Internal Review for Interim Assessment Human Resources Strategy for Researchers (HRS4R)

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1. Organisational information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, full-time or part-time PhD students involved in research	2172
Of whom are international (i.e. foreign nationality)	N/A (see explanation (1) below)
Of whom are externally funded (i.e. for whom the Organization is host organisation)	187
Of whom are women	383
Of whom are stage R3 or R4 = researchers with a large degree of autonomy, typically holding the status of principal investigator or professor	1306
Of whom are stage R2 = in most organisations corresponding to postdoctoral level	631
Of whom are stage R1 = in most organisations corresponding to doctoral level	235
Total number of students (if relevant)	240
Total number of staff (including management, administrative, teaching and research staff)	2676
RESEARCH FUNDING (figures for most recent fiscal year)	M EUR
Total annual organisational budget	1305.0
Annual organisational direct government funding (designated for research)	1160.0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	53.4
Annual funding from private, non-government sources, designated for research	3.0

(1) CERN being an international organisation, the notion of national and international staff cannot be applied. For the purpose of the table above, staff members were identified as stage R3 and R4 researchers, fellows as stage R2 researchers and doctoral students as R1 researchers.

Organisational profile

Founded in 1954, CERN straddles the French–Swiss border near Geneva and has 23 Member States, with other nations from around the globe contributing to and participating in its research programmes. As of 2017, more than 17 500 people from around the world were working together to push the limits of knowledge. CERN's staff members, numbering around 2500, take part in the design, construction and operation of the research infrastructure. They also contribute to the preparation and operation of the experiments, as well as to the analysis of the data gathered for a vast community of users, comprising over 12 200 scientists of 110 nationalities, from institutes in more than 70 countries.

At CERN, physicists and engineers probe the fundamental structure of the universe. They use the world's largest and most complex scientific instruments to study the basic constituents of matter – fundamental particles. Particles are made to collide at energies close to the speed of light. The process gives physicists clues about the very early Universe shortly after the Big Bang. Studying how particles are produced and interact offers insights into the fundamental laws of nature.

CERN's organisational structure is as follows:

Director-General

DG units (DG): Translation, Minutes and Council Support; Internal Audit; Legal Service; Occupational Health & Safety and Environmental Protection Unit (HSE)

Director for Accelerators and Technology

Deputy Director for Accelerators and Technology
Beams (BE)
Engineering (EN)
Accelerator Systems (SY)
Technology (TE)

Director for Finance and Human Resources

Finance and Administrative Processes (FAP)
Human Resources (HR)
Industry, Procurement and Knowledge Transfer (IPT)
Site and Civil Engineering (SCE)

Director for International Relations

Diplomatic and Stakeholder Relations (IR-DS)
Education, Communications and Outreach (IR-ECO)

Director for Research and Computing

Deputy Director for Research and Computing
Scientific Information Service (RCS-SIS)
Experimental Physics (EP)
Information Technology (IT)
Theoretical Physics (TH)

Project and Study Management

Advanced Wakefield Experiment (AWAKE)
CERN Neutrino Platform
Future Circular Collider (FCC) Feasibility Study
High-Field Magnets R&D Programme (HFM)
High-Luminosity LHC (HL-LHC)
Linear Collider Studies (CLIC and LCS)
Muon Colliders
Physics Beyond Colliders (PBC)
Science Gateway
Worldwide LHC Computing Grid (WLCG)

2. Strengths and weaknesses of the current practice

Ethical and professional aspects

The Organization broadly meets the principles in this area. Ethical principles are embedded in the legal framework of CERN, composed of the Staff Rules and Regulations, Administrative Circulars and Operational Circulars and other policies, guidelines and official documents. Ethical principles are specifically outlined in the preamble and chapter 1 of the Staff Rules and Regulations. In addition, as part of the Human Resources Strategy and global reflection on CERN values, the CERN Code of Conduct was developed, built on a set of core values: integrity, commitment, professionalism, creativity and diversity. The CERN Code of Conduct is available [here](). An [anti-fraud](), [anti-harassment]() and [conflict of interest policy]() complete the framework. Upon signing their contract, future members of the personnel are reminded to acquaint themselves with the Staff Rules and Regulations and the CERN Code of Conduct.

Although ethical principles are well anchored at policy and procedure levels, some specific aspects required further awareness raising. The ways in which researchers' work impacts the CERN programme are now part of the onboarding session and the communication course. These include specific information related to intellectual property rights and entrepreneurship at CERN. Another important step taken has been the development of a coherent set of policies on the management of CERN's intellectual property, including patents, software and startup creation.

Open science is already practised at CERN and, although the gap analysis found that principle 8 (dissemination, exploitation of results) of the connected European Charter for Researchers was fully implemented, a point of improvement has been identified in this domain. CERN is working towards an Open Science Strategy. Having developed the Open Access Policy in 2014 and the LHC Open Data Policy in 2020, the Organization set up the Open Science Strategy Working Group in 2021. Its two main objectives are to:

- create a platform for regular exchanges between all active stakeholders;
- develop an organisation-wide Open Science Policy.

Recruitment and selection

Based on its long experience of recruiting personnel from across a wide range of profiles and at international scale, CERN has continuously improved its [recruitment policy,]() which is built upon five principles:

1. Recruit excellence

2. Source talent for today and tomorrow

3. Get the right people in the right place at the right time

4. Encourage and value diversity

5. Recruit ethically

To ensure better implementation of these principles:

- All positions are published on the CERN career pages and the EURAXESS website, as well as on specific job portals across CERN's Member States.

- The recruitment process is made very transparent to the future candidate, who can easily find information on [CERN's career pages](), including videos and guidelines.

- In addition to that, several internal procedures (Administrative Circulars) support the implementation of the recruitment policy. They provide the legal framework, encompassing the composition of selection boards, induction, career transition measures and contract duration.

Since 2018, when the action plan was established, CERN has strengthened its recruitment and selection process in various ways and framed the actions around three main objectives:

- Make recruitment policy more transparent.

- Enhance the integration of one's overall experience.

- Increase the attractiveness of the Organization.

One example is the revised CERN career website, which has been available since September 2022, whose revision was based on the Potentialpark survey rating approach.

The graduate programme

One of CERN's key priorities over the past two years has been to streamline its programme for graduates. A new graduate programme has been developed, which will simplify the current myriad of opportunities and enhance the geographical spread of applications and thus the diversity of CERN's talent pipeline. The primary aim of the programme is to train future generations of physicists, engineers and technicians, the majority of whom will return and bring strong competencies back to their home countries, while a small number may subsequently be hired by CERN. The scope of this review has been limited to graduates; the student programmes (i.e. the technical, administrative, doctoral and summer student programmes) remain unchanged for the time being. This new programme was approved by the CERN Council in June 2022, i.e. at the highest level of the Organization.

The goal is to offer three programmes for graduates, each with a clear identity:

1. **Early-career professionals (Origin)**: a real work opportunity in a technical or administrative field, where graduates learn on the job and from the best. From technician up to master's level.

2. **Project graduates (Quest)**: time-limited, results-focused, project-based work opportunities for graduates looking to further hone their skills and build their professional network. From master's to PhD level.

3. **Research fellows**: will now focus purely on postdoctoral candidates aiming to pursue a research or academic career in physics or engineering.

In addition, graduates under these schemes will all be employed members of personnel, which means that they will benefit from CERN health insurance cover as well as membership of the Pension Fund.

This will be a major evolution in how CERN recruits and hires graduates across different countries and domains.

The rollout of the new programmes is under way, and the first new hires under this initiative will be welcomed as of January 2023.

When the pandemic hit Europe in March 2020, CERN switched to "safe mode" – reducing the number of people on site from over 10 000 to some 300. However, as soon as was feasible, CERN returned to operations with the minimum on-site presence (respecting all safety measures) and maximum telework. CERN continued to recruit and onboard personnel during this period, but mostly in a virtual mode.

It is interesting to note that applications to CERN positions increased significantly during the pandemic – perhaps a reflection of the attraction of science as a solution to these types of challenges.

Post pandemic, many lessons were learned and the recruitment model was kept primarily virtual. Furthermore, the Organization carried out a full review of its remote working policy to provide a more flexible framework whilst still maintaining the focus of work and collaboration on site – which is part of CERN's DNA.

Working conditions and social security

As an international organisation, CERN plays the role of both employer and social provider, providing, inter alia, health insurance, retirement cover (and a specific internally managed Pension Fund) and various allowances and indemnities depending on individual circumstances. A range of support structures are available to all members of the personnel to ensure the optimal quality of their working life (a medical service with on-site psychologists, a social affairs service, an ombud, access to telework and part-time work, spouse employment support, etc.) as well as a range of social activities through clubs.

Every five years, as per the Staff Rules and Regulations, CERN reviews the financial and social conditions of members of the personnel with a view to ensuring that the conditions offered by the Organization allow it to recruit and retain staff members of the highest competence and integrity from all its Member States and to remain attractive for fellows and graduates in relation to comparable research institutions.

CERN has a dedicated Occupational Health & Safety and Environmental Protection unit. All newcomers to the site, regardless of their status, must follow a basic safety course. In their induction interview, all staff and fellows must complete a compulsory questionnaire covering aspects related to their health, safety and working conditions. This identification of occupational hazards is reviewed yearly.

As set out under "Commitment" in the Code of Conduct, all CERN contributors are expected to promote and maintain a safe and healthy environment, following relevant safety rules.

During the initial phase of the HRS4R process, the gap analysis helped identify areas for improvement. They concern:

- specific needs of people with a physical disability working at CERN;
- psychological risk prevention;
- gender balance;
- support for career development;
- internal justice.

Specific needs of people with a physical disability working at CERN

Specific measures for people with a physical disability working at CERN have been implemented. They include:

- Enhancement of facilities' physical accessibility for wheelchairs: the CERN building infrastructure contains a number of older buildings, some of which are not easily accessible for people with limited mobility. Recently, the SCE department published a map indicating all the buildings that are or have been made accessible for wheelchair users.

- A specific internship targeting students with disabilities.

- A dedicated central budget to assist with specific workplace adaptations.

- Efforts to enhance webpage accessibility for people with visual or hearing impairments are under way.

The specific working-condition needs of people with a physical disability are systematically integrated into the civil engineering consolidation programme.

Psychological risk prevention

A dedicated stress prevention programme, "Work Well Feel Well", has been launched to identify, remedy and prevent stress in the workplace. In this context, a series of tangible measures have been put in place to prevent negative stress, increase individuals' coping abilities and enhance existing support systems. Additional information is provided below under the question addressing the changes in the priorities for the short and medium term.

Gender balance

The Enlarged Directorate has endorsed CERN's long-term efforts on gender diversity as constituting a Gender Equality Plan (GEP), as defined by the European Commission. A new webpage, co-developed by the Organization's Diversity and Inclusion (D&I) programme and its EU Projects Office, provides a summary of the growing catalogue of actions and learnings in place that aim to increase awareness of gender diversity and to promote and celebrate diversity and inclusion in the workplace.

CERN appointed its first Equal Opportunities Officer in 1996, and its D&I programme was established in 2011. Since then, many actions and activities have been launched that go a long way towards fulfilling the requirements for a GEP, including, most recently, the 25 by '25 initiative. With the Enlarged Directorate's endorsement this summer, followed by publication on a dedicated webpage, CERN's gender equality actions now constitute a GEP aligned with the defined requirement under the European Union's Horizon Europe programme.

Support for career development

CERN has put in place actions to support researchers' development. The efforts encompass a range of actions, from the implementation of the "Focus on your career" programme, which is a structured discussion with the supervisor, to the promotion of existing programmes for career development.

Internal justice

As an intergovernmental organisation, CERN enjoys certain privileges and immunities aimed at safeguarding its independent functioning, such as immunity from legal proceedings in national courts. CERN has established an internal justice system, with the Administrative Tribunal of the International Labour Organization (ILOAT) being the appellate tribunal, to fulfil its legal obligation to provide appropriate alternative means of redress to its personnel.

A technical internal justice working group was tasked with reviewing the Organization's internal mechanisms for internal investigations, dispute settlement and disciplinary procedures, with a view to identifying possible areas for improvement.

Training and development

Aligned with its mission to foster its personnel's continuous development through a systematic and sustained learning culture, in recent years CERN has focused its efforts on expanding its personnel's learning opportunities via newly available software and e-learning tools and methodologies, thereby bringing about a shift in the Organization's learning culture. In September 2018, CERN launched a new Learning Management System centralising all learning opportunities in a single platform: the CERN Learning Hub. The platform is the gateway to learning at CERN and provides a vast array of learning resources including e-learning resources for all personnel. In addition, personnel can access customised internally created e-learnings, an e-library, a commercial e-learning platform for self-paced learning, and online feedback tools (360-degree feedback surveys for CERN managers and leaders).

The deployment of this platform strongly supports the enhancement of a culture of increased feedback at all levels, which was identified as an area for improvement during the initial phase.

E-learning at CERN

More than 60 online courses are available on the Learning Hub. The majority of these e-learnings are custom-built in house and address CERN-specific topics such as CERN processes and procedures, data privacy, risks and awareness related to CERN safety matters, and specific software applications. The majority are mandatory for those performing a specific function or role in the Organization and are therefore combined with an online exam to certify the acquired competencies.

E-library

In an effort to provide broad access to learning and to enhance learning opportunities, CERN also offers a variety of e-resources beyond instructor-led online courses. In this context, the CERN Learning & Development group partners with the CERN Library to offer easy access to just-in-time learning to anyone linked through the Learning Hub.

Online feedback tool for managers

CERN has also introduced a tool for providing real-time feedback to managers. The CERN 360-degree feedback is integrated in both the leadership and the management programmes for newly appointed senior leaders (group leaders/deputy group leaders) and new supervisors. Line managers, peers, subordinates and partners can provide feedback to their leaders and managers. The opportunity to provide feedback using an online survey tool was introduced at

CERN to encourage a feedback culture and strengthen the leadership and management skills in the Organization.

Impact of COVID-19 on learning at CERN

Prior to 2020, learning at CERN was delivered primarily in classroom format. At the start of the COVID-19 pandemic, the L&D team moved swiftly to transform the learning offer to online learning environments. This transformation provided CERN learners with continuous access to learning opportunities. The L&D team also broadened and adapted the learning offer to include support on leading/working remotely, support with mental health and well-being and the use of online tools to continue working efficiently and effectively.

Learning priorities going forward

Several priorities have been identified for L&D in the future: continuing to develop the new and existing managerial and leadership population is a priority (building the skills and competencies of the future); continuing to modernise the learning space with the implementation/introduction of new learning technologies and platforms to support learners; providing a learning environment that enables learners to become more autonomous in their choice of learning with the introduction of personalised learning journeys; and continuing to support a culture of feedback and peer-to-peer learning and networking.

Have any of the priorities for the short and medium term changed?

The "25 by '25" Diversity & Inclusion initiative

Diversity is a core value for CERN. Its rich, collaborative work environment brings people together from all over the world to work towards a common goal. In 2021, CERN's Diversity & Inclusion programme proposed a new strategy aimed at improving gender and nationality diversity across the employed members of the personnel (staff and fellows). In March 2021, CERN's Enlarged Directorate endorsed this new strategy, called "25 by '25" and embedded the objectives in the Organization's strategic objectives plan.

The two-pronged initiative contains an aspirational target to increase the proportion of women from 21% (as of 31 December 2020) to 25% by the end of 2025, with a particular focus on women in science, technology, maths and engineering (STEM). This also lay the foundations for CERN' Gender quality plan. The second strategic aim is to increase the nationality diversity among the staff and fellows' population. Concretely, the nationality target seeks to identify nationality clusters that exceed 25% in any department or departmental group. This is one additional effort among other initiatives to improve the Member States' return in proportion to their contribution to the CERN budget.

During the initial implementation period, each department Head appointed departmental focal points to undertake an in-depth review of the department's diversity maturity level across seven areas including recruitment, leadership and training. Following this exercise, each department selected a number of actions from an extensive list aimed at improving their respective gender and nationality diversity. The list of actions chosen and the rollout for implementation and tracking is the department's 25 by '25 Fitness Plan.

In respect of nationality, wherever a nationality cluster exceeding 25% is identified, tailor-made improvement plans for future hires will be developed in collaboration with the Human Resources department and the group or department in question.

Furthermore, outreach, sourcing and communications actions, with specific efforts such as direct sourcing by CERN managers when recruiting staff members, will continue to focus on gender and nationality diversity.

Work Well Feel Well

CERN has decided to tackle stress in the workplace that can have negative health effects. A dedicated stress prevention programme, "Work Well Feel Well", has been launched to identify, remedy and prevent stress in the workplace. In this context, a series of tangible measures have been put in place to prevent stress, increase individuals' coping abilities and enhance existing support systems.

It is worth mentioning that, during the lockdown induced by the pandemic, the "Work Well Feel Well" project team established a structure to help members of the personnel to stay well. Resources, tips and advice were regularly shared to help support employees.

From a project started a few years ago, this increasingly important need for a healthy working environment has become one of the HR department's strengths. The department continuously offers its employees resources and opportunities through workshops, talks and dedicated training courses on the subject.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

Data privacy

New regulations on data privacy, specifically the General Data Protection Regulation 2016/679 (GDPR) and the Swiss Data Protection Act (FADP), have impacted CERN's approach to data privacy. As an intergovernmental organisation, CERN applies solely its own internal rules and as such, the Organization developed Operational Circular No. 11, entitled "The processing of personal data at CERN", which was approved by the Director-General. The purpose of this new circular is to set out the Organization's approach to data privacy. It brings together the privacy principles and the rights and obligations of the Organization with regard to the processing of personal data.

This circular entered into force at CERN on 1 January 2019 and required significant resources to guarantee its implementation. Among the actions taken was the creation of the Data Privacy Coordination Committee (DPCC), which is chaired at HR departmental level. This new regulation impacted most HR processes, making the development and publication of a privacy notice mandatory for all HR processes involving the collection of personal data. It also required a cultural and behavioural change that is mainly monitored through training activities.

COVID-19

The COVID-19 pandemic has had a significant impact on work in general and on the implementation of the HRS4R action plan in particular. The lockdowns and the need to work remotely slowed down the implementation of the action plan. Among the efforts made by the Organization to maintain a high level of workforce engagement was the revision of the telework policy.

Telework and flexible working hours

Telework allowing members of the personnel to work under flexible arrangements had already been implemented at CERN several years prior to the COVID-19 pandemic. Integrating the lessons learned from the pandemic, this process has been both streamlined and enhanced to offer increased flexibility whilst maintaining the focus of work on the CERN site.

The main modifications concern:

- the introduction of telework opportunities also for associated members of the personnel;
- the setting up of a single procedure for both regular and occasional telework;
- the introduction of a new general telework limit of 40% of contractual working time in any two-week period.

More flexible working hours have also been introduced since March 2020 in the context of the COVID-19 health situation.

This flexibility is subject to the needs of the service. Members of the personnel can choose to work occasionally or regularly from 7.00 a.m. to 4.00 p.m. (with a one-hour lunch break) or from 10.00 a.m. to 7.00 p.m. (with a one-hour lunch break) (or any other work schedule between these two extremes) while being considered to be working normal hours.

They must discuss the compatibility of the desired working hours with their direct supervisor beforehand and obtain their agreement in writing.

Are any strategic decisions under way that may influence the action plan?

The Russian Federation's invasion of Ukraine has impacted CERN, which is in the unprecedented situation of aggression by an Observer State against an Associate Member State. CERN has over 1000 members of the personnel affiliated with Russian institutes and over 100 with Ukrainian institutes. There are Ukrainian nationals working at CERN for Russian institutes and vice versa. After more than 60 years of scientific collaboration with the Russian Federation, this unprecedented situation led the CERN Council to suspend collaboration with the Russian Federation. Conversely, for Ukraine, special support programmes were put in place, including dedicated positions advertised for Ukrainian nationals displaced by the conflict. Furthermore, for programmes for which Ukrainian nationals had been selected but were unable to attend (e.g. CERN's summer student programme), adaptations were made to run them online.

The economic crisis of 2022 has had an impact on raw materials and electricity prices and resulted in general inflation, in response to which the CERN Council has asked the Management to come up with a savings plan. The proposed plan is multi-pronged and includes a component whereby current CERN staff undergo a crisis levy of 2.5%, i.e. a pay reduction of 2.5%, compensated by five days' leave. This plan was supported by 71% of staff in a referendum. Such savings protect the personnel from alternatives such as a hiring freeze or workforce reduction. In the future, the scope of activities and projects (and as a consequence in terms of human resources adjustment) might be impacted by the economic crisis if it translates in greater losses of the purchasing power.

3. Revised action plan

CERN received the HRS4R Award in 2018. Owing to the pandemic, the Organization asked to defer the Interim Assessment that should have taken place in 2020. During 2021 and 2022, CERN pursued its HR Excellence Strategy and identified new actions. Since receiving its Award in 2018, CERN has not used the HRS4R e-tool for the application to the HR Award. As a result, the actions identified since 2021 and already fully implemented will appear as NEW to clearly distinguish them from the measures identified during the initial phase. In addition, the 2023–2025 Action Plan will include all new actions since 2021.

The 2023–2025 Action Plan is composed of 25 measures spread over the four clusters of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers: ethical and professional aspects, recruitment and selection, working conditions and social security, and training and development.

Of the 25 measures:

- 2 are related to ethical and professional aspects
- 7 are related to recruitment and selection
- 15 are related to working conditions and social security
- 1 is related to training and development
- 7 are completed
- 1 is extended.

The list of the completed actions during the initial phase is provided in appendix 1.

The 2023–2025 action plan is provided in appendix 2.

Comments on the implementation of the OTM-R (Open, Transparent and Merit-based Recruitment) principles

The careers webpages reviewed against the Potentialpark survey rating approach provide extensive information on CERN recruitment procedures and practices, including the CERN recruitment policy.

In addition, CERN migrated its Applicant Tracking System to a new system in May 2018. The full implementation of this new application platform contributed to delivering increased openness and transparency.

Overall, CERN has implemented the majority of the principles of OTM recruitment. However, the following aspect remains to be improved: ensure that job advertisements include career development potential when relevant.

4. Implementation

As part of the self-assessment, the CERN Group Leaders in charge of implementing the actions met with the Project Leader and reported on implementation progress. Detailed follow-up of the planned actions was carried out, with a statement of the achievements made in 2018–2019 – this initial assessment completed in 2019 was followed by a second one in 2022 during which proposals for new actions were made. Owing to the COVID-19 pandemic, no formal evaluation was carried out between those two assessments.

This collective work resulted in the production of this report and the revised action plan for 2023–2025. The action plan will be presented in April 2023 to the CERN EU Steering Group, which includes the CERN Directorate and Enlarged Directorate.

These documents are published on the CERN website at: https://hr.web.cern.ch/hr-excellence.

General overview of the implementation process

In its Medium-Term Plan (MTP), CERN sets out its scientific and financial strategy for the upcoming five years. It integrates HR objectives for the coming five years as well as prospects and longer-term goals. The HRS4R was built on the main drivers as defined in the MTP. The implementation of the HRS4R is therefore part of the CERN strategy.

In this context, the implementation status of the actions defined in the initial action plan was monitored through routine HR Management Board tasks. Each HR Group Leader reported on progress made. For the actions where the responsibility for implementation fell to the HR department, the follow-up was performed by the HR Excellence Project Leader, who reports directly to the Head of the HR department.

Since receiving the Award, all the actions planned in the initial phase have been completed, except for one that has been extended. The list of completed actions is provided in appendix 1.

The extended action is connected to the selection procedure. With a view to continuously improving the selection process, the candidate survey implemented for staff positions should be extended to graduates.

Although researchers were involved in defining the initial action plan, keeping them informed of progress made during the implementation process has been challenging, particularly in the light of the COVID-19 lockdowns. More generally, despite the encouraging progress in delivery of the action plan, communication on the HRS4R project across the Organization needs to be improved. Based on these lessons learned from the implementation phase, two new actions have been identified, with a view to ensuring increased engagement by the various stakeholders:

- Set up a communication forum between HR and the research community.

- Establish an HRS4R communication plan.

How have you prepared the internal review?

At management level, a presentation was made to the Finance and Human Resources Director and his team to secure senior management support for the HRS4R project. This presentation led to a slight modification of the organisation of the HRS4R project. The Implementation Committee presented in the submission file from 2018 has been replaced by the HR Excellence Project Team.

The membership is described below:
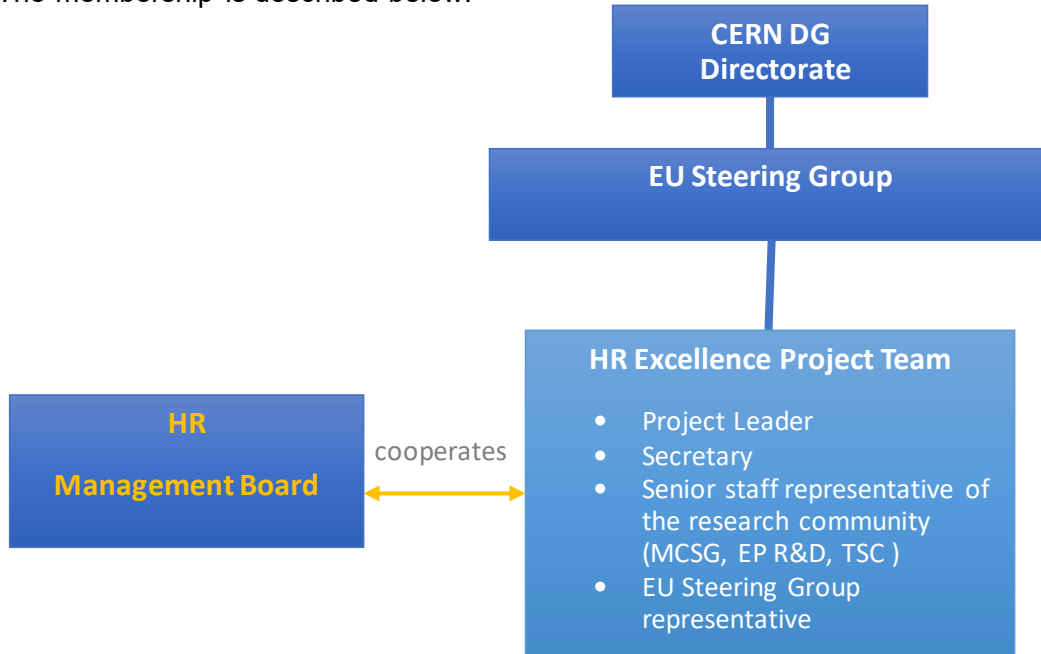
The tasks of the HR Excellence Project Team include in particular:

- coordinating the implementation of the HRS4R process, including (contributing to) the development of the internal review and the preparation of the external review;
- communicating with the CERN Director-General/Directorate through the EU Steering Group;
- proposing changes to the action plan, including new actions;
- monitoring progress of the action plan;
- ensuring harmonisation of the HRS4R process with the Organization's research strategy.

The HR Excellence Project Leader's duties include:

- development of the internal review; the preparation of the external review;
- preparation of input to update the action plan.

The HR Excellence Project Leader reports to the EU Steering Group and cooperates on a regular basis with the HR Management Board.

At the level of actions, in addition to the regular monitoring of the implementation status of actions by the HR Management Board, two comprehensive assessments have taken place, one in 2019 and the second in 2022. The HR Excellence Project Leader conducted individual progress reviews with the person in charge of each action. The discussions focused on the progress that had been made and the adaptations that had occurred. In 2022, those individuals were asked to provide ideas for new actions to be rolled out over the next three years.

How have you involved the research community, your main stakeholders, in the implementation process?

The research community is involved at several levels:

They are members of the EU Steering Group to which the HR Excellence Project Team reports directly. The EU Steering Group is composed of the Director-General, Directors, Department Heads and key persons in the Organization who are responsible for EU matters.

They are members of the new HR Excellence Project Team representing in particular the Marie Curie Steering Committee, the Experimental Physics R&D Committee and researchers' selection committees.

Beyond the involvement of researchers through membership of these committees, the research community, as core staff, participate directly in HR projects.

Annual reporting will be shared with members of the personnel to keep them informed about the progress of the HR Excellence Project.

Nevertheless, the involvement of the research community in the implementation process has been identified as an area for improvement for 2023–2025. To this end, an action has already been identified: to set up a communication forum between HR and the research community.

Do you have an implementation committee and/or steering group regularly overseeing progress?

The HR Excellence Project Team's remit includes monitoring progress of the action plan. The HR Excellence Project Team Leader reports twice a year to the EU Steering Group*.

The EU Steering Group is composed of the Director-General, Directors, Department Heads and key persons in the Organization who are responsible for EU matters.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognised in the organisation's research strategy, overarching HR policy?

The Organization's HR goals and objectives as reflected in the MTP document are fully aligned with the Charter and Code principles. They set out to:

- support increased transparency of the recruitment policy and processes;

- support the modernisation of HR by continuously reviewing and optimising HR policies and procedures, according to the Organization's ongoing priorities and strategic objectives for the workforce;

- foster well-being and an inclusive and respectful workplace with ongoing initiatives such as the Diversity & Inclusion programme's 25 by '25 strategy;

- contribute to increasing the Organization's attractiveness through the implementation of the new graduate programmes and associate statuses offering candidates the opportunity to hone their knowledge and skills to meet the Organization's needs.

How has your organisation ensured that the proposed actions would be implemented?

The action plan has been built on the Organization's Medium-Term Plan and, as such, the action plan does not stand alone but responds to the Organization's HR needs. In this context, it is the various HR domain experts who proposed and formulated the actions, thereby providing greater surety of their implementation.

How are you monitoring progress (timeline)?

Most of the actions fall under the HR department's responsibility. As such, progress is monitored through regular reporting to the HR Management Board. With regard to the actions outside the HR department's responsibility, the HR Excellence Project Leader carries out individual progress reviews with the person in charge of each of the actions. It is planned to report to every EU Steering Group meeting on the progress of implementation and any issues encountered so that senior management has an overview of the HR Excellence Strategy.

How will you measure progress (indicators) in view of the next assessment?

The indicators developed during the design of the action plan will be used as a tool to facilitate the monitoring of progress.

How do you expect to prepare for the external review?

The external review will be prepared by the HR Excellence Project Team on the basis of the results of the regular monitoring. The Project Team will:

- evaluate progress made, propose corrective measures if needed and report to the EU Steering Group, a high-level committee in EU matters composed of the Director-General, Directors, Departments Heads and key persons in the Organization who are responsible for EU matters;

- start organising the visit about a year in advance.

Over the next three years, the Organization will pursue implementation of the revised action plan, focusing efforts on improving HR Excellence communication within the Organization and, where relevant, integrating the HRS4R into the surveys regularly conducted by the HR and other departments.

Additional remarks/comments about the proposed implementation process

As explained in the section related to the preparation of the internal review, the organisational structure of the implementation team has been changed to better integrate the research community.

In addition, one gap – related to principle 8 (dissemination, exploitation of results) of the European Charter for Researchers – that had been overlooked during the initial phase has been added to the action plan. Please refer to the "Ethical and professional aspects" section above for more information.

Appendices

ETHICAL AND PROFESSIONAL ASPECTS

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
4. Profession al attitude	To improve awareness of all members of the personnel regarding their work's context and impact.	1-a) Integrate formally within the onboarding session, background information on CERN's programme of work, the legal framework and the wider societal and financial environment. 1-b) Integrate formally within the basic communication course the importance of bottom-up communication and giving feedback.	HR-LD	Implementation of an inclusive induction programme systematically informing on these aspects.	1-a) Comprehensive onboarding and integration programme is available to all newcomers. 1-b) The communication course available covers the basic principles of good communication and feedback practices.
5. Contractual and legal obligations	To ensure greater knowledge of the legal framework concerning intellectual property rights (IPR) and entrepreneurship .	2-a) Promote the existing optional Knowledge Transfer (KT) training courses. 2-b) Integrate within the onboarding session, explanation of the legal framework concerning intellectual property rights (IPR) and entrepreneurship at CERN.	IPT-KT/ HR-LD	Attendance of KT training courses. Inclusion of IPR in onboarding journey.	2-a) A dedicated Training Opportunities section has been developed on the CERN KT website. KT newsletter includes promotion of existing KT courses. "Introduction to Knowledge Management Tools" and "Finding Happiness in patent information databases" courses are offered. Targeted publicity has been made for early-stage researchers (doctoral students/fellows) and their supervisors. 2-b) KT quarterly onboarding sessions integrate intellectual property rights (IPR) and entrepreneurship at CERN. The bi-monthly "Connecting the Dots" session organised by the KT group has a "stand" where newcomers can learn more and ask questions.

ETHICAL AND PROFESSIONAL ASPECTS

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
11. Evaluation	To improve the evaluation process	3-a) Implement monitoring of the completion of fellows' induction interviews. 3-b) Implement monitoring of the fellows' 18-month optional evaluation report. 3-c) Implement supervisor evaluation of doctoral students at the end of their contract through a scorecard/report on the candidate. 3-d) Implement mandatory upload of thesis for doctoral students on the CERN Document Server.	HR-PXE	Aim for 100% fellows' induction interview with their supervisor to set clear objectives and results for more effective evaluation and follow-up. 50% fellows 18-month report completion. 50% doctoral student report on candidate at end of contract. Monitor upload of all theses of CERN doctoral students to the CERN Document Server – target 90%.	3-a) Definition of needs for a tool to monitor the completion of fellows' induction interviews has been issued. 3-b) Considering the survey carried out among fellows showing low interest in additional evaluation report, the implementation of a fellows' 18-month optional evaluation report was converted into a regular pulse check among the population. 3-c) Considering the existing mechanisms in place and the feedback received from the researcher community, the implementation of this action was given up. The reasons are as follows: the doctoral student is jointly evaluated three times by the CERN supervisor and the university supervisor. The evaluation results are included in the annual DOCT student report that is available for the HR department. 3-d) High percentage of uploaded theses reached.

RECRUITMENT AND SELECTION

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
14. **Selection**	To improve the selection procedure	4-a) Establish guidelines for hiring managers to support the fellow and student selection processes.	HR-TA	Monitoring of the selection process by the coordinator for fellows (all recruited junior and applied senior fellows* must have an interview (by video, telephone or in person) after the preselection process and prior to their final selection). Analysis and monitoring of candidate survey responses. *Note: Research fellows (experimental or theoretical physics) will consult with the representatives of the experiments to select their own assignment.	4-a) Accomplished as part of the Graduate Programme Review, including the 25 by '25 initiative; issuance of guidelines on how to select graduates: https://cds.cern.ch/record/2836556/files/VisualSel ection_of_ECPs.pdf
15. Transparency	To make the recruitment policy more transparent	5- Integrate within the career website more information about the recruitment process.	HR-TA	Online availability of clear recruitment information.	Career website (https://careers.cern/) reviewed based on Potentialpark survey ranking approach and new version launched in September 2022.
16. **Judging merit**	To improve the selection procedure	6- Integrate ORCID (Open Researcher and Contributor ID) collection in application process and qualitative evaluation at end of contract.	HR-TA	Target 50% ORCID registration and declaration in the CERN application process by including it systematically for fellows and doctoral students.	ORCID systematically collected in the application process for research fellows and doctoral students.

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
RECRUITMENT AND SELECTION					
17. **Variations in the chronological order of CVs**	To increase the attractiveness	7-a) Provide guidance and best practices on demonstrating experience and skills in career webpages. 7-b) Raise awareness of the CERN Post-Career Break Fellowship.	HR-TA	Monitor visits/clicks to guidelines pages. Increased number of applications for the Post-Career Break fellowship.	7-a) Several specific webpages available to help candidates to value their experience and skills: link, link, link 7-b) Specific Post-Career Break Fellowship vacancies published yearly on the career website and widely advertised in relevant recruitment portals.
18. Recognition of mobility experience	To recognise the value of mobility in researchers' careers	8- Establish a committee to review special leave requests to ensure transparency and equity in treating such requests.	HR	Increased awareness of opportunities to take special leave.	The establishment of a representative "Review Committee" has been integrated into the updated version of the https://cds.cern.ch/record/2834253/files/ administrative circular on special leave (AC 21(II)), rev.3.
19. Recognition of qualifications	To recognise the value of professional experience throughout the career	9- Formalise the recognition of experience acquired throughout one's career.	HR-CBS	Production and publication of a document describing how CERN recognises professional experience in its HR processes.	A dedicated working group analysed how CERN recognises professional experience in its HR processes and summarised its conclusions in the following publication: https://cds.cern.ch/record/2634113/files/Note%20on%20VAE_final%20for%20CDS.pdf concluding that, in particular, selection and career evolution processes integrate this recognition. This recognition of experience is supported by several HR tools (e.g. benchmark job, CERN competency model, promotion guide).

RECRUITMENT AND SELECTION

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
20. Seniority	To increase the attractiveness	10- Integrate within the CERN career webpages and in the vacancy notices a clear message related to recognition of experience prior to CERN.	HR-TA	Monitor visits/clicks to the CERN career webpages related to the recognition of experience.	Information page describing the recognition of experience available on the CERN career webpage.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
	To improve working conditions including psychosocial risk prevention	23- Promote peer-learning network through the CERN Alumni network.	IR	Visits and clicks to the KT website communication as well as LinkedIn post statistics.	CERN Alumni provides access to an exclusive network of like-minded and supportive individuals (community map) who are keen to share their experience.
24. Working conditions	To improve working conditions for personnel with disabilities/ special needs	11- Continue to improve CERN facilities to facilitate working conditions for people with disabilities, for example, a wheelchair ramp at the CERN reception for people with reduced mobility.	SCE-SAM	Specific facilities developed for people with disabilities. Wheelchair access installed to access Building 33, CERN reception and lift installed for accessing sanitary facilities in the main building.	Accommodations for people with reduced mobility are systematically integrated into the civil engineering consolidation programme. Practical information describing existing structures for people with disabilities is available here. People with Reduced Mobility (PRM) access has been installed at the CERN reception as well as a lift for accessing sanitary facilities in the main building.
	To promote gender diversity	12- Exchange 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.	IPT-EU / D&I programme	Exchange of information between EC and CERN 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.	Annual exchange of information between CERN and the EC on gender balances and related initiatives.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
24. Working conditions	To improve working conditions for personnel with disabilities/ special needs	13- Establish a specific internship for students with disabilities/special needs.	D&I programme	Introduce earmarked positions and budgeting for candidates with disabilities / special needs in one of the CERN student programmes.	In 2018, CERN launched an internship programme for students with disabilities, centrally funded. Information and testimonials available at https://diversity-and-inclusion.web.cern.ch/2021/05/opportunities-students-disabilities. CERN Bulletin article available at https://home.cern/news/news/cern/cern-opportunities-stem-students-disabilities.
	To improve working conditions including psychosocial risk prevention	14-a) Conduct an inventory of structures available to support working life and workplace. 14-b) Conduct a survey related to stress at work.	HR-PXE	Monitor responses to survey and impact of awareness campaign, qualitative actions, and promotion of support structures.	14-a) Inventory of working life and workplace support structures made available online (https://hr.web.cern.ch/life-cern). 14-b) Stress at work survey completed following the Karasek model, leading to a better understanding of stress-inducing environments.
25. Stability and permanence of employment	To support the professional development of researchers	15-a) Integrate within the alumni programme practical guidance for soon-to-be alumni provided by alumni role models promoted through events, spotlight articles and job postings. 15-b) Promote and enhance visibility of entrepreneurship and networking events through the alumni programme and KT entrepreneurship team.	HR / IR / IPT-KT	Monitor available data, notably from the Office of Alumni Relations, on interactions between external companies / organisations and alumni network members as well as on the participation in entrepreneurship meet-ups.	15-a) "Moving out of Academia" and other career-oriented events integrated into the Alumni programme with a satisfaction rating of 98%. Development of central jobs board promoting job opportunities highlighting diverse trajectories offered to CERN soon-to-be alumni (https://alumni.cern/page/hire-alumni). 15-b) Creation and promotion of a dedicated CERN Alumni entrepreneurship group, which regularly organises events, meet-ups and networking. 41 Events meet-ups took place between 2019 and 2022; these events are promoted through multiple channels, such as the KT Newsletter, CERN Alumni Entrepreneurship Group, Aspirant Entrepreneurs at CERN Facebook group, etc.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
27. Gender balance	To promote gender diversity	16-a) Study the career evolution of women in STEM, from early-career professionals to staff. 16-b) Embed diversity & inclusion principles within the existing mandatory learnings.	D&I programme	Further benchmark, monitor and analyse statistics on recruitment of women across all CERN programmes and identify relevant actions and initiatives. Analysis of candidate behaviour trends.	16-a) Collection, compilation and analysis of annual personnel statistics related to women in STEM and creation of interactive gender dashboards (https://cerneu.web.cern.ch/gep). 16-b) Diversity and inclusion principles (e.g. unconscious bias) included in mandatory learnings, such as Selecting the right person for CERN, Effective communication with service users and Getting to grips with supervision.
	To promote gender diversity	17- Document the workplace challenges experienced by transgender and non-binary members of the personnel.	D&I programme	Benchmark, analyse gap and improve CERN internal practices to ensure inclusiveness of transgender people.	Interviews conducted and documented.
	To support the professional development of researchers	18- Provide the opportunity to staff members to have a structured discussion in the framework of the "Focus on your career" programme.	HR-LD	Pilot and implementation of the programme and measure uptake of "Focus on your career" discussion initiative.	Fully implemented programme for a career discussion; description of the programme available here; description of the related course and Playbook.
28. Career development	To support the professional development of researchers	19- Promote existing programmes for career development and existing career-related networks.	IR / WIT steering committee	Measure the number of interactions and events related to career development on the alumni network, as well as the number of WIT (Women in Technology) events and participation.	Establishing a CERN Alumni mentoring programme available on the alumni.cern web platform as well as promotion materials highlighting the benefits of the mentoring programme. Spotlight articles published on alumni.cern to illustrate the diverse trajectories of alumni once they have left CERN. Establishing WIT mentoring programme targeting young female members of personnel advertised

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
					internally and featured on the WIT LinkedIn channel.
29. Value of mobility	To recognise the value of mobility in the career of researchers	20- Establish internal mobility guidelines for students, fellows and associates.	HR-PXE	Publication on the CERN administrative e-guide of guidelines for the internal mobility of students, fellows and associates across various recruitment programmes.	New internal mobility guidelines: https://hr.web.cern.ch/internal-mobility Staff members can now apply for any vacancy published on the careers website or directly for a vacancy in the dedicated internal mobility pages. They can also be included in an internal mobility pool. The Organization concentrated on establishing a robust internal mobility system for staff members. For the other populations (students, fellows, associates), HR deals with requests on an ad hoc basis with regard to the interests of the individual and the Organization.
	To recognise the value of mobility in the career of researchers	21- Enhance opportunities, clarify processes and increase efficiency in the way internal mobility is managed at CERN for staff members for optimised resource management.	HR-PXE	Establish a clear process and produce associated guidelines on internal mobility for staff members and measure uptake.	Internal mobility procedure has been reviewed and updated to promote and facilitate access to mobility as a tool for managing one's career (e.g. creation of a mobility pool). https://hr.web.cern.ch/internal-mobility
30. Access to career advice	To support the professional development of researchers	22-a) Implement a new structure and continuous learning to ensure fellow and associate programme coordinators can devote more time to career advice. 22-b) Promote peer learning	HR-PXE / IR	Systematic positioning of the programme coordinators as trusted advisers. Monitoring of the number of interactions and events related to career advice on the alumni network and Alumni LinkedIn groups. Glassdoor (glassdoor.com) feedback monitoring.	22-a) In 2021, a new HR organisation was set up and career advice for fellows and associates was introduced and offered by dedicated HR professionals. 22-b) Career-related events such as "Moving out of Academia" and "Virtual Company showrooms" were organised by the Office for Alumni Relations.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
		network.			
33. Teaching	To improve teaching capabilities of researchers	24- Implement the "Train the trainer" programme to enable CERN experts to progress in delivering training on discipline-specific subjects.	HR-LD	Number of training sessions and participants.	"Train the trainer" programme fully implemented; 2 modules; 9 sessions completed since 2019. Description of the modules: Module 1, Module 2.

TRAINING AND DEVELOPMENT

Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
36. Relation with supervisors	To improve mentoring of researchers	25- Design and rollout of training focused on fundamentals of researchers' supervision.	HR-LD / HR-PXE	Availability of the guidelines for all supervisors, and monitoring feedback on their effectiveness.	Getting to grips with supervision training launched in 2019. This course is targeted at supervisors of graduates and students and provides a basic introduction to the fundamentals of supervision. 24 sessions completed since 2019.
37. Supervision and managerial duties	To promote a constructive and positive working relationship	26- Implement a culture of increased feedback at all levels, to improve awareness of one's performance in a supervisory role using specific feedback tools and coaching.	HR-LD	Bottom-up feedback pilot and uptake of the initiative.	Feedback tool (360°) piloted and integrated in mandatory supervisory/leadership programmes available for leaders and for supervisors. A standalone development option is also available here.

APPENDIX 2 – Description of NEW actions and their status

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
ETHICAL AND PROFESSIONAL ASPECTS							
8. Dissemination, exploitation of results	To promote the Open Science Strategy.	46- Promote open science practices and enable researchers to follow them.	Q4 2024	RCS-SIS	Issuance of an Open Science Policy by October 2022. Development of comprehensive open science governance across the Organization by the end of 2023. Execution of at least three open science trainings and educational events by the end of 2024. Publication of annual CERN open science report (first report in 2024).	NEW	Open Science Policy issued in October 2022.
11. Evaluation	To improve the evaluation process.	47- Integrate CoARA* principles into the assessment of researchers. *Coalition for Advancing Research Assessment (https://coara.eu)	Q4 2027	RCS-SIS/ HR-PXE	Join CoARA (early signatory in September 2022). Develop roadmap to adopt CoARA principles by end of 2023. Amend organisational and departmental assessment practices and procedures as needed (according to CoARA roadmap, by 2027).	NEW	

RECRUITMENT AND SELECTION

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
	To increase the employer's attractiveness.	35- Design and implement a new recruitment process for graduates offering candidates the opportunity to hone their knowledge and skills to meet the Organisation's needs.	Q2 2023	HR-TA	Process developed and implemented by the end of June 2023.	NEW	New Graduate Programme approved by the CERN Council in June 2022. Description of the new process available at: https://home.cern/news/official-news/cern/cern-graduate-programme-review-update#
13. Recruitment	To increase the number of suitable applications from researchers and engineers.	37- For specific domains of expertise or qualification levels for which applications exhibit a low level of diversity, adopt a targeted approach using specific networks (e.g. engineering associations, universities in under-represented countries) to advertise jobs.	Q4 2023	HR-TA	Observable increase in candidates form underrepresented countries. Observable increase in publication channels such as engineering networks.	NEW	
	To increase the employer's attractiveness.	38- Systematically integrate material promoting working conditions at CERN into job advertisements, and include information about what sets CERN apart from other recruiters for this specific post and, if relevant, career-development potential.	Q4 2023	HR-TA	Modification of job advertisement done by end of 2023.	NEW	
	To increase the employer's attractiveness.	39- Formalise and analyse feedback from researchers leaving the Organization through the development, implementation and analysis of an "exit survey".	Q4 2024	HR-PXE	Number of feedback reports. Annual reporting on exit survey analysis.	NEW	

RECRUITMENT AND SELECTION

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
13. Recruitment	To increase the hiring schedule flexibility for students.	40- Given that university years end at different times, study the possibility of "hiring on demand" to recruit students in addition to the regular recruitment periods.	Q4 2023	HR-TA	"Hiring on demand" process studied by end of 2023.	NEW	
	To increase the probability of recruiting the right person in the right position.	48- Review the existing recruitment process for young researchers, especially for early-career professionals, to enable recruitment on much shorter time scales.	Q4 2023	HR-TA	Process reviewed by end of 2023.	NEW	
14. Selection	To improve the selection procedure.	4-b) Implement a systematic questionnaire/survey of fellow and student candidates in order to continuously improve the selection process.	Q2 2023	HR-TA	Number of feedback questionnaires received by graduates.	EXTENDED	4-b) Candidate survey implemented for staff positions; to be extended to graduates.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
24. Working conditions	To ensure managers create an environment that enables the psychological safety of their supervisees.	28- Introduce new learnings on how to recognise, handle and reduce sexual harassment in the workplace.	Q3 2022	D&I programme	Number of training sessions given. Number of managers trained. Number of members of the personnel trained.	NEW	Fully implemented. Training courses developed and fully implemented. "Taking the Lead" for managers raises awareness about harassment in the workplace. "Active Bystander" equips participants with tools on how to intervene in and de-escalate a situation of misconduct or harassment.
	To improve working conditions for personnel with disabilities / special needs.	34- Integrate information on how to find facilities for people with reduced mobility into the Organization's Geographic Information System (GIS) Portal.	Q1 2022	SCE	Information available on CERN website by end of March 2022.	NEW	Fully implemented. Information on how to find facilities for people with reduced mobility available online.
	To help combine family life and work life.	41- Improve mobility inside and to/from CERN by bike.	Q4 2025	SCE	Creation of cycle paths inside CERN. 20% increase in bicycle shelters. Implementation of an e-bike fleet, including seasonal increase of the fleet.	NEW	15 km of cycle paths created. 50 e-bikes already available. CERN works with the Host States to ensure that soft mobility is integrated into road infrastructure projects in the vicinity of CERN.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
24. Working conditions	To help increase managers' understanding of what engages employees.	42- Conduct and analyse a personnel survey (of staff members and fellows) to probe their engagement and motivation at work.	Q3 2023	HR	Management recommendations report delivered by Q3 2023.	NEW	
27. Gender balance	To promote gender diversity.	27- Publish a Gender Equality Plan.	Q3 2022	HR / D&I programme	Gender Equality Plan published by end of September 2022.	NEW	https://cerneu.web.cern.ch/gep
	To promote gender equality in the workplace.	29- Apply an automatic contract extension for fellows absent on maternity leave, supported by a centralised budget.	Q3 2022	HR-CBS	Process reviewed and operational by the end of September 2022.	NEW	Fully implemented. Integration of the entitlement into the Admin e-guide page on fellows' contract management.
	To support researchers in their role of supervisor.	30- Provide graduates with the opportunities to acquire supervisory skills.	Q3 2023	HR-TA	Number of graduates who are given supervisory responsibilities.	NEW	
28. Career development	To support the professional development of researchers.	31- Provide graduates and fellows with the opportunity to have a targeted career discussion.	Q2 2022	HR-LD	Training course developed and implemented by the end of June 2022.	NEW	Fully implemented. Development of a dedicated "Springboard to the future" training course, five sessions of which have been completed since 2020. Description of the course available here.

WORKING CONDITIONS AND SOCIAL SECURITY

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
	To support the professional development of researchers.	32- Provide staff members approaching the maximum of the salary range for their grade with the opportunity to have an individual career development discussion.	Q3 2022	HR-DHO	Number of individual career development discussions.	NEW	
28. Career development	To support the professional development of researchers.	36- Promote CERN talent and put recruiters in contact with soon-to-be alumni.	Q2 2022	IR	Creation of the CERN Alumni Virtual Company Showroom. Number of events connecting recruiters and soon-to-be alumni.	NEW	Development and implementation of a new brand of event, the Virtual Company Showroom, to connect soon-to-be alumni with companies keen to recruit from within the CERN talent pool.
31. Intellectual property rights	To make sure that researchers have a clear understanding of the Organization's intellectual property policies and of their rights and obligations.	33- Develop a coherent set of policies on the management of CERN's intellectual property, including patents, software and startup creation.	Q2 2022	IPT-KT	Intellectual property management policies approved by the end of June 2022.	NEW	Fully implemented. Issuance of a set of intellectual property management policies (IP Policy, Software Policy, Spin-off Policy and Patent Policy).
34. Complaints/ appeals	To introduce a more effective and efficient dispute-resolution system.	49- Strengthen and modernise the mechanisms for internal investigations, dispute resolution and disciplinary procedures.	Q2 2024	HR-DHO	Revised procedure to be approved by the end of June 2024.	NEW	An independent analysis of the current internal justice system was submitted to the Director for Finance and Human Resources in November 2022.

WORKING CONDITIONS AND SOCIAL SECURITY						
Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
	To increase the involvement of the research community in the Human Resources Strategy.	43- Improve the existing communication mechanisms between HR and the research community, including CERN users.	Q2 2024	HR	Communication mechanisms reviewed by June 2024.	NEW	
35. Participation in decision-making bodies	To increase the involvement of the research community in the Human Resources Strategy.	44- Set up a dedicated HR Excellence Project Team that includes researchers.	Q3 2022	HR	HR Excellence Project Team set up and operational.	NEW	The HRS4R internal organisation has been reviewed and an HR Excellence Project Team set up to replace the initial Implementation Committee. The new Project Team includes members of the research community.
	To increase the involvement of the research community in the Human Resources Strategy.	45- To establish an HRS4R communication plan.	Q2 2023	HR	HR Excellence communication plan issued by the end of June 2023. Number of communications on the subject.	NEW	

TRAINING AND DEVELOPMENT

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
36. Relations with supervisors	To improve the supervision of young researchers.	50- Make the course "Getting to grips with supervision" mandatory for new supervisors.	Q4 2023	HR-LD	Number of new supervisors trained.	NEW	In October 2022, the CERN Learning Board endorsed a proposal to make the course mandatory for supervisors of graduates and fellows. Final approval by the Director-General and endorsement by the CERN Enlarged Directorate are pending.