

CERN

CERN Recruitment & Sourcing Policy

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1. Executive Summary

In the context of implementing a modern HR Strategy for CERN and setting up a dedicated HR Centre of Expertise (COE) for Staff Recruitment, this paper outlines a proposed Recruitment & Sourcing policy for CERN founded on the following five principles:

1. Recruiting excellence
2. Sourcing talent for today and tomorrow
3. getting the right people in the right place at the right time
4. Encouraging and valuing diversity
5. Recruiting Ethically

The goal is to provide a framework for all recruitment activities, fully integrating the CERN Competency Model. This policy should enable CERN to position itself towards the candidates as an employer of choice, whilst internally optimising resources and efforts to meet the Organizations' strategic objectives. It is accompanied by a definition of a set of indicators by which the results may be measured as well as the necessary resources required for implementation.

2. Introduction

At the highest level the strategic objectives for HR are to attract, retain, motivate and develop staff in order for CERN to carry out its mission. The Organization's recruitment and sourcing policy sets the deliverables for the first component of this strategic objective: "attract". Overall CERN's HR strategy is comprised of six key activities which are:

1. Workforce Planning
2. Recruitment & Contract Management
3. Learning & Development
4. Performance & Reward
5. Employee Engagement
6. Career & Succession Planning

These processes depend upon the roles & structure which in turn are founded on the values and performance model (source: HR Strategy presentation).

As described in the document "The Role of The Human Resources Department" (2006), the three key prerequisites for CERN's Human Resources Department to effectively carry out its role are :

1. identification of the goals and components of a CERN-wide HR Policy;
2. a clear definition of respective responsibilities in the HR field;
3. awareness and acceptance of that role by all stakeholders

This document is one deliverable aimed at achieving the above goals, forming an integral part of the HR strategy, and in doing so aims to facilitate HR department in becoming:

1. a full partner in the definition of HR Policy;
2. a facilitator in human resources matters;
3. a guarantor of consistent application of HR policy throughout the Organization.

Interviews with Department Heads and Senior Management carried out in 2008, combined with a Staff Survey in 2009 indicated that improving the recruitment process was high on the priority of our stakeholders' agenda. The Member States are paying increasing attention to diversity and particularly to balanced returns in terms of Personnel from their home countries. CERN management have taken note of the increasing challenges of recruiting technicians and technical engineers. Additionally HR is faced with the challenge of juggling recruitment with the increased demand for the career advisory role of the Human Resource Advisors (HRAs). In this context, one of the HR Strategy initiatives was the proposal to supplement the current HR resources allocated to recruitment by setting up a specialised and dedicated Centre of Expertise for staff recruitment which became operational in 2010.

3. Recruitment Principles

The foundations of CERN's recruitment policy are embedded in the following five recruitment principles:

1. Recruit excellence

- committing to hire people with the highest relevant technical and behavioural competencies

2. Source talent for today and tomorrow

- bearing in mind both the short and long term needs of the Organization

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

- ensure proactive and timely staff recruitment

4. Encourage and value diversity

- from sourcing to hiring, appreciating differences

5. Recruit Ethically

- ensuring clear, transparent and fair recruitment processes

a. Recruit Excellence

The CERN values are Commitment, Professionalism, Integrity, Creativity and Diversity. Additionally excellence is core to CERN's success and the objective to recruit people with the highest technical and behavioural competencies is explicit in Admin Circular no. 2. However, data from the 2009 staff survey suggest that 40% of the staff believe we are not achieving this goal. Essential to achieving this goal is therefore **increased effective sourcing across all member states** combined with **improved assessment tools** and **increased measurement** of the effects and KPIs¹. **CERN's recruitment policy must continue to strive to source and recruit excellence.**

b. Source talent for today and tomorrow

A Limited Duration recruitment is typically for five years, although some posts may be opened for shorter durations. Whilst the initial goal of this recruitment is to meet the needs of the current position, empirically we know that just over half our Limited Duration recruits will subsequently obtain an Indefinite Contract and perhaps will change function, job and/or organizational unit. The candidate pool for Indefinite Contract posts is almost entirely the current Limited Duration population. **Therefore whilst the focus of the LD recruitment process is to meet the immediate need, we must also bear in mind the longer term potential and possible future needs of the Organization.**

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

The most frequently used KPI for recruitment is time-to-recruit. However the ultimate goal is to have a timely and pro-active recruitment - in order to have the right person in the right place at the right time. **In order to best meet this objective a key element will be effective Workforce Planning which delivers an Organization-wide recruitment plan based upon accurate planning data and forecast simulations of retirements & departures.** By using a structured and data-driven approach one can build a pro-active, efficient and effective structured method to sourcing and recruiting by anticipating requests for post openings and acting upstream.

d. Encourage and value Diversity

Diversity is one of the CERN values and it should not be underestimated. It is one of the reasons people are attracted to work at CERN and is also one of the reasons Member States continue to strongly support the Organization. This has been recognised in the HR Strategy by the setting up of a diversity officer role in 2011.

A diverse workforce is key to the continued success and longevity of the Organization. During the last 20 years, various approaches have been tested such as quotas on nationality attendance at boards, recommendation from audits and Equal Opportunity Advisory Panel reports, as well as the creation of working groups for poorly-balanced nationalities. **Gender, race, religion, age, sexual orientation, nationality and family situation are all aspects of diversity and recruitment should strive to encourage a diverse workforce from sourcing to hiring.**

The impact on achieving a diverse workforce will primarily depend on the sourcing efforts and which pools are used to ensure a wide variety of available candidates, since at selection it is the technical skills & behavioural competencies which are being evaluated. However in the event that more than

¹ KPI : key performance indicator

one candidate of equal skills & competencies could be chosen for a given post, diversity elements may be taken into consideration. Additional diversity considerations are provided in Annex A.

e. Recruit Ethically

All recruitment decisions should be documented and the process harmonised and transparent. Candidates should have the possibility or opportunity to receive an informed decision on the outcome of their application. Decisions and communication regarding decisions should be provided in a timely manner, and information regarding indemnities and/or allowances, calculations and classification (salary position) should be provided in a transparent fashion.

CERN operates an ethical recruitment policy both on behalf of the candidate and the Organization. The overriding principles and guidelines are covered in the CERN values and code of conduct, and these apply to both the candidate and the Organization. In this respect

The actors in the recruitment process inside the Organization are therefore expected to act with:

1. Integrity : Being straightforward, honest and sincere in its dealings with candidates and not allow prejudice, conflict of interest or bias to override its objectivity
2. Professionalism: Conducting themselves in a manner consistent with the Organization's Code of Conduct and refrain from any behaviour or actions which might bring discredit to the Organization
3. Commitment: Refraining from making informal offers or promises or raising false expectations to candidates. Offers of employment should be made by HR only and in writing including all relevant terms and conditions including remuneration

Equally it is expected that a candidate will act with:

1. Integrity: Will be straightforward, honest and sincere in their dealings with CERN
2. Professionalism: Will Notify CERN as early as possible prior to an interview if he or she cannot attend or decides not to proceed with the interview
3. Commitment: Will ask CERN questions and request clarification on terms and conditions in their offer of employment that may arise

4. Aim

The goal of this policy is to detail CERN's Recruitment and Sourcing Policy. Various elements of CERN's recruitment goals are described in documents submitted to Council in the context of the five-yearly reviews and workforce planning, as well as in the Staff Rules & Regulations, Administrative Circulars and various internal memorandums. However this is the first time the Organization combines these elements, the context, strategy and goals into a single and unique document which proposes a recruitment and sourcing policy with the following goals:

1. Position CERN as an employer of choice.
2. Provide a framework in which all recruitment efforts and actions may be optimised.
3. Provide a vision to the staff involved in recruitment to achieve a common goal.
4. Optimise the recruitment process and efforts to best meet the Organization's strategy and objectives.
5. Define a set of measurements and metrics for the achievements and the success of the policy.

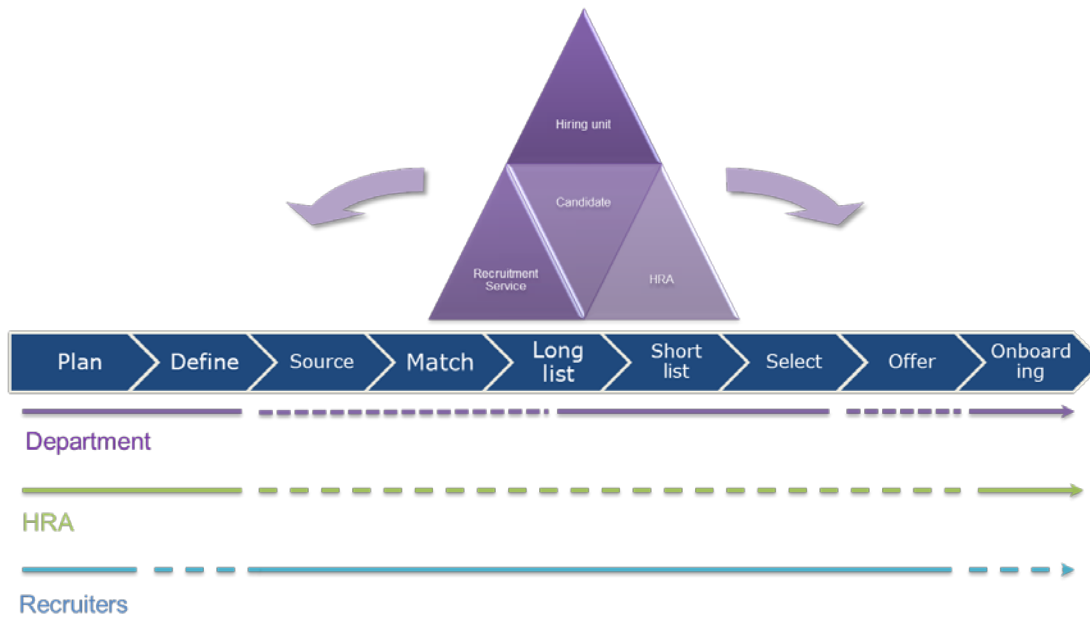
5. Scope

The scope of this policy is for the initial recruitment of Staff Members on Limited Duration Contracts. Recruitment of other categories of employed members of personnel (Fellows or Apprentices) as well as selection of Associated Members of Personnel (e.g. students) is not covered. The Limited Duration to Indefinite Contract process is also outside of the scope of this document, as is Internal Mobility and detachment. Whilst certain elements of the policy may be published, this document is intended to be a reference for internal use in the Organization.

An effective implementation of the recruitment policy relies upon the following five key areas:

1. General considerations
to take into account the specificities of CERN recruitment
2. Developing a forward-looking Recruitment Plan
to enable the activity to be implemented in a timely and pro-active manner, thus reducing delays
3. Implementing an Effective Sourcing strategy
to ensure we have the right pool of candidates to best meet the recruitment needs
4. Building an Employer Branding
to position CERN as an employer of choice on the market
5. Implementing effective & efficient assessment & selection tools
to ensure the filtering of candidates from application thru to onboarding ensures excellence

6. Roles and Responsibilities



Across the **recruitment process** the various stakeholders and their roles and responsibilities are:

- In the department, the **Group Leaders** and **Section Leaders** identify needs according to their programmes of work. After validation with the departmental management, they are advised to discuss the various possibilities of fulfilling this need with their HRA (e.g. internal mobility, promotion etc). If an LD staff recruitment is identified as the solution then the feasibility of opening a given post in a given Career Path should be discussed with their DPO. The department also takes an active role in the shortlisting stage, also responsible for defining test and visit modalities for the boards. They must be represented on the board and are also responsible for preparing for the arrival of the successful candidate joining their team.
- The **Departmental Planning Officer** (DPO), or equivalent responsible for the department's personnel budget, approves the posts in line with departmental MPP and usually launches the EDH Recruitment Request document once agreement has been reached on the VN content with the HRA/Ru and with RPC on budget availability.
- The **Departmental Administrative Officer** monitors the arrival of new staff members and are kept informed in the process at post publication and hiring stages usually. They oversee all administrative aspects of the candidates' integration to the department on arrival at CERN.
- **DG-RPC** has the responsibility for approving budgets and post openings via EDH according to MPP.
- The **HRA**s are responsible for the needs definition and in the event of LD opening, the requirements definition in terms of technical and behavioural competencies. They liaise closely with the departments and communicate with RU. Once a candidate has been selected the HRA 'takes over' with the job offer and subsequent onboarding of the candidate.

- The **classification service** is responsible for ensuring all candidates who apply to CERN are classified (coded) according to their diploma & experience level, thereby determining their eligibility for the relevant posts. Once a candidate is selected classification are responsible for establishing the relevant grade/step for the selected candidate.
- The **Recruitment Unit** – is the central point of communication with candidates and responsible for ensuring a fair and harmonious CERN-wide approach to recruitment. Specifically they will ensure the VNs are well-formed, translated, publishable, attractive etc. After publication they will launch specific sourcing actions for each post and monitor application level and quality as far as possible. They determine need to re-publish posts should the candidate pool be insufficient. Checks synergies wherever possible. The RU is responsible then for the longlisting, provision of the longlist with justifications to the hiring managers for establishment of the shortlist. The full-list is also made available to managers should they wish to consult it. They coordinate calendars to set board dates. The RU takes action once shortlist is received to give invited candidates sufficient notice for interview. It coordinates the test and visit planning for each recruitment and the subsequent follow up of both successful and unsuccessful candidates.

Focusing on the interview as a key part of the recruitment process, we have specific actors with clear roles and responsibilities who are,

- The **recruiter** - coordinates the recruitment, facilitates the interview ensuring harmonious approach with all candidates and adequate integration of the CBI techniques as far as possible. Gathers notes on all candidates, and ensure proactive follow up of the board: if successful, informing selected candidates and if not successful, determines way forward with fellow stakeholders on post re-publication or re-definition.
- The **hiring managers** - takes an active role in CBI interviewing and validating the technical relevance of profiles interviewed. Responsible for test correction and coordination as well as visit impression feedback.
- The **external member** - usually in the same line of work as the profile sought, provides an 'outside' opinion on the technical competencies identified, as well as a view on the behavioural aspects.
- The **departmental representative** – represents the departmental management point of view and takes an active role in interviewing on the behavioural and technical aspects. This role may be allocated to different people for different boards and need not necessarily be the same person for all recruitments.

The hiring decision is made by consensus among all these stakeholders who then recommend a candidate for selection.

7. Budget Rules

In the context of the current MTP, the resources and budget described below are incorporated into the already allocated resources to HR department in the Planning.

Sufficient professional and administrative resources will be allocated to HR Department to run the operational aspects of recruitment including taking actions for sourcing, screening and selection. (3 FTE recruiters + 3 FTE admin assistant for 180 recruits per annum + 1 fellow for process improvement work)

The HR budget allocation must include three axes for recruitment:

1. Reimbursement of candidate expenses
Each candidate travelling to the interview is entitled to travel and expenses. As this can be costly effort should be made upstream to only ensure highly eligible candidates are invited.
2. Recruitment fair expenditure
HR should make the effort to attend recruitment fairs and visit universities in a balanced approach across the Member States. Target recruits here are Staff as well as Fellows and Students.
Travel, brochures, stands and fees for fairs should be covered by a small HR budget
3. Recruitment Advertising & Sourcing
In addition to fairs, HR should launch general advertising campaigns and use all channels at its disposal to promote opportunities at CERN..

The necessary budgets have been incorporated by the HR DPO in current budget allocation within the allocation of RPC of the MTP. In this model all costs relating to additional expenditure for individual/specific recruitment actions will be borne by the recruiting department after consultation with HR regarding the most appropriate action(s).

8. Process

The introduction of the competency model is a significant move towards harmonizing career management and driving performance and development of staff. As such it will be fully integrated into every stage of the recruitment process.

The CERN Competency Model is a single reference model consisting of both technical and behavioural competencies. Technical competencies have been identified from the main domains of expertise of our Organization. Examples of domains would be “Information Technology, Mechanics,

Physics”; examples of technical competencies within the Mechanics domain would be “knowledge of thermodynamics, design of mechanical systems”.

Behavioural competencies have been defined as the way in which work is carried out and each competency has been illustrated with indicators of effective and ineffective behaviour. The behavioural competencies identified at CERN consist of ten core competencies (e.g., “flexibility, achieving results”) and five leadership competencies (e.g., “bringing the best out of people, setting direction”).

The subsequent sections detail the steps in the Recruitment Process and how the CCM is integrated into each step.

Recruitment Planning & Organisation

As described in section 5.1, a rolling twelve to eighteen month CERN-wide recruitment plan will be maintained up to date and used collaboratively as a basis for planned recruitment activity. The source of this planning data will be APT and information gathered from the Departmental Planning Officers. Meetings to discuss and formulate these plans will be held together with the DPO and HRA concerned. The ability to deal with urgent/unforeseen recruitment needs (e.g. due to unforeseen departures, or significant success in securing external funding) as well as adapting the plans to follow the evolution and changes in the needs of the departments should be an integral part of HR’s capabilities.

In organising the workload across HR allocation to recruiters will be predominantly oriented around grouping of competencies and job families in order to have specialisations, obtain synergies and achieve economies of scale.

Needs Definition

As each individual post request is made, the first step will be a discussion with the HRA. The HRA in collaboration with the hiring unit will be responsible for the specific needs definition. At this stage in the process, the HRA also brings in knowledge of potential alternatives to the opening of an LD post which may involve internal mobility or career development.

If an LD position is opened, then the HRA will work together with the hiring manager to identify and specify the required technical skills and behavioural competencies in addition to the job code, career path and required experience. The needs definition will be elaborated in the EDH Request for Opening a Staff Post.

The requirement for specific sourcing actions will also be analysed at this stage in the process, as well as discussion on the tools and assessment techniques and evaluation criteria to be used against the identified technical and behavioural competencies.

Sourcing

Part of the needs definition will be translating an internal ‘need’ into an externally-visible ‘opportunity’. A clear definition of the competencies required combined with emphasis on the relevant EVP factors will help. Optionally the vacancy may include a video clip. HR also has a database of effective sourcing tools which may be consulted. Sourcing actions covering on-line

publications, social & professional networks etc will be covered by HR. Any additional costs for specific actions will be borne by the hiring unit's department (with prior approval).

Publication

The date-off for the vacancy notice and length of publication will have been agreed at the needs definition. The minimum period of publication (according to AC2) is 4 weeks. For certain posts which are difficult to source the deadline may be extended. The vacancy notice will clearly state the required competencies using the CCM.

Screening

The e-recruitment tool should provide for automated general screening according to eligibility criteria, auto-coding/career-path and 'killer questions' which can automatically eliminate non-eligible candidates. Post-specific screening questions should enable recruitment efforts to focus on the relevant candidates.

A **longlist** comprising of relevant candidates who have applied to this post as well as applications collected in the 'Skills always in demand' section and other potentially interested candidates will be sent to the department who in collaboration with HR will then produce a shortlist. The full-list of candidates may also be consulted should departments wish to do so.

Remote Assessment

HR provides for a variety of facilities for remote assessment which include:

- **Telephone screening.** This is an additional tool which may be used to narrow the shortlist or run further screening prior to interview. Telephone screening will use a structured approach (such as CBI) and will involve an HR specialist and ideally the hiring manager (or replacement).
- **Asynchronous video-screening.** This is a tool which allows for a 5-15 minute structured interview. Questions are agreed upon beforehand and the shortlisted candidates have a time-period within which to answer the questions. Since the process is asynchronous it is extremely resource efficient. However it is neither an interview nor two-way interaction, but it has been proven to be extremely effective
- **Web-based testing/probing.** A web-based questionnaire to probe further in a structured fashion experience or technical skills may be set up if required.

After using the above tools one should arrive at a final list of ideally no more than four candidates who match the technical and behavioural skills required for the post and will therefore be invited for an on-site selection process.

Selection

Once candidates are invited on-site there are a variety of selection tools which are available. These include :

1. The selection board.

The composition of the board is described in Admin Circular 2. The board should use an evaluation grid based upon the competencies identified at the needs definition phase and

published in the vacancy notice. Competency Based Interviewing techniques can be used and HR provides training on this.

2. One-on-one interviews
More indepth interviews on the technical skills or behavioural skills may be arranged.
3. Technical Walkthroughs
Walkthrough interviews may be arranged for assessing technical skills
4. Practical Test
A practical test may be organised
5. Visit
A visit may be organised
6. Lunch
Usually a lunch is organised by HR for the candidates & board members to also meet in a more informal environment

References may be checked for the recommended candidate.

The board has been delegated decision making power by the recruiting department to make a selection decision on its behalf. In the case of consensus the department concerned will be informed of the selection choice. The Classification Service will propose the appropriate starting position for the chosen candidate based on transparent criteria. The decisions will be communicated and recorded transparently.

9. Monitoring

As reducing delays and improving the candidate pool are two high priorities, HR Department will put in place tools to constantly monitor the source of the candidate pool as well as managing the time which a recruitment process takes.

Additionally, HR will gather qualitative feedback via a questionnaire for each individual recruitment to measure satisfaction on the process.

The key performance indicators to monitor are therefore:

1. Time to Recruit
From initial request in EDH to Board Organisation should take less than 3 months, with request to offer having a target of 100 days.
2. Quality of Sourcing
Quality will be measured by multiple axes including nationality diversity, newcomers, gender balance. 2008 to 2009 recruitment figures show an average of 50 applicants per post. The target should be an average of 100 ('eligible candidates')
3. Quality of Process
The quality of the recruitment process will be measured via a customer service questionnaire. The goal is 80% highly satisfied.

4. Quality of Hire

Quality of hire is the measure of how well a new person meets the performance needs of the job. A structured performance-based approach to measure this, incorporated into the induction, mid and end-probation reviews is essential. The goal here should be 100% pass mid & end-probation.

Additional measures are proposed in standard HR literature such as retention rates, but these are already included in the standard HR monitoring & reporting processes.

Approval & Change Management Process

This document is based on input gathered through multiple channels in the Organization including the staff survey, interviews with Department heads, input from the Staff Association, Council and TREF papers, five-yearly reviews and feedback from those involved in recruitment at CERN. It is intended for approval by the Director of Administration and Infrastructure. It should be reviewed and updated on a regular basis (e.g. at minimum every five years).

Annex A. Additional diversity considerations

Based upon experience of current and past recruitment approaches combined with data collected for the five-yearly reviews, there are a number of considerations to be taken into account in implementing recruitment and sourcing strategy. These considerations are inherently linked to CERN's recruitment principles and in particular valuing diversity (4) and recruiting for today and tomorrow (2).

Age & Experience

In the past, CERN has had a first-employment programme and specifically targeted school and university leavers with less than five years' experience. This is no longer the case as this programme was discontinued in the previous five-yearly review. However on examination of the data collected on arrivals for the 2010 five-yearly review, we see arrivals predominantly in the 26-30 years-old age category. Similarly, looking at the years of experience data, we have predominantly less than five years' experience –also perhaps remnants from the effect of the first employment programme. To continue recruiting solely along these lines would be unhealthy. ***CERN requires a balanced mix of ages and should make particular efforts to specifically target experienced recruits as well as graduates in order to bring a healthy mix of industry best practices and latest learning innovations.***

Previous Employment

CERN hires predominantly from the private sector, and particularly from Hi-Technology. Out of the recruits analysed for the 2010 five-yearly review, 72% came from outside CERN and 28% previously had a CERN status (mainly fellows, but some associates, students & users). These ratios in themselves seem reasonable in that a healthy balance of outside recruits (fresh-blood,) and in-house sourcing is achieved; however, zooming in on certain categories we observe, for example, that 70% of Engineers & Computing Professionals (Category 2) came from inside CERN with Fellows accounting for 40% of the candidate pool. In this context ***CERN should strive to adopt a balanced mix of recruitment sources.***

Furthermore, for technicians a non-negligible percentage of recruits from industry come from contract staff or field support units present on the CERN site. Analysing the various recruitment sources, CERN seems to be well on the radar of university level engineers and staff; however, there is a distinct lack of Member State representation for experienced candidates for Technicians and Technical Engineers posts. ***CERN should make particular efforts to increase the pool of Technicians and Technical Engineers.***

CERN will target fresh recruits. ***In principle, and in line with recently-implemented policy, CERN will not re-hire former LD staff members. In exceptional circumstances where specialised competencies may not be found on the market, and with the DG's authorisation, a former LD candidate may be invited and selected.***

Over-qualified

CERN will strive to hire people of the right qualifications for the position which is opened. In general preference will be given to candidates with the qualification level indicated on the vacancy notice. ***Candidates with higher qualifications (in the same domain as the post) than those required will normally not be considered.***

Nationality

The recruitment pool for Career Paths A & B is defined to be the local region. The policy is to recruit Career Paths C-G internationally. Recently, France has been the predominant recruitment pool for internationally recruited staff, with a particular concern for the starting Career Path of the international staff (Career Path C), where up to 70% of the recruits are from France. ***Particular efforts should be made to source and attract excellent candidates from the Member States further afield whilst taking into consideration Member State Return Coefficients.***

CERN will source amongst its Member States. Except for a minority of Category 1 positions in Experimental and Theoretical Physics, Non Member State (NMS) applicants will receive a reply informing them of their ineligibility. ***In exceptional circumstances where specialised competencies may not be found on the MS market, and with the DG's authorisation, an NMS candidate may be invited and selected.***

Associate and “pre-stage to Member Ship” candidates may apply for staff positions once membership to CERN Council has been approved. The number of appointments for associate members is limited to the percentage contribution of the applicable CERN budget.

Gender

Whilst around one-third of the applicants are women with the appointment rate reflecting this proportion, specific efforts should be made in ***particular amongst scientists and engineers to encourage more applications from women.***

Special Needs / Accessibility

The recruitment process should be fully accessible and support candidates with special needs. Adhering to W3C standards for the web interface will ensure colour-blind or people with reading difficulties may still apply. Alternative methods of application should be provided for candidates with special needs who are unable to apply via the online application form. ***Every effort should be made throughout the application, selection through to hiring process to accommodate special needs.***