    o Head of L&D, Head and Deputy Head of Talent Acquisition, Head of EU Projects Management & Operational Support

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[1] *The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.*
[2] *For a description of R1-R4, please see http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf*

- o   Ombud,
- o   Administrator for MSCA
- TOTAL: 116 persons

Content:
Recipients of the survey were asked to evaluate to what extent CERN implements each of the 40 principles of the EU Charter and Code.
Number of replies: 45 (38,8%)
Points retained:
All points of the C&C that obtained a score inferior or equal to 50% for "fully implemented" were retained for study for the Action Plan (AP). Objectives were defined for 20 points.
The committee overseeing the EU charter award application is composed of three members of the HR Department, appointed by the Department Head and approved by the DG. The HR management board was consulted regularly. A draft AP was prepared based on consultation of experts in various domains throughout the Organization and sent to a dedicated focus group composed of 19 junior and senior members of personnel nominated by their Department Head (9 women, 10 men). The focus group was briefed on the process on 08.03.2018, asked to review the draft AP and gathered for a workshop on 22 March to establish a consolidated AP. Ample time was dedicated to discussions.

GAP ANALYSIS
The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

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Ethical and Professional Aspects			
1. Research freedom Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.	+		The CERN Convention precludes all involvement in activities with potential ethical conflict. Article II (Purposes) states: "The Organization shall provide for collaboration among European States in nuclear research of a pure scientific and fundamental character, and in research essentially related thereto. Staff Member positions are advertised individually with a specific description of the functions of the post as well as the education and experience requirements. Experimental and theoretical physicists have full freedom to choose their research topic. Fellows apply to the Fellowship Programme and indicate their field of interest. The research Fellows will enter into discussion with various research groups; positions in applied research and engineering tend to be more defined with specific goals, although these Fellows also have the freedom to discuss content with their prospective supervisor. Applicants for ESR positions on Marie Skłodowska-Curie ITNs apply for pre-defined positions as these are already defined in the funding application to the EC.
2. Ethical principles Researchers should adhere to the recognised ethical practices and	+		Ethical principles are outlined in the Preamble and Chapter 1 of the CERN Rules and Regulations which are available via the HR department web page.

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fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.			The Code of Conduct section on Integrity promotes ethical behaviour, that is intellectual honesty and accountability for one's own actions, underlining that a high standard of integrity in the performance of our work and in our relationships with others promotes a culture of trust and responsibility.
3. Professional responsibility Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.	+		The Code Of Conduct addresses the principles of *Integrity* and *Professionalism*. The programme of scientific research is approved at the highest level by the Scientific Policy Committee which is composed of a group of international scientists from around the world. There is a very strong tradition of collaboration and peer review within the experimental collaborations. In the event of issues such as plagiarism, Chapter VI of the Staff Rules and Regulations provides for review and internal appeal in the context of settlement of disputes and any potential disciplinary process (see also section 8). In the event of issues relating to fraud, Operational Circular 10 applies as the basis for investigation.

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4. Professional attitude: Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.	+/-	The necessity to increase understanding of how Members of Personnel work and projects are embedded within CERN's programme of work, in CERN's legal framework and the wider societal and financial environment was identified.	The 2017-2020 CERN Communications Strategy was approved by the CERN Enlarged Directorate in February 2017. In any organisation, the role of communications is to plan strategically in order to enhance the organisation's ability to operate and achieve its strategic goals. Through communications, an organisation manages and sustains relationships with key audiences and takes responsibility for its reputation. http://communications.web.cern.ch/strategy --- The Induction Programme was introduced in 1996 for employed members of personnel. It is organized by the HR department and is a two-part process: half a day on the first day of contract which provides the necessary information to help with integration; this is followed by a full day session within three months of the starting date aimed at covering more detailed aspects including CERN's structure, mission, scientific programme and decision-making bodies. This evolved into a more comprehensive and inclusive onboarding programme set up in September 2017, which builds on the two existing induction sessions. All Employed and Associated members of personnel are invited to a 'Welcome session' on the first day of their contract and Doctoral Students and Users are invited to join the quarterly session. A dedicated onboarding website completes this approach, and will be developed further as outlined in the suggested actions below. Suggestions for improvement: Enhance the understanding of how Members of Personnel's work and projects are embedded within CERN's programme of work, in CERN's legal framework and the wider societal and financial environment. Raise further awareness of the importance of timely internal reporting and

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			informing on progress. This will be via a more inclusive onboarding journey which systematically includes information on the subject for all newcomers.
5. Contractual and legal obligations Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.	+/-	The necessity to increase the awareness of Knowledge Transfer for Members of Personnel, as well as the legal framework concerning Intellectual Property Rights and entrepreneurship, was identified.	As mentioned in section 4, the Induction Programme for Members of Personnel explains the fundamentals regarding rights and obligations. The quarterly Induction session gives newcomers the opportunity to meet various specialists, as well as members of senior management up to the level of the Director General, to discuss any issues pertaining to their work and life at CERN. Key contacts are also provided for further follow-up. The presentation by representatives of the Human Resources department also includes an explanation of the legal framework of CERN and the relevant documents such as the Staff Rules and Regulations, Administrative Circulars (which specify the application of the Staff Regulations) and Operational Circulars (which govern the internal operation of the Organization. Operational Circulars, unlike Administrative Circulars, do not necessarily stem from the Staff Rules and Regulations). Suggestions for improvement: Improve communication to attract greater attendance at the existing, optional Knowledge Transfer (KT) training courses (offered free of charge by the KT group). Currently two courses are offered, one on Knowledge Transfer tools and the other on patents. A marked increase in attendance would justify setting up more training courses. Include a detailed explanation of the legal framework concerning Intellectual Property Rights (IPR) and entrepreneurship at CERN in the onboarding journey.

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6. Accountability Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.	+		The CERN Convention precludes all involvement in activities with potential ethical conflict. In the event of applying for funding related to medical projects, including the MSCA, the activity will be declared as such and will be subject to the appropriate ethics checks. Marie Skłodowska-Curie Fellows on ITN and IF contracts receive a special individual briefing by the HR coordinator on specific aspects that must be respected by MSC Fellows under a CERN employment contract. This is usually done in the first week following the start of the employment contract and includes information on financial issues. MSCA COFUND Fellows receive specific information linked to their status and funding. Budget / financial management issues concerning Staff Members and regular CERN Fellows are taken care of by their departmental hierarchy under the aegis of the Departmental Planning Officer and CERN's central Resource Planning & Control Group. The Staff Rules and Regulations impose a periodic review every five years of the financial and social conditions of Members of Personnel, including identification of CERN's main recruitment markets (e.g. industry, national laboratories, inter-governmental organizations). Data on salaries is collected from employers who recruit from comparable European research organizations at national and international level. CERN has an Internal Audit service whose 3-yearly programme of work is approved by the senior management of the Organization. At Member State level, External Auditors are appointed by the CERN Council.

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7. Good practice in research Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.	+		CERN has a dedicated occupational Health & Safety and Environmental Protection Unit. All employed Members of Personnel must address aspects related to health, safety and working conditions in their induction interview via a compulsory questionnaire and training course depending on the activities to be carried out. Data protection is covered under Operational Circular 5 "Use of CERN Computing Facilities". When registering to use the computing facilities, everyone explicitly agrees to obey the computing rules by signing a document. Personal data management with regard to personal administrative files and other personal data records is covered under Administrative Circular 10. The Director-General recently created an Office of Data Privacy Protection, which will work with all stakeholders at CERN to ensure that best practices are adopted in processing personal data. A revised complete Operational Circular on Data Protection (Operational Circular 11) will ensue and come into effect in the course of 2018.
8. Dissemination, exploitation of results All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in	+		Ever since releasing the WWW software under an open source model in 1994, CERN has continuously been a pioneer in the field of open source: open source hardware (with the CERN Open Hardware Licence), Open Access (with the Sponsoring Consortium for Open Access Publishing in Particle Physics - SCOAP3) and Open Data (Open Data Portal for the LHC experiments). Publication policy is devised and approved by the Scientific Information Policy Board, the Chair of which is a leading senior physicist. Operational Circular 6 "CERN Scientific Documents" covers aspects such as author identification, approval procedure, responsibilities and

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ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.			publication submission procedures. CERN strongly promotes Open Access publishing for its research output. Should a plagiarism check be required, the CERN Library has the appropriate software and will run the check upon request. Although no specific policy is foreseen on plagiarism, CERN as an organization is committed to integrity as one of its fundamental values. It is defined in the CERN Code of Conduct as "behaving ethically, with intellectual honesty and being accountable for one's own actions". The Code of Conduct also specifies that all CERN contributors shall ensure that others' contributions are credited. Values are articulated in the CERN Competency Model, whose behavioural competencies are integrated in all HR processes and are an intrinsic aspect of annual performance evaluation, recruitment processes etc. Most importantly, the Staff Rules and Regulations have provision for the Director General to take disciplinary action against a member of personnel in the event of misconduct to the detriment of the Organization (Chapter VI section 2, Discipline). Opportunities for commercialisation are actively pursued through the dedicated Knowledge Transfer group in the Industry, Procurement and Knowledge Transfer department.
9. Public engagement Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's	+		This principle was established in the founding Convention of 1954 and still applies today. Furthermore, the Visits Service is extremely active and trains researchers to be guides for public and VIP visits – this is something which is encouraged strongly by the Director General and is also promoted in the Induction Programme for new arrivals. https://communications.web.cern.ch/ is a comprehensive website with a

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understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.			dedicated area on public engagement. CERN organizes Open Days and "meet the neighbours" events which typically attract 30,000 to 60,000 visitors over a weekend. Employees are invited to welcome and guide the visitors during these events. In 2017, almost 136,000 members of the public from all around the world visited CERN in guided tours (13% increase compared to 2016), and more than 100,000 visited its permanent exhibitions, (the Microcosm and the Universe of Particles installed in the Globe of Science and Innovation). Since 2013, the CERN & Society Foundation has raised funds in order to promote activities in three main areas: education and Outreach, arts and science and innovation and knowledge transfer. CERN & Society cannot raise funds for the main research programme which is the realm of the Member States who provide the annual CERN budget. Fellows, Staff Members and Students are actively encouraged to take part in dedicated outreach events or actions as well as in the various activities organised by the visits service.
10. Non discrimination Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	+		The Code of Conduct addresses issues relating to discrimination. The Diversity Office monitors these aspects closely and will also advise in the event of questions or problems. They organise regular actions to heighten awareness amongst Members of Personnel. Family-related information is not requested on the application form. By means of Administrative Circular 2, the balance of gender and nationality with regard to the CERN members of selection committees for staff interviews is proactively ensured as far as possible. The same

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			applies to the Fellows and Student Committees. CERN has limitations on nationality for some of its programmes. Staff Members and Junior Fellows should be nationals of a CERN Member or Associate Member State. Senior Fellows can be of any nationality. Marie Skłodowska-Curie Fellows have no nationality limitation but are subject to the Marie Skłodowska-Curie Actions mobility rule. The Organization has put in place pro-active measures rather than positive discrimination. Some of them are clearly targeting women; some are gender-neutral but recognised by experts and practitioners to have a positive effect on gender equality. An overview of the strong framework that has been put in place over many years with regard to non-discrimination is as follows: - Since 1996, equal opportunity and non-discrimination principles in our texts. - Since 2011, a Code of Conduct based on 5 values, a basis for respect, Diversity being one of them. - Since 2012, CERN established: • The Ombud's Office to help in the resolution of interpersonal situations in confidentiality, impartiality and independence; and reporting to Management on systemic issues. • The Diversity office to build policies and raise awareness, also reporting to Management. • A framework to address situations where claims of harassment (moral and sexual) have been made.

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			The Organization adopted a 3 Es approach: Encouraging girls and women to take up careers in Science (or to return to SET) by • Organising activities towards school age girls (science workshops with female role models); • Increasing female representation in CERN's outreach activities and public face; • Ensuring gender balance in the lecturer pool at the Summer Student Lecture and High School Teacher Programmes; • Introducing a Gender Inclusive Teaching module at the International HST Programme; • Opening 2 earmarked positions per year for returners to STEM (Post-Career Break Fellowship); • Sharing our vision at conferences and other public communications; • Joining efforts with other organisations in EU projects and networks, e.g. EIRO Forum Employing women and ensuring equitable processes through • A recruitment policy encouraging a diverse workforce, including through gender-neutral job titles; • Collegial decision-making in most of our HR processes (selection, advancement, promotion) with a mandatory training of committee / panel / board members; • The monitoring of (and reporting on) all HR processes on the gender dimension; • Eligibility of women on maternity leave to annual salary increase and maintaining 100% of their remuneration; • The introduction of a Leadership Coaching Programme to support

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			managers in their role. Enabling women, by creating an inclusive work environment with provisions which include: • Family friendly policies: maternity, adoption, parental and other leaves for family reasons; dual career support, access to child-care facilities and breastfeeding rooms; • Work-life balance policies: possibilities of part-time work, telework and dynamic leave scheme; access to social and cultural clubs on-site; • A network of support structures allowing for safety and confidentiality: Ombud's Office, Social Affairs Service, Medical Service / Psychologist, Diversity Office and dedicated HR contacts; • Activities to promote an environment based on mutual respect and inclusiveness; • Organising events, conferences, talks and diversity workshops (on unconscious bias and stereotypes); • Supporting Women In Technology (WIT), a grass-root initiative open to all, aiming to, among other things, encourage women to play the role of expert; • Promoting non-discriminatory language.
11. Evaluation/ appraisal systems Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent	+/-	The necessity to set up formal evaluation for some categories of personnel was identified.	Staff Members: the probationary period is 12 months with a mid-term appraisal at 6 months to review objectives and progress as appropriate. The probationary period concludes with another appraisal. Subsequently the Staff Member has a compulsory annual appraisal with his/her hierarchy (MERIT, the Merit Evaluation and Recognition Integrated Toolkit, managed by the HR department).

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(and, in the case of senior researchers, preferably international) committee.			Fellows: the maximum initial duration of a contract is two years with the possibility of extension to a maximum of three years. The Fellowship Programme is a career development programme under employment contract, so the longer-term appraisal system is not appropriate. However, any extension beyond the initial two years is subject to appraisal of the Fellow by the supervisor with subsequent submission to the Associates & Fellows Committee for approval. Within the context of continuous improvement of employment conditions, in 2016 a 6-month probation period was introduced for Fellows to ensure that the Fellow and the supervisor are communicating and 'on track' during the initial contractual stage. This is also used as a checkpoint for both parties to discuss progress, objectives and training needs and to take corrective actions if needed. In various processes such as the recruitment of senior Fellows and for the award of Limited Duration and Indefinite Contracts for Staff Members, input and feedback is sought from external experts. ----------------------- Suggestions for improvement: Implement monitoring of completion of Fellows' induction interview within 6 weeks of arrival. Further to probationary period implementation in 2016 for Fellows, a request to complete an optional report after 18 months. Monitor completion. Implement supervisor evaluation of Doctoral Students at the end of their contract through a scorecard/report on candidate. Implement mandatory upload of thesis for Doctoral Students on the CERN Document Server (cds.cern.ch).

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Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. **In addition**, your organisation also needs to complete the checklist on **Open, Transparent and Merit-Based Recruitment** included below, which focuses on the operationalization of these principles.			
12. Recruitment Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	+		All positions are published on http://careers.cern/ and where appropriate on Euraxess. We also advertise across the CERN Member States on specific job portals. Eligibility conditions are specified with each posting. The Fellowship Programme is advertised twice per year for selection at the Associates and Fellows Committee each May and November. Specific positions on the Fellowship Programme are advertised from time to time. COFUND Fellowships are also advertised as special positions. In 2013, in collaboration with CERN's Diversity Office, CERN published a Post-Career Break (PCB) position in the Fellow Programme, a position for science and engineering graduates wishing to re-start their careers. Requirements for their application is more flexible than for other candidates. Only two letters of reference concerning the most relevant academic or professional experience are required. The first PCB Fellow was appointed under COFUND at the Fellowship Committee in May 2014 with strong support from the Director General. The new Director General, appointed in January 2016, gave her express support to continue to advertise this type of position. The Post-Career Break Fellowship has now been fully integrated into the Fellow Programme and has met with good success with 6 Fellows having been recruited up to now (all except 1 as COFUND Fellows). This programme greatly supports researchers in returning to their field after a career break. The Fellowship Programme caters to the needs of researchers at the start

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			of their careers through Junior Fellow positions, which require a bachelor degree as an entry point. Around 120 individual Staff Member positions are published each year with a range of activities for physicists, engineers, technicians and administrators. They are open to applicants from CERN's 22 Member States and Associate Member States (who are applying for CERN membership). Staff Member positions are initially for a duration of up to 5 years. Indefinite positions are opened depending on the Organization's long-term needs. Shortlisted applicants for Staff Member positions come to CERN for an interview which may also include additional practical assessments and visits to their potential work environment. Administrative Circular 2 covers all aspects of recruitment, appointment and possible developments regarding the contractual position of Staff Members. The CERN career webpages (https://careers.cern/) provide a wide range of information to candidates on all recruitment programmes.
13. Recruitment (Code) Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not	+		CERN publishes its recruitment procedures for Fellows and Staff Members positions on https://careers.cern/. In addition to detailing the procedures, the Talent Acquisition Group has also published videos to help applicants understand the processes involved, from application to interview (for Staff Members) and selection (for Students and Fellows). Staff Member positions are advertised in line with the CERN Competency Model, specifying the technical and behavioural competencies required for the position. Information for candidates invited to interview at CERN includes details of employment conditions and benefits. Further information on this and career development

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be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.			prospects are provided on the day of the interview by the HR representative for the given position. Staff Member positions are advertised for a minimum of four weeks. The outcome of an interview for a Staff Member position will usually be communicated within two weeks of the interview, with constructive individual feedback given by the recruiter, typically by phone; the results of the selection of Students and Fellows are usually sent by e-mail within two days of the selection committee. Candidates are welcome to contact the HR Programme Coordinator for Fellows or Students to request individual feedback on their application. Fellows and Students positions are typically advertised for a duration of 4-5 months. Fellow and Student applications received are duly evaluated and considered and debated by a ranking committee in the case of Senior Fellows. Dedicated committees ensure a fair selection process with Excellence at its core. Information on contractual conditions for Students and Fellows are sent by e-mail at the time of the offer. The actual contract follows as soon as details of the position have been discussed between the selected candidate and the supervisor.
14. Selection (Code) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public	+/-	The necessity of guidelines for hiring managers to clearly inform on the Fellow and Student selection process was identified.	Administrative Circular 2 on "Recruitment, appointment and possible developments regarding the contractual position of staff members" covers all aspects related to recruitment procedures, composition of selection boards, induction and career transition measures. Regarding gender composition of selection boards and committees, Regulation R II 1.06 states the following: the Organization shall ensure that selection boards and committees comprise both men and women,

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.			subject to the availability of qualified persons. For Staff Member positions, the selection committee comprises at least the hiring manager, experts in the field of the position, including a representative from another department, and a representative of the HR department. Interviews are held at CERN and typically include technical tests and a visit to the environment where the candidate could ultimately be working. This usually lasts for one day. Supervisors are strongly encouraged to follow the training course "Selecting the right person for CERN". For Fellows, the Associates and Fellows Committee comprises a representative of each department at CERN. Eligible applications to the programme are shared with all departments for consideration. For research fellowship positions, the applications are ranked by senior scientists in CERN's 22 Member States. A proposal for selection is made on the basis of the applicant's file, with follow-up interviews being held between the candidate and the supervisor, either remotely or in person, to clarify assignment details. In addition, external experts are involved in the ranking process for research and theoretical Fellows. For Marie Skłodowska-Curie Fellows on ITN projects, interviews for positions at CERN are held and the selection committees run along similar lines to the staff selection committees. ------------------------------------ Suggestions for improvement: Produce guidelines for hiring managers which clearly provide information on the Fellow and Student selection processes. This includes the recommendation to systematically interview the candidates.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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			Follow up each selection process with a questionnaire / survey to the candidate to assess his/her experience and see what enhancements he/she could suggest to achieve continuous improvement of the selection process.
15. Transparency (Code) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	+/-	Further improve the clarity of the detailed recruitment processes provided on the http://careers.cern webpages for each recruitment programme. No individual feedback is provided systematically to non–selected Fellows. In view of the high number of applications received.Candidates are offered the possibility to request specific feedback on their application by contacting the HR department manager for the Associates and Fellows Committee.	Information about the selection and recruitment processes is on the recruitment web page http://careers.cern along with supporting advice and videos as mentioned in section 13 above. Applicants for Staff Member positions who are invited to interview at CERN will receive a phone call from the HR representative after the selection committee to communicate the recruitment decision and give feedback as appropriate. Fellow applicants receive an e-mail with the selection decision. About 200 are selected per year. In view of the high number of applications received, typically 550 for the May Committee and 700 for the November Committee, candidates are offered the possibility of requesting specific feedback on their application by contacting the HR programme coordinator for the Associates and Fellows Committee. As new Associate Member States have recently joined the Organization, the number of applications has further increased. ------------------------------------ Suggestions for improvement: With its new career website to be launched in the second half of 2018 (http://careers.cern), include clear step by step details of the recruitment process for each programme, along with clear information on eligibility criteria, number of positions and selection criteria for all advertised

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			programmes.
16. Judging merit (Code) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.		CERN needs to further leverage existing tools to gather consistent information on their overall experience, including gathering bibliometric indices and further information where applicable on industrial experience through specific relevant questions in the application process.	Fellows submit an application to the Fellowship Programme. The application form includes a free-text section to allow applicants to describe in their own words their motivation and suitability for the Programme. This also allows applicants with little or no experience to highlight their knowledge, enthusiasm and personal objectives. A feature of our dynamic application form is that only applicants for research physics positions are required to provide a list of publications, conferences, presentations, etc. Letters of reference (three – or two for the Post-Career Break position) complement the information provided by the applicant. For staff positions in particular, creativity is valued within CERN's Core Competency Model. With regard to Staff recruitment, technical and behavioural competencies are assessed in the pre-screening process. The asynchronous video interviews also allow further exploration of the candidates' fit in terms of competencies and motivation. The final stage in the application process is a Competency-Based Interview. ----------------------------------- Suggestions for improvement: Encourage ORCID (www.orcid.org) registration and declaration in the CERN application process by including it systematically for Fellows and Doctoral Students. Integrate an evaluation process at the end of the Fellows and Doctoral Student selection process to ensure the full scope of performance is

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			assessed.
17. Variations in the chronological order of CVs Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.	+/-	CERN needs to provide guidance and best practices on demonstrating experience and skills in one's application on the CERN careers webpages. The CERN Post-Career Break Fellowship (http://cern.ch/pcbf) requires further promotion and identification of relevant channels for this purpose.	CERN will implement a new Applicant Tracking System in 2018 which will support evidence-based CVs over historical account, through a flexible application portal allowing candidates to apply via their Linkedin or Indeed profiles as well as via CV/manual channels. Dedicated screening questions will enable CERN to gather as much information on the candidate's relevant experience as possible. In line with CERN's definition of Diversity as a core value, no age limits apply to staff recruitment and there is a commitment to continue hiring across a wide age range, thus recognising the value of experience. Age limits also do not apply to Student or Fellow programmes, as the number of years' experience post-studies is the criterion applied. Thus younger and mature students are eligible provided they meet the relevant study and experience criteria. A dedicated training course, "Selecting the Right Person for CERN" which is held several times per year to train supervisors in evaluation and selection techniques seamlessly integrates diversity and unconscious bias awareness raising. --------------------------- In 2013, CERN launched a pilot with its first specific Post-Career Break Fellowship. The programme is open to holders of a Bachelor's degree as a minimum. The first appointment was made at the Associates and Fellows Committee in May 2014, the position being awarded to a female theoretical physicist from Armenia with an Experienced Researcher profile. She was appointed under COFUND and had a three-year employment contract. The Post Career Break fellowship is now fully integrated into the Fellow Programme and advertised separately to

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			ensure a high visibility. It has met with good success with 6 Fellows being recruited up to now. Eligibility is described as being for researchers having taken a break for personal reasons such as family or caring responsibilities or health issues for at least two years. The requirements are relaxed to allow for the submission of two instead of three letters of reference with no restriction on the date of these letters to give an overview of the applicant's academic and/or professional achievements which is as broad as possible. The CERN Management supports the career-break position as a means of encouraging researchers back into their field. CERN currently publishes two calls per year in parallel to the standard Fellowship Programme job posting. Other than having to submit their CV in pdf, no CV format is imposed on any applicant for any of our programmes or positions. See also section 12 for more details on Post-Career Break Fellowship. -------------------------------- Suggestions for improvement: Provide guidance and best practices on demonstrating experience and skills in one's application on the CERN careers webpages (http://careers.cern). Further advertising and raising awareness of the CERN Post-Career Break Fellowship (http://cern.ch/pcbf).
18. Recognition of mobility experience (Code) Any mobility experience, e.g. a stay in	+	This point was retained in the CERN Action Plan despite having a good track record as gaps were identified that require attention.	Experience from another sector or another country will be taken into consideration in the assessment of an applicant's file.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.		There is a notable margin for raising further awareness of the possibilities to take special leave for members of personnel in any discipline.	From the mobility standpoint, coming to CERN is considered as "incoming". Due to aspects relating to integration, experience from another country is considered to be a positive factor in terms of settling into the CERN environment and the local Switzerland / France area where coping with a new cultural and linguistic situation can be a significant factor in the success of the candidate's relocation (indication of adaptability). The Organization values mobility experiences. CERN's Administrative Circular 21 on Special leave for professional reasons and personal convenience defines the framework under which one can benefit from this opportunity. Special leave for professional reasons is granted to further develop professional knowledge outside the Organization and may be granted to pursue one of the following professional activities: research and development work; work at another international organization, public research institution, or in the private sector; university teaching on a full-time basis; a course of study related to a professional activity conducted or planned within the Organization; for an employed member of personnel whose contract is due to terminate within 6 months, the opportunity to broaden their experience or training and, as such, to facilitate future employment outside the Organization. The policy regarding special leave is currently under review by a committee comprising representatives of the Management, HR and the Staff Association with an aim to improve and streamline the management of special leave for professional reasons. The objectives of the review are the following: - A clearer language is used so that members of the personnel better understand their rights and obligations. - The procedure is improved and grants an extended special

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			leave for non-scientific members of the personnel, which makes the procedure more inclusive. - The initial duration of the special leave is for 3 years while it used to be for 2 years. --------------------- Suggestions for improvement: Increase awareness of the possibility of attending conferences, and for employed members of the personnel in any discipline to take special leave. Establish a representative review committee to ensure that all special leave requests are treated transparently and in an equal manner.
19. Recognition of qualifications (Code) Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on	+/-	The recognition of experience acquired throughout one's career requires better contextualisation and explanation.	In CERN's capacity as an international research organization with a strong academic vocation, qualifications are the starting point along with experience when looking at an applicant's file. CERN's Classification and Merit Recognition Service provides information and assistance when evaluating diploma levels for all positions in CERN's programmes, be they for Staff, Fellows or Students. The source that is most frequently referred to is Naric (a fee-paying site) which provides information on diplomas and education systems world-wide. Staff positions are assessed by HR before they are published, and subsequently the grade entry point of the selected candidate is approved prior to issue of the employment contract. For Fellows, a standard guide is used to define the entry salary, and is based on years of experience following the highest relevant diploma. Suggestions for improvement:

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the recognition of these qualifications through all available channels.			Formalise the recognition of experience acquired throughout one's career.
20. Seniority (Code) The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.	+/-	CERN needs to expand the explanations concerning recognition of professional experience prior to CERN on the CERN careers webpages and respective vacancy notices (VNs).	Qualifications and length of experience are taken into consideration by the Classification and Merit Recognition Service for Staff Member positions. The experience requirements for Staff Members and Fellows are set out in the advertisements on http://careers.cern. For Staff applicants, relevant experience in their chosen field will be valued regardless of their formal qualification. Complementary training (in addition to academic qualifications) will also be taken into consideration as contributing to the candidate's skill base. Age is not a criterion for appointment. The current retirement age at CERN is 67. Suggestions for improvement: Expand the explanations concerning recognition of experience prior to CERN on the CERN careers webpages (http://careers.cern) and respective Vacancy Notices (VNs).
21. Postdoctoral appointments (Code) Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established	+		Administrative Circular 11 (Rev. 3) defines all the categories of personnel at CERN (employed and associated member of personnel) and their respective contract durations. Advertised positions for Staff Members specify the functions of the position and indicate the requirements in terms of experience and/or diploma. The duration of the initial Limited Duration contract (maximum 5 years) is indicated, with a shorter duration being possible

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.			depending on funding and project requirements. Postdoctoral candidates applying to the Fellowship Programme apply to the programme rather than to a specific post. They state the discipline for which they wish to be considered. The maximum duration of the initial Fellow employment contract is 2 years. A Fellow contract is extendable up to 3 years depending on funding and activity need. COFUND Fellows get a 3-year contract. A Fellow may apply for a Limited Duration position as a Staff Member. Diplomas and experience (doctoral studies and post-doctoral positions elsewhere) are taken into consideration. Clear rules on the recruitment of different categories of personnel are indicated on the CERN Career webpages.
Working Conditions and Social Security			
22. Recognition of the profession All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	+		All researchers are treated equally, whatever the stage of their career or their status (International civil servant/student/young graduate/researcher detached from another institute/employee) when they join the Organization. They all have access to, inter alia, conferences, training, publications and presentations as well as access to CERN support services and infrastructure. Respect for their work and their contribution to the Organization is laid out in the principles of the CERN Code of Conduct which applies to all members of personnel and people on site regardless of their status or stage of career.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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23. Research environment Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.	+		The Code of Conduct defines Professionalism as "producing a high level of results within resource and time constraints and fostering mutual understanding". It declares the principle that "our ability to deliver and to create a positive work environment permits us to achieve high professional standards, individually and collectively", and furthermore states that we should "ensure that the human, material and financial resources entrusted to us are used optimally for the benefit of CERN". Creativity is defined as "being at the forefront of one's professional field, furthering innovation and organizational development". CERN encourages continuous learning and development and values innovation as well as a proactive approach to acquiring and sharing information. CERN has a dedicated occupational Health & Safety and Environmental protection Unit. All newcomers to the site, regardless of status, must follow a basic safety course and the Unit is proactive in informing and training on all safety aspects relevant to the Organization. All employed members of personnel must address aspects related to health, safety and working conditions in their Induction interview via a compulsory questionnaire. Subsequently, these aspects are addressed every year for staff members in their annual performance appraisal interview. As part of the definition of "Commitment" in the Code of Conduct, all CERN contributors are expected to promote and maintain a safe and healthy environment, following relevant safety rules. A planning of distribution of resources, both human and material, is defined for each department according to the strategic priorities of the Organization.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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			All necessary facilities are provided to the Members of Personnel, including office space, telephone, a personal computer with full internet access as well as all other equipment and services needed to execute their work. They also have access to CERN's vast library resources. Furthermore, and in addition to the global infrastructure and associated accelerator and detector technologies, they have access to modern technical facilities such as micro-electronics laboratories, cleanrooms as well as the latest specialized computing hardware and software to allow them to carry out their work. It is worth noting that CERN has one of the fastest communications network infrastructures in the world. On-site facilities include three restaurants and several small cafeterias, banks, a travel agency, post office branch and walk-in office of the health insurance company for information on the health cover mentioned above. CERN also has a medical service, a fire brigade and hosts an emergency operations centre run by the Geneva university hospital (Hôpitaux Universitaires de Genève) as well as a social affairs service to which Members of Personnel have access. Children of CERN employees aged from 4 months to 6 years old have access to the onsite nursery, kindergarten and school. CERN has a dedicated Staff Association, which notably runs over 50 non-exclusive clubs offering sports, leisure and cultural activities enhancing non-professional relations between CERN members of personnel as well as with other participants from outside CERN.
24. Working conditions Employers and/or funders should ensure that the working conditions for researchers, including for disabled	+/-	Need to improve the facilities taking into consideration specific needs of physically disabled persons on the CERN site (for example sidewalk width, parking places,	As an International Organization, CERN plays the role of both employer and social provider and provides to its Staff, Fellows and Students with: • health insurance through the CERN Health Insurance Scheme; • retirement cover through the CERN Pension Fund;

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researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.		access ramps or sanitary blocks). Information between CERN and the EC on new activities and/or policy initiatives relevant to gender in science and research as well as on future events on dissemination, analysis or reflection on gender issues organised by either side can be enhanced. The necessity to introduce specific and systematic policies to include STEM students with disabilities/special needs was identified. CERN needs to perform a review of support structures available within the Organization for a healthy working life and workplace and improve awareness and prevention in this domain.	• family, child and infant allowance where applicable. Part-time work (minimum 50%) is provided for in the Staff Rules and Regulations for employed members of the personnel. Salary and pension cover are *pro rata* but health insurance remains 100% for the employee and their family. CERN has provisions for Telework for Staff Members and Fellows as covered by Operational Circular. Special leave (covered by Administrative Circular 21) can be requested by Fellows, Staff Members, Students or Associates for personal or professional reasons, subject to approval by the Director General for a remunerated or paid leave and HR Department Head for leave without pay or remuneration. COFUND Fellows are encouraged to take special paid leave of up to 12 months as a part of their career development. Staff members may purchase leave days to benefit from short-term flexibility in their working time or to accumulate leave days to be normally taken at the end of their employment contract. Every 5 years, as per the Staff Rules and Regulations, CERN reviews the financial and social conditions of members of personnel with a view to ensuring that the financial and social conditions offered by the Organization allow it to recruit and retain staff members of the highest competency and integrity from all its Member States and remain attractive in relation to comparable research institutions. The last review led to changes with effect from 01.01.2016, to improve social and professional integration of families and work-life balance. They comprise:

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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			• the award of the same benefits to recognised partners as married couples, • an improvement in flexibility during maternity leave, • an increase in the duration and scope of paternity leave, • the enhancement of conditions offered during parental leave, • the possibility of reduced working hours for new parents, • support to dual career couples, • extension of the teleworking scheme, • and the possibility of donating leave for the benefit of colleagues in need of additional leave days on well-defined compassionate grounds. The Diversity Office (http://diversity.web.cern.ch/) is active in promoting continuous developments in various dimensions: nationality and culture, gender, age/generation, profession and individual differences. --------------------------- Suggestions for development: 1) Specific facilities will be further developed for people with disabilities. 2) Exchange of information between CERN and the EC on: - new activities and/or policy initiatives relevant to gender in science and research; - future events on dissemination, analysis or reflection on gender issues organised by either side. 3) With the aim of contributing to the academic and professional development of undergraduate students with disabilities while assisting

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			the High-Energy Physics community to increase the diversity of its talent pool, advance the inclusion of STEM students with disabilities/special needs through a dedicated internship programme. 4) Perform a full review of all support structures available to all Members of Personnel at CERN for a healthy working life and workplace with a view to improving awareness and prevention. Undertake an in-depth survey to gain better perspectives on understanding and managing stress at CERN with a view to tackling occupational stress and promote quality of life at CERN.
25. Stability and permanence of employment Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work.*	+/-	Legislation: CERN' s regulation R II 1.17 defines the maximum duration of a Limited Duration contract for Staff Members as being eight years. In the longer term, and depending on funding availability and functions need, a post of indefinite duration may be opened for which existing Staff Members may apply. Regulation R II 1.20 defines the maximum duration a contract for Fellows as being three years. The Fellowship Programme posting on http://careers.cern specifies that a person may only benefit from Fellow status at CERN for a maximum of 36 months. Fellows can apply to staff positions in	Suggestions for development: No short or medium-term action was identified for the stability and permanence of employment dictated by the Organization's constraints and policies. Transparency is our asset. Taking due consideration of constraints, provide support and advice to Members of Personnel leaving the organisation to furthering their careers. Clearly advertise on the https://alumni.cern/ web platform all the possibilities open to researchers, underlining the fact that mobility is the cornerstone of CERN's mission (collaboration, sharing knowledge). Further enhance the alumni programme's aim to advertise opportunities offered in other organizations and companies for the benefit of CERN researchers. Enhance visibility of the Entrepreneurship meet-ups and help to establish links between companies and CERN researchers for career

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
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		competition with other applicants. Identified Gap: Taking due consideration of the Organizational constraints with regards to its diverse employment contracts, the need to provide support and advice to Members of the personnel leaving the Organization to further their careers was identified.	perspectives.
26. Funding and salaries Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.	+		As an international organization, CERN is not subject to national legislation. The Staff Rules and Regulations have provisions with regard to salary, health insurance, pensions, family and child allowances and education allowances. Salary ranges are published with Staff member openings on the CERN career pages, http://careers.cern. The stipend range for Fellows is published on the Fellowship Programme page, and for students on http://careers.cern/join-us/students, The CERN Health Insurance Scheme (CHIS) rules and the related CHIS page give details of all the conditions applicable to Fellows, Staff Members and other categories of personnel. The CERN Pension Fund Rules and Regulation and the related Pension Fund page give details of all the conditions applicable to Fellows and Staff Members who pay into the Fund during their employment contract. The Pension Fund has been involved at EC level in discussions to set up

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			a pan-European pension fund. Details of family, child and infant allowances are covered in Annex R A 3 of the Staff Rules and Regulations, with education allowances covered in Annex R A 4. As mentioned in section 24, CERN reviews the financial and social conditions of members of the personnel every 5 years.
27. Gender balance Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.	+/-	The need for continuous improvement in ensuring a representative gender balance for all categories of Personnel is recognised by the Organization. The Diversity office ensures on a permanent basis that diversity principles are integrated in all organizational policies, procedures and practices. CERN needs to further increase the pool of female candidates applying for Staff member positions. The necessity to set up a dedicated communication channel between CERN LGBTQ Informal Network and Diversity Office to improve CERN internal practices to ensure inclusiveness of trans-gender people was identified.	In 1996, CERN created the function of Equal Opportunities Officer. In 1998, the Equal Opportunities policy statement was published and the Equal Opportunities Advisory Panel was set up. Equal Opportunities evolved into the Diversity Programme in 2011. Diversity is one of the core values of the Organization, and through its dedicated Diversity Office, it ensures that diversity principles are integrated in all organizational policies, procedures and practices. The Diversity Office also organizes CERN-wide events to raise awareness of diversity issues and these are open to anyone working on the CERN site, regardless of status. Aspects relating to gender are covered in the Code of Conduct through the principle of appreciating differences, fostering equality, and promoting collaboration, on the understanding that CERN's excellence derives from an environment in which the knowledge and perspectives of a diverse workforce are valued and dialogue is encouraged at all levels. CERN does not have gender quota. However, gender balance is monitored for recruitment in all of CERN's programmes as well as in the advancement / promotion of Staff Members. CERN Rule R II 1.06 as well as Administrative Circular 2 details Gender composition of selection boards and committees specifies the

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			Organization shall ensure that selection boards and committees comprise both men and women, subject to the availability of qualified persons. CERN's recruitment programmes encourage applications from male and female applicants for all positions at all levels throughout the Organization. With the aim of increasing the number of women joining particle physics and associated technologies and retaining them in these domains, CERN representatives participate regularly in several outreach activities aimed at school-age girls or physics teachers and present at conferences on the topic. In addition, CERN became an observer to the EU-funded Gender Equality Network in the European Research Area (GENERA) project. This aims at continuing, monitoring and improving the Gender Equality Plans of Research Institutions and Organizations specifically in physics research. In January 2017, under the umbrella of GENERA, CERN, ESO and Nordforsk, a Gender in Physics Day (GIPD) event at CERN was organised. In July 2016, CERN's Diversity Office facilitated a working group on the topic of gender-inclusive teaching within the framework of the CERN International High School Teacher Programme. All VIP Visits include at least one female representative from CERN. In October 2015, Rolf Heuer (DG) and Fabiola Gianotti (DG-elect), together with 41 diplomatic missions and 21 intergovernmental organizations based in Geneva, signed up to be International Gender Champions Geneva: http://diversity.web.cern.ch/geneva-gender-champion The diverse initiatives promoting gender equality are listed on: http://diversity.web.cern.ch/women-set/women-set-categories/prom

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			Since 01.01.2016, the CERN Director-General is a woman.
			Suggestions for improvement: 1) Based on ongoing benchmarking with other international scientific organisations and further statistics analysis across all CERN programmes, study the leaky pipeline of early career researchers to increase the pool of female candidates applying for Staff Member positions. In this respect, study the profiles and trends of female physicists, engineers and computer scientists with a Fellow contract, with regard to applying to Staff member positions and make a qualitative analysis with early career scientists at CERN to gain an in-depth understanding of their behaviour towards Staff member positions and application. 2) In the framework of the supportive connection which the Diversity Office has with the CERN LGBTQ Informal Network, the Diversity Office is planning to collect feedback from transgender people working at CERN, regarding administrative processes, among other, on records-keeping and health care. The aim of this initiative is to monitor the current situation and produce recommendations for best practices to be put in place.

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28. Career development Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.	+/-	The necessity to provide the opportunity to Staff Members to have a structured discussion around their careers was identified. The promotion of the various programmes and informal networks available for career-related networking, such as the CERN Alumni programme or the Women in Technology (WIT) Network can be enhanced. The necessity for all categories of personnel to have mentors was identified but will not be addressed in the short/medium term. We will later monitor the "buddy" programme launched in 2016 for fellows and evaluate the possibility of extend it to other categories of personnel.	Fellows and Staff Members are assigned a supervisor in a department. A key part of the arrival at CERN for them is the Induction process which comprises an induction interview with the supervisor to set work objectives and identify training needs. The induction interview is obligatory and generally carried out within the first six weeks following the start of the contract. It is written and signed off by the researcher and the supervisor. At six months and 12 months, Staff Members have the mid- and end-probation assessments which give the opportunity of reviewing progress and taking any corrective action as appropriate. Subsequently, Staff Members have an annual appraisal interview with recognition of merit being governed by Administrative Circular 26. Fellows appointed after 01.01.2016 have a probation period of 6 months. They have no formal mid-probation report, but an automatic reminder is sent to the supervisor to verify that the Fellow is integrated and on-track. After 6 months, Fellows have an end-probation assessment. The Induction Interview and the probation reports are systematically routed through the Staff or Fellow's hierarchy for information and/or approval and subsequently to the Human Resources Department. Following the latest 5-yearly review in 2015, development conversations between Staff Members and their hierarchy, aimed at better managing the CERN talent pool, have been introduced. They are currently being designed and tested with a view on implementation in the coming years. For Marie Skłodowska-Curie researchers, in addition to the induction interview for CERN, there is also a compulsory Career Development

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			Plan as required in the annexes to the Grant Agreement. In 2016 CERN launched a "buddy" scheme for Fellows. Fellows who have been at CERN for more than 6 months are 'buddied up' with new Fellows recruited in order to provide newcomers with an extra layer of support and guidance, and to help with integration in the local area and the Organization. The following informal networks can help researchers further their career: - The CERN WIT (Women in Technology) Mentoring Pilot Programme provides support to younger female colleagues in the WIT Community (Call for mentors launched in February 2018 by the WIT Mentoring Programme Committee). - CERN also has a network for early career researchers in medical applications. - The Entrepreneurship Meet-Ups also constitute an informal network of people interested in entrepreneurship. Suggestions for improvement: 1) Provide the opportunity, initially to Staff Members on indefinite contract, to have a structured discussion around their careers in the framework of the 'Focus on your career' initiative. 2) Promote the various programmes and informal networks available for peer learning and career-related networking, such as the CERN Alumni programme and the Women in Technology (WIT) Network on CERN career webpages and social media campaigns.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

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29. Value of mobility Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative	+/-	An analysis and streamlining of the processes for the internal mobility of researchers across various recruitment programmes is necessary. CERN needs to review and enhance the internal mobility process for Staff members at CERN for optimised resource management.	Administrative Circular 21 on special leave provides the possibility for Members of the Personnel to request special leave for personal or professional reasons; professional leave may be taken in the private as well the public sector. CERN's COFUND grants include the encouragement of COFUND Fellows to request up to 12 months of professional paid leave to undertake activities outside CERN to further develop their careers. Under paid professional leave, the researcher maintains the employment contract and full social cover. CERN welcomes close to 13,000 scientists from more than 100 different nationalities. These scientists (Users) constitute part of the recruitment pool notably for physicists' positions. Although CERN has only one geographical area, we recognize mobility as a key element of our Staff career management. Today, mobility accounts for about 2% of our Staff population.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

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instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.			A mobility process is currently in place and HR is leading a project to further clarify the process amongst all stakeholders, provide more transparency and gain efficiency. Suggestions for improvement: 1) Analyse and streamline guidelines for the internal mobility of Students, Fellows and Associates. 2) Enhance opportunities, clarify processes and increase efficiency in the way internal mobility is managed at CERN for Staff members for optimised resource management.
30. Access to career advice Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	+/-	Programme coordinators strive to be available to provide career advice and have followed a dedicated coaching techniques training to ensure they are well equipped to deliver advice and support. However, they lack time to provide valuable career advice given the size of the concerned populations and the lack of resources and tools to provide the desired level of comprehensive service. CERN has identified the need to enhance the visibility of the Alumni network and Alumni LinkedIn on professional media to encourage establishment of a peer learning network as a complement to available resources.	At the end of a Limited Duration contract, Staff members have access to Career Transition Measures in consultation with the relevant HR Advisor who works with CERN departments on staff matters. They aim at helping people reintegrate on the employment market. Inspired by courses set up for the Marie Curie Fellows under FP7, Fellows are given the opportunity to attend a course on CV Writing and Interview Techniques (and have given very positive feedback on its usefulness). Initial Training Networks under FP7 which encouraged inter-sectoral mobility for the purposes of Early Stage and Experienced Researcher training show encouraging signs of post-CERN employment. We expect similar results from H2020 projects. More informally, CERN operates through collaboration with other institutes and universities world-wide. This frequently opens doors for

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			subsequent employment opportunities, giving rise to geographical mobility. Still at an informal level, inter-sectoral mobility is becoming more frequent as collaborations with industry become more common. Employees may request sabbatical leave at any time under conditions laid down in Administrative Circular 21 for special leave. The CERN Alumni Community was launched in June 2017. This inclusive network aims at strengthening links between physicists, engineers, technicians, students and anyone who has been a member of personnel at CERN and has since left as well as current CERN Members of the Personnel. The CERN Alumni Network helps its members stay connected with the Organization and with other alumni. Suggestions for improvement: Implement a new structure and continuous learning to ensure Fellows and Associates programme coordinators can devote more time to career advice. CERN Alumni network and Alumni Linkedin promotion to encourage establishment of a peer learning network.
31. Intellectual Property Rights Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal	+/-	More visibility could be granted to researchers who have been active in Knowledge Transfer (KT) through the KT website and social media.	The CERN Knowledge Transfer group provides advice, support, training, networks and infrastructure to ease the transfer of CERN's know-how to industry and eventually society. The group's legal advisors provide support to CERN employees on contractual knowledge transfer matters as well as on general IP issues.

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protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.			CERN employees can apply for grants from the CERN Knowledge Transfer Fund to support innovative projects based on CERN technologies with high potential for positive impact on society. Established in 2011, the fund is supported in part through revenues from commercial agreements concluded by CERN's Knowledge Transfer Group. Suggestions for improvement: Ensure more visibility is given to researchers who have been active in Knowledge Transfer (KT) through the KT website and social media.
32. Co-authorship Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results	+		Operational Circular 6 on CERN scientific documents covers all aspects relating to the policy of the publication of scientific documents at CERN. This includes author identification, approval procedures and the responsibilities of authors, experimental collaborations and department heads. The Scientific Information Policy Board reports to the Director General and deals with any matters related to policies and strategies of scientific information services to the High-Energy Physics community, inter alia library and documentation services and scientific editing and report production services. Recent developments have been made on collaborative authoring at CERN. Since December 2017, all CERN members enjoy full access to the services offered by Overleaf and ShareLaTeX. Both platforms focus on scientific collaborative authoring.

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independently from their supervisor(s).			
33. Teaching Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.	-/+	Equip in-house experts who provide internal training to progress in delivery of discipline-specific subjects.	Sharing knowledge is a recognized competence for the Organization. Making presentations is a regular occurrence at CERN where collaboration networks are the norm. Presentations may be at CERN in the researcher's local environment or further afield at seminars or conferences. Training is available at CERN through the Learning and Development group of the HR Department to help with presentation techniques. Under the provision of the Staff Rules and Regulations, teaching activities undertaken at the request of the Director General or recognized as being in the interests of the Organization shall be considered to be part of professional activities. The time required for such teaching activities, including the time for preparation, may be taken entirely or partly from working hours. Administrative Circular 21 on Special Leave also provides a frame to grant special leave for Members of Personnel wishing to take up teaching duties during their contract. Fellows regularly chose this option to carry out teaching duties during their CERN contract to secure a position in a university at the end of their position at CERN. All categories of personnel are encouraged to take part in communication and outreach activities such as guiding visits for the general public. They are provided with specific training for this purpose. Suggestions for improvement: Implement the 'train the trainer' programme to enable CERN experts to progress in delivering training on discipline-specific subjects.

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34. Complains/ appeals Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.	+		The Staff Rules and Regulations cover disputes and disciplinary matters; this includes the Joint Advisory Disciplinary Board which the Director General will consult before taking any disciplinary action other than a warning or a reprimand. CERN has a comprehensive procedure for handling complaints of harassment which is covered by Operational Circular 9. CERN created the full-time role of Ombud in 2010 with access for any person working at, or on behalf of, CERN. The Ombud resolves disputes in a consensual and impartial manner.
35. Participation in decision-making bodies Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their	+		The Staff Rules and Regulations have provision for representation of personnel via the Staff Association. The Standing Concertation Committee is the forum for discussion between the CERN Management and the Staff Association. Employed Members of Personnel may also be invited to participate in Committees related to specific areas of the research programme. *The Nine* is an advisory body of senior staff members elected by the senior staff. It provides the Director General with ideas and experience

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individual and collective interests as professionals and to actively contribute to the workings of the institution.			of senior staff and advises on questions concerning scientific activities, the research programme and the use of resources.
Training and Development			
36. Relation with supervisors Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.	+/-	Guidelines are needed for all supervisors without a formal CERN role and the associated dedicated training (non-section or –group leaders), to clearly inform on the Fellow and Student programmes, supervisory requirements, recommendations and follow up.	The researcher-supervisor relationship is formally established from the outset of the contract and concreted through the compulsory induction interview that sets objectives and training needs for Staff Members for the first year and for two years for Fellows. For Staff Members in their first year, there is a mid-probation report after six months and an end-of-probation report after 12 months. Subsequently, the Staff Member has an annual performance appraisal interview. Fellows whose appointments start after 01.01.2016 have a probation period of 6 months (see section 28). Supervisors are encouraged to maintain regular contact with their supervisees in addition to the milestone points mentioned above. All Group Leaders and Deputy Group leaders follow a compulsory leadership training course that gives them elements and tools to establish constructive and regular relationship with their team and supervisees (see 37 for more details). Departmental representatives taking part in formal Fellow and Student committees are nominated by the Department Heads and their names are advertised on the CERN Administrative e-guide. They may be contacted by Fellows and Students whenever necessary. Concerning keeping records of all work progress and research findings,

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			supervisees are actively involved in preparing presentations and papers. Presentations at CERN will usually be organized via the Indico system for meetings, and include a copy of the presentation filed in the meeting timetable. The CERN's Engineering Data Management Service allows the storage, management, organization and distribution of large amounts of engineering information, covering a wide spectrum of fields. The CERN document Server allows access CERN theses, articles and preprints, presentations and talks, multimedia and outreach material etc. ------------- Suggestions for improvement: Per point 14: Produce guidelines for all supervisors without a formal CERN role and the associated dedicated training (non-section or –group leaders), to clearly inform on the Fellow and Student programmes, supervisory requirements, recommendations and follow up. These guidelines will include clear direction on how to establish a structured and regular relationship with their supervisees through specific actions to develop constructive collaboration.
37. Supervision and managerial duties Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With	+/-	The enhancement of a culture of increased feedback at all levels would be an added value for the Organization.	CERN's Learning and Development Group has undertaken a thorough review of its leadership training offer. CERN Competencies have been embedded in all leadership trainings. As a result, the Core Development Package (CDP) for Group Leaders and Deputy Group Leaders has been reviewed and up-skilled to respond to organizational needs. Attendance is compulsory for Group Leaders and Deputy Group Leaders. The CDP is currently delivered over three sessions of two days each + 360 degree feedback + three 1-hour coaching sessions around the

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regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.			themes: creating an engaging leadership, interpersonal leadership and delivering with others. Another mandatory package was designed and launched in 2015 for new supervisors. It is composed of 5 e-learning modules about CERN internal processes, 5 non-consecutive days around *Essentials of People Management* and one day on *How To Get, As A Supervisor, The Most Out of the Annual Interview*. In order to enhance the learning offer for supervisors, three new workshops have also been designed and developed for supervisors: *Communicating with Impact*, *Leading for Success* and *Developing a High Performing Team*. ----------- Suggestions for improvement: Implement a culture of increased feedback at all levels, bottom up and across to improve awareness of one's performance and impact in a supervisory role using specific tools including bottom-up feedback.
38. Continuing Professional Development Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.	+		The Learning and Development Group is committed to the continuous development of on-site personnel and offers a broad range of courses that address technical skills and technical management. This training offer is reviewed and updated every year. Seminars are a common means of communication inside departments and at Organization level. The Academic Training programme also helps on-site personnel keep abreast of scientific and technological developments in CERN's fields of activity. Seminars at CERN are advertised widely via CERN's web pages and the in-house CERN Bulletin as well as by e-mail to a wide list of addresses (currently 9400 people).

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			CERN organises various international schools on physics, detector technologies, accelerators and computing. In addition to the Learning and Development Policy, the Staff Rules and Regulations outline the purpose of learning and development at CERN and stipulate the importance of maintaining, updating and developing competencies needed for the performance of present and future functions. The CERN Code of Conduct states: "CERN encourages continuous learning and development and values innovation as well as a proactive approach to acquiring and sharing information".
39. Access to research training and continuous development Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.	+		The CERN Learning Board is a high-level, cross-departmental body that approves CERN's training policy. This Board defines and champions the Learning and Development Policy, sets guidelines for the balance of technical and behavioural competency development, sets budget and time-investment guidelines in line with the Organization's overall HR Strategy, specifies monitoring and reporting requirements. Fellows and Staff Members identify training needs along with their supervisors in the induction interview at the start of their contract. This can be reviewed subsequently in the annual appraisal for Staff Members; it is recommended that Fellows review their objectives and further training needs with their supervisors during the Fellowship.
40. Supervision Employers and/or funders should ensure	+		A supervisor is attributed to each Member of Personnel. E-learning modules on CERN's Internal Processes for Supervisors provide access

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = **fully** implemented +/- = **almost but not fully** implemented -/+ = **partially** implemented - = **insufficiently** implemented	In case of -, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.			to key People Management skills as part of the Leadership training stream. The annual appraisal for Staff Members identifies training needs in technical as well as management areas. The appraisal form has specific sections to set and review objectives as a supervisor. Any areas for development are listed as training objectives for the forthcoming year. Training of supervisors is closely monitored by the departmental hierarchy and by the HR Department (see section 37 for more details on training for supervisors). As per Administrative Circular 26 on recognition of merit, supervisors must undergo the appropriate training before carrying out a staff member appraisal.
Any additional issues			
N/A			

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* +/-Yes, *substantially* -/+ Yes, *partially* -- *No*	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++	CERN's OTM-R is embedded across multiple documents (legal and policy, notably Staff Rules and Regulations, Administrative Circular (AC) 2 on Recruitment, appointment and possible developments regarding the contractual situation of staff members, AC 11 on the categories of Members of Personnel). The CERN Recruitment Policy (2012) also covers in further detail the principles of OTM-R for staff recruitment and is published, in English on the http://careers.cern portal.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	The careers webpages provide extensive information on procedures and processes for all types of positions. The Recruitment Policy (2012) https://cds.cern.ch/record/1546723/files/CERN_RecruitmentAndSourcing_Policy.pdf provides the full framework for staff recruitment at CERN. Guidelines are provided for Doctoral student supervisors, https://cds.cern.ch/record/1711644/files/Guidelines-for-Univ.Sup.pdf. Comprehensive e-learning courses are available for supervisors coordinated by CERN Learning and Development (L&D): two modules on "People Management".

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[3] http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* *+/-Yes, substantially* *-/+ Yes, partially* *-- No*	Suggested indicators (or form of measurement)
OTM-R system					
					Committee mandates for students and fellows also cover the procedures and practices for fellows and students: https://cds.cern.ch/record/2154259/files/Mandates-AFC-TSC.pdf.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-	Panel members for staff, fellow and student positions are encouraged to attend the "Selecting the Right Person for CERN training course" which occurs 3 – 4x/year (over 330 trained between 2013 and 2017). Programme coordinators are HR experts who guide CERN Members of Personnel in the recruitment and selection processes for staff, student, fellow and associate programmes. People management is an integral part of the compulsory L&D Core development packages for section and group leaders at CERN, and this is also included for all supervisors in the comprehensive e-learning courses for supervisors.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	CERN has been using e-recruitment tools since 2003. All staff, fellow and students are recruited through this e-recruitment system, due to be fully upgraded along with a new career page in May 2018. All applicants are requested to apply using our e-recruitment system.
5. Do we have a quality control system for OTM-R in place?	x	x	x	++	A variety of measures are in place to ensure suitable quality control of OTM-R, through diversity measures, KPIs, regular Internal Audit, guidelines for committees to ensure equal opportunities across all

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* *+/-Yes, substantially* *-/+ Yes, partially* *-- No*	Suggested indicators (or form of measurement)
OTM-R system					
					diversity measures. Reports to the Member State delegates on personnel returns are regularly provided.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	All positions are advertised widely and transparently per our AC 2, complementary to CERN Staff Rules and Regulations. Contracts are of limited duration, with a spirit to ensure widespread opportunities for all Member and Associate Member State Nationals. All positions are published on the careers portal and, where appropriate, Euraxess, as well as specific job portals throughout the Member States. Extensive use of social and professional media completes the sourcing actions. Regular visits are made to job fairs, universities, technical institutes and schools in Member States to present our recruitment programmes. For the student programmes, our focus lies on external candidates. The summer student programme is only open to students who have not had any link to CERN before so only external candidates are considered. The Technical and Administrative student programmes are for students who come for a practical traineeship so the majority of this sector of the population have also not been at CERN before. A small portion of the Doctoral student population has had a link to CERN but we do recruit mainly from outside.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	We advertise on a host of different portals throughout Europe, on social and professional media channels, in a bid to attract as diverse a pool of applicants as

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* *+/-Yes, substantially* *-/+ Yes, partially* *-- No*	Suggested indicators (or form of measurement)
OTM-R system					
					possible. Euraxess is used where appropriate for advertising positions.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	CERN has a dedicated Diversity Policy http://diversity.web.cern.ch/about/cern-diversity-policy and Office. CERN's Diversity statement is included in all job postings. CERN proactively monitors under-represented Members States for equity and equality. Personnel statistics are publicly available on the http://cern.ch/hr webpages.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	Every five years, CERN performs a review of social and financial conditions of its staff and fellows: the "5-yearly review". In the most recent 5-yearly review several 'diversity' measures were implemented to ensure adequate provisions and support structures for researchers (full recognition of partnerships, improved maternity and paternity leave, teleworking, work life balance, telework) in addition to existing structures: onsite kindergarten, CERN crèche, access to conferences, trainings, etc. Access to external mobility completes the offering. Exit questionnaires given to the student population confirm that our programmes are attractive, also from the financial point of view. All our studentships are paid at a level to ensure they can live in the Geneva region. 5-yearly reviews have confirmed that for student programmes, CERN is at the top level regarding remuneration with respect to benchmarked organisations. There are many examples of other organisations where studentships are not paid.

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* *+/-Yes, substantially* *-/+ Yes, partially* *-- No*	Suggested indicators (or form of measurement)
OTM-R system					
10. Do we have means to monitor whether the most suitable researchers apply?	+	+		+/-	CERN gives the mandate to committees to hire staff, fellows and students. Within the committees a ranking panel ensures the review of all applications so that the most suitable researchers are considered. This is taken further for the fellowships and studentships where external Member State delegations are also involved.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	CERN advertises its job postings using templates and has dedicated webpages to show transparently the nature of the role, the application process, eligibility conditions and recruitment processes. CERN uses Broadbean (https://www.broadbean.com/) to advertise on diverse portals and universities across its Member and Associate Member States, as well as other portals not included in Broadbean. It also uses the established templates for Euraxess.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [*see Chapter 4.4.1 a) of the OTM-R expert report[4]*]	x	x		+/-	All relevant criteria are met in CERN's job postings, with some further attention to be given to clarify information on professional development opportunities and career development prospects for fellows and doctoral students. The nature of these contracts being mainly education and training, they represent natural starting points for career development.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	All positions are advertised, where appropriate on Euraxess and the statistics reviewed although the new e-recruitment tool implementation in May 2018 will

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[4] *http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies*

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* +/-Yes, *substantially* -/+ Yes, *partially* -- *No*	Suggested indicators (or form of measurement)
OTM-R system					
					hopefully provide more granular and clear measurement of the impact.
14. Do we make use of other job advertising tools?	x	x		++	As described above, we use a host of different portals, job and universities' websites, throughout our Member States, in diverse domains. The Broadbean multiposting tool is a key resource for widespread advertising on such portals but is not exhaustive so is complemented by the use of other portals which are used flexibly according to the needs of the Organization. Regular visits are also made to job fairs, universities, technical universities and schools in Member States to present our recruitment programmes.
15. Do we keep the administrative burden to a minimum for the candidate? [*see Chapter 4.4.1 b)* [45]]	x	x		++	Candidates' experience is at the heart of CERN's considerations, to make the application experience as enjoyable and easy as possible. The key motivator for upgrading our e-recruitment tool is to ensure an optimal application process (implementation of the new e-recruitment tool in May 2018). Clarity on documents required and guidance on the process in diverse formats (videos, webpages and guidelines) ensure an overall user-friendly experience. For newly recruited candidates, a comprehensive onboarding journey is ensured via dedicated webpages (http://cern.ch/hr "Welcome to CERN"), an induction session on their first day and tailored follow up depending on their status.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of	x	x	x	++	Staff recruitment panels are set up according to the

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* +/-Yes, *substantially* -/+ Yes, *partially* -- *No*	Suggested indicators (or form of measurement)
OTM-R system					
selection committees? [*see Chapter 4.4.2 a]*[45]]					modalities of Administrative Circular 2 on Recruitment, appointment and possible developments regarding the contractual situation of staff members. All Committees (Students, Fellows and Associates) came to into being through a Council decision where the programme was defined incl. the composition, the selection. Every 5 years there is a review of all programmes when policy changes or improvements may be proposed. CERN has a dedicated mandate for both the Administrative Fellowship Committee (AFC) and the Technical, Administrative and Doctoral Student Committee (TSC), published on the CERN administrative e-guide which makes specific reference to fair gender distribution. The TSC chair is appointed by the DG. TSC Representatives are nominated by the department heads. The Administrative Fellowship recently decided (November 2017) to integrate two new external members to ensure increased transparency. These two new members will be appointed by the Director General.
17. Do we have clear rules concerning the composition of selection committees?	x	x	x	++	Clear mandates are in place and documented in formal mandates, published online for the student and fellows committees as well as staff panels (AC 2), in full conformity with Chapter 4.4.2 a). The mandates explicitly note that the committee is obliged to ensure that the best candidates in their

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* +/-Yes, *substantially* -/+ Yes, *partially* -- No	Suggested indicators (or form of measurement)
OTM-R system					
					fields are selected without specific guidelines.
18. Are the committees sufficiently gender-balanced?		x	x	++	All committees make sure to include a fair gender distribution within their members. The Chairperson ensures that this guideline is respected. Student committees are sufficiently gender balanced. Out of 12 TSC committee members CERN currently counts 6 female and 6 male participants. The Associates and Fellows Committee (AFC) is chaired by a woman and has 15 permanent members, including 6 women at the moment. All committees endeavour to ensure a balanced gender distribution within their members. The Director General and the Department Heads are responsible for nominating members in a balanced way and the Chairperson ensures that this guideline is respected.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	x	x	x	++	The Technical, Doctoral and Administrative student selection committee mandate emphasizes the selection of the best students. It is the role of committee representatives, when collecting the student requests in their department, to ensure excellence. For the summer student programme CERN performs a pre-selection to identify the best students. This pre-selection is made by senior staff members, at least being one from every Member State and Associate Member State. Only pre-selected students will then become available for selection.

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* +/-Yes, *substantially* -/+ Yes, *partially* -- *No*	Suggested indicators (or form of measurement)
OTM-R system					
					Furthermore, CERN can also monitor excellence via the questionnaire that is sent to supervisors close to the end of a student´s stay. The most recent figures show that more than 90% of the supervisors rate their student from excellent to good. For doctoral students the rate is even higher: 95%. For fellows, there is a ranking process both internally and externally to ensure that the best candidates in their respective fields are identified to assist Departments in their selection. In cases where a lower ranked candidate is preferred by a Department, this request will be challenged by the Committee and a strong justification is required if the request is to be approved by the Committee.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?	x	x		++	The e-recruitment system is tailored to ensure open, transparent and timely communication at all stages of application. Candidates can consult the status of their application on-line and are informed by email via the e-recruitment system of the progress of their application as well as the progress of the overall recruitment process. Candidates to student and fellowship programmes are informed of the result of their application within a week at most following the committee meeting.
21. Do we provide adequate feedback to interviewees?	x	x		+/-	All candidates invited for staff interviews are given in depth feedback on their applications. Given the volume of applications received for other

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[3]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* *+/-Yes, substantially* *-/+ Yes, partially* *-- No*	Suggested indicators (or form of measurement)
OTM-R system					
					programmes (often over 1,000), it is not possible to provide systematic, tailored and individual feedback to all unsuccessful candidates for the Fellowship and Students programmes. However, candidates have a clear channel of communication with the HR Department and all individual requests for feedback are treated in depth by the HR Programme Coordinator for Fellows in collaboration with the AFC Chair and Department representatives where appropriate.
22. Do we have an appropriate complaints mechanism in place?	x	x		+/-	Appropriate channels for feedback (and thus complaints) are provided through direct contact with recruiters and programme coordinators, who provide information and assistance as appropriate. We also provide candidates with online feedback forms and a dedicated recruitment service which answers thousands of queries annually in an open and transparent manner. For fellows, when required, the coordinator consults the selection committee, the Chairperson and/or departmental representative to the Committee before answering such requests.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	x	x		++	CERN monitors all recruitment through statistics, KPIs, reporting to Management and Member States to ensure Excellence in research and in recruitment.