

## APPENDIX 2 – Description of NEW actions and their status

ETHICAL AND PROFESSIONAL ASPECTS							
Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
<b>8. Dissemination, exploitation of results</b>	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.
<b>11. Evaluation</b>	To improve the evaluation process.	47- Integrate CoARA* principles into the assessment of researchers.  *Coalition for Advancing Research Assessment ( <a href="https://coara.eu">https://coara.eu</a> )	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
13. Recruitment	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: <a href="https://home.cern/news/official-news/cern/cern-graduate-programme-review-update#">https://home.cern/news/official-news/cern/cern-graduate-programme-review-update#</a>
	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 from 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**

<b>Gap principle</b>	<b>Objective</b>	<b>Action</b>	<b>Deadline</b>	<b>Resp. Unit</b>	<b>Indicator/Target</b>	<b>Current status</b>	<b>Remarks</b>
<b>13. Recruitment</b>	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	
<b>14. Selection</b>	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	<p>Number of training sessions given.</p> <p>Number of managers trained.</p> <p>Number of members of the personnel trained.</p>	NEW	<p>Fully implemented</p> <p>Training courses developed and fully implemented.</p> <p><a href="#">“Taking the Lead”</a> for managers raises awareness about harassment in the workplace.</p> <p><a href="#">“Active Bystander”</a> equips participants with tools on how to intervene in and de-escalate a situation of misconduct or harassment.</p>
	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	<p>Fully implemented</p> <p>Information on how to find facilities for people with reduced mobility available <a href="#">online</a>.</p>
	To help combine family life and work life.	41- Improve mobility inside and to/from CERN by bike.	Q4 2025	SCE	<p>Creation of cycle paths inside CERN.</p> <p>20% increase in bicycle shelters.</p> <p>Implementation of an e-bike fleet, including seasonal increase of the fleet.</p>	NEW	<p>15 km of cycle paths created.</p> <p>50 e-bikes already available.</p> <p>CERN works with the Host States to ensure that soft mobility is integrated into road infrastructure projects in the vicinity of CERN.</p>

WORKING CONDITIONS AND SOCIAL SECURITY							
Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
<b>24. Working conditions</b>	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	
<b>27. Gender balance</b>	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	<a href="https://cerneu.web.cern.ch/gep">https://cerneu.web.cern.ch/gep</a>
	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 <a href="#">fellows' contract management</a> .
<b>28. Career development</b>	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	
	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 <a href="#">here</a> .

WORKING CONDITIONS AND SOCIAL SECURITY							
Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
28. Career development	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	
	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 <a href="#">Virtual Company Showroom</a> , 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 <a href="#">set of intellectual property management policies</a> (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
<p><b>35. Participation in decision-making bodies</b></p>	<p>To increase the involvement of the research community in the Human Resources Strategy.</p>	<p>43- Improve the existing communication mechanisms between HR and the research community, including CERN users.</p>	<p>Q2 2024</p>	<p>HR</p>	<p>Communication mechanisms reviewed by June 2024.</p>	<p>NEW</p>	
	<p>To increase the involvement of the research community in the Human Resources Strategy.</p>	<p>44- Set up a dedicated HR Excellence Project Team that includes researchers.</p>	<p>Q3 2022</p>	<p>HR</p>	<p>HR Excellence Project Team set up and operational.</p>	<p>NEW</p>	<p>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.</p>
	<p>To increase the involvement of the research community in the Human Resources Strategy.</p>	<p>45- To establish an HRS4R communication plan.</p>	<p>Q2 2023</p>	<p>HR</p>	<p>HR Excellence communication plan issued by the end of June 2023.  Number of communications on the subject.</p>	<p>NEW</p>	

**TRAINING AND DEVELOPMENT**

Gap principle	Objective	Action	Deadline	Resp. Unit	Indicator/Target	Current status	Remarks
<p align="center"><b>36. Relations with supervisors</b></p>	<p>To improve the supervision of young researchers.</p>	<p>50- Make the course “Getting to grips with supervision” mandatory for new supervisors.</p>	<p>Q4 2023</p>	<p>HR-LD</p>	<p>Number of new supervisors trained.</p>	<p>NEW</p>	<p>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.</p>