

APPENDIX 1 – List of completed actions planned in the initial phase

ETHICAL AND PROFESSIONAL ASPECTS					
Gap principle	Objective	Action	Resp. Unit	Indicator/Target	Remarks
4. Professional attitude	To improve awareness of all members of the personnel regarding their work's context and impact.	<p>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.</p> <p>1-b) Integrate formally within the basic communication course the importance of bottom-up communication and giving feedback.</p>	HR-LD	Implementation of an inclusive induction programme systematically informing on these aspects.	<p>1-a) Comprehensive onboarding and integration programme is available to all newcomers.</p> <p>1-b) The communication course available covers the basic principles of good communication and feedback practices.</p>
5. Contractual and legal obligations	To ensure greater knowledge of the legal framework concerning intellectual property rights (IPR) and entrepreneurship .	<p>2-a) Promote the existing optional Knowledge Transfer (KT) training courses.</p> <p>2-b) Integrate within the onboarding session, explanation of the legal framework concerning intellectual property rights (IPR) and entrepreneurship at CERN.</p>	IPT-KT/ HR-LD	Attendance of KT training courses. Inclusion of IPR in onboarding journey.	<p>2-a) A dedicated Training Opportunities section has been developed on the CERN KT website.</p> <p>KT newsletter includes promotion of existing KT courses.</p> <p>“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.</p> <p>2-b) KT quarterly onboarding sessions integrate intellectual property rights (IPR) and entrepreneurship at CERN.</p> <p>The bi-monthly “Connecting the Dots” session organised by the KT group has a “stand” where newcomers can learn more and ask questions.</p>

ETHICAL AND PROFESSIONAL ASPECTS

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<p>11. Evaluation</p>	<p>To improve the evaluation process</p>	<p>3-a) Implement monitoring of the completion of fellows' induction interviews.</p> <p>3-b) Implement monitoring of the fellows' 18-month optional evaluation report.</p> <p>3-c) Implement supervisor evaluation of doctoral students at the end of their contract through a scorecard/report on the candidate.</p> <p>3-d) Implement mandatory upload of thesis for doctoral students on the CERN Document Server.</p>	<p>HR-PXE</p>	<p>Aim for 100% fellows' induction interview with their supervisor to set clear objectives and results for more effective evaluation and follow-up.</p> <p>50% fellows 18-month report completion.</p> <p>50% doctoral student report on candidate at end of contract.</p> <p>Monitor upload of all theses of CERN doctoral students to the CERN Document Server – target 90%.</p>	<p>3-a) Definition of needs for a tool to monitor the completion of fellows' induction interviews has been issued.</p> <p>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.</p> <p>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.</p> <p>3-d) High percentage of uploaded theses reached.</p>

RECRUITMENT AND SELECTION					
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14. Selection	To improve the selection procedure	4-a) Establish guidelines for hiring managers to support the fellow and student selection processes.	HR-TA	<p>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.</p> <p>*Note: Research fellows (experimental or theoretical physics) will consult with the representatives of the experiments to select their own assignment.</p>	<p>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/VisualSelection_of_ECPs.pdf</p>
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.

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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).

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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
24. Working conditions	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.
	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: <ul style="list-style-type: none"> • 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.

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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.

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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.
28. Career development	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 .
	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

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					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.	<p>New internal mobility guidelines: https://hr.web.cern.ch/internal-mobility</p> <p>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.</p> <p>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.</p>
	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	<p>22-a) Implement a new structure and continuous learning to ensure fellow and associate programme coordinators can devote more time to career advice.</p> <p>22-b) Promote peer learning</p>	HR-PXE / IR	<p>Systematic positioning of the programme coordinators as trusted advisers.</p> <p>Monitoring of the number of interactions and events related to career advice on the alumni network and Alumni LinkedIn groups.</p> <p>Glassdoor (glassdoor.com) feedback monitoring.</p>	<p>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.</p> <p>22-b) Career-related events such as "Moving out of Academia" and "Virtual Company showrooms" were organised by the Office for Alumni Relations.</p>

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		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.	<p>“Train the trainer” programme fully implemented; 2 modules; 9 sessions completed since 2019.</p> <p>Description of the modules: Module 1, Module 2.</p>

TRAINING AND DEVELOPMENT

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<p align="center">36. Relation with supervisors</p>	<p>To improve mentoring of researchers</p>	<p>25- Design and rollout of training focused on fundamentals of researchers' supervision.</p>	<p>HR-LD / HR-PXE</p>	<p>Availability of the guidelines for all supervisors, and monitoring feedback on their effectiveness.</p>	<p>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.</p> <p>24 sessions completed since 2019.</p>
<p align="center">37. Supervision and managerial duties</p>	<p>To promote a constructive and positive working relationship</p>	<p>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.</p>	<p>HR-LD</p>	<p>Bottom-up feedback pilot and uptake of the initiative.</p>	<p>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.</p>