Document 1: Surveys on employment conditions at CERN

CERN regularly carries out surveys on the employment conditions which are addressed to its staff members. In addition to such surveys, a sample of its members of personnel were invited to reply in 2017 to a survey specifically dedicated to the implementation of the EU Charter and Code, in view of preparing the Gap Analysis and Action Plan for the application to the HR Excellence in Research Award. This survey and its results are detailed in Document 2.

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 those offered by the Organization allow it to recruit and retain staff members of the highest competence and integrity from all its member states and remain attractive for fellows in relation to comparable research institutions. In this framework, the following surveys were sent to all Staff Members:

Survey of 2009 (launched by HR before the 5-yearly review of 2010): this survey addressed the work environment, careers, financial and social benefits and the HR Department. 1328 Staff Members out of 2321 responded to the survey (response rate = 57.22%). Please find the detailed results of the survey in Annex 1.

Survey of 2011 (Launched by HR in view of preparing the 5-yearly review of 2015): Staff Members were invited to share their opinions on Internal mobility, MARS (Merit Appraisal and Recognition Scheme) and Diversity. 552 Staff members out of 2424 responded to the survey (response rate = 22.77%). Please find the detailed results of the survey in Annex 2.

The results of this survey were presented to the personnel in a general public meeting on 25 June 2012. As a result of this survey, a new career structure (https://hr-dep.web.cern.ch/content/5-yearly-review-career) and various measures concerning diversity and work-life balance (https://hr-dep.web.cern.ch/content/5-yearly-review-diversity) have been put in place. A review of the contract policy and of the appraisal system was also conducted. We are currently finalising the implementation of a new and improved appraisal system which will soon be evaluated through further consultation of the personnel.

In addition to the surveys aiming at preparing for the 5-yearly review, a survey, related to the quality of working life, was launched by HR in 2018, entitled “Work well feel well”. Employed Members of the personnel and Students were consulted with the objective to map stress indicators at CERN and identify groups in potential difficulty and priority actions to better support them. 1329 persons completed the survey, which corresponds to 34% of the target population. Measures taken aim at developing a comprehensive stress prevention and management programme and cover the following items: identification and action on causes, increase of people’s resilience, remedial assistance though structures and holistic support systems.
As a complement to the CERN-wide surveys which are defined above, systemic exit interviews as well as ad hoc qualitative feedback underpins HR actions (onboarding and buddy-up schemes, exit questionnaires, supervisors training).

The next survey will be carried out in 2019. The two first items of the revised Action Plan produced in the framework of the application to the Excellence in Research Award are dedicated to these surveys.

One of them will focus on Employee engagement and will probe the personnel on the main employment conditions to define topics that will drive the next 5-yearly Review of 2020. HR will be in charge of designing the survey, launching it, following it up and analysing the results to draw a plan of action in the relevant domains.

The second survey will probe the work satisfaction and job engagement of Fellows, young R2 researchers, BSc, MSc and PhD graduates.

---------------------------

Annexes:

Annex 1: Results of Staff Survey 2009
Annex 2: Results of Staff Survey 2011
Annex 1: Results of Staff Survey 2009

1 – Work environment

- My job requires me to work very hard
  - Agree: 84.8%
  - Disagree: 15.2%

- My job requires me to work very fast
  - Agree: 74.7%
  - Disagree: 25.3%

- My work is often interrupted before I can complete it
  - Agree: 59.6%
  - Disagree: 40.4%

- I regularly answer work-related e-mails at the weekend or during my holidays
  - Agree: 58%
  - Disagree: 42%

- My job involves a reasonable amount of work
  - Agree: 67.9%
  - Disagree: 32.1%

- My job requires a high level of skill
  - Agree: 89%
  - Disagree: 11%

- My job requires me to be creative
  - Agree: 88%
  - Disagree: 12%

- My job often allows me to take decisions on my own
  - Agree: 85.7%
  - Disagree: 14.3%
Job satisfaction

- Generally speaking, CERN is an attractive employer: 90% agree, 10% disagree.
- I am enthusiastic about CERN when I speak to people outside: 94.2% agree, 5.8% disagree.
- I am proud to be part of this Organization: 97.2% agree, 2.8% disagree.
- I trust and have confidence in the leadership of the Organization: 77.5% agree, 22.5% disagree.
- Generally speaking, I am satisfied with my work: 87.6% agree, 12.4% disagree.

Social support from supervisor

- My supervisor is good at encouraging teamwork: 75.3% agree, 24.7% disagree.
- My supervisor is concerned about the well-being of the team members: 83.2% agree, 16.8% disagree.
- My supervisor is approachable and available to the team members: 88.1% agree, 11.9% disagree.
- My supervisor helps me in my work if necessary: 80.1% agree, 19.9% disagree.
Social support from colleagues

- I can count on the cooperation of my colleagues when I need it: 91.7% Agree, 8.3% Disagree
- My colleagues are competent in their work: 95.7% Agree, 4.3% Disagree

Clarity of the mission

- I receive conflicting instructions: 18.4% Agree, 81.6% Disagree
- The link between my work and the objectives of my group is clear to me: 84.7% Agree, 15.3% Disagree
- I have a clear picture of what is expected of me at work: 90.7% Agree, 9.3% Disagree

Rewards

- Considering all my efforts and achievements, my salary is satisfactory: 61.1% Agree, 38.9% Disagree
- Considering all my efforts and achievements, my promotion prospects are satisfactory: 45% Agree, 55% Disagree
- Considering all my efforts and achievements, I receive the respect and esteem I deserve at work: 73.2% Agree, 26.8% Disagree
- My current professional position matches my education and training: 87.2% Agree, 12.8% Disagree
- At work I receive satisfactory support in difficult situations: 67.8% Agree, 32.2% Disagree
- My colleagues give me the respect I deserve: 89.6% Agree, 10.4% Disagree
- My supervisors give me the respect I deserve: 76.1% Agree, 23.9% Disagree
2 – Careers at CERN

Which of the following statements best correspond to how you would describe your career? (Two choices cumulated)

- I am satisfied with my career so far
- I don’t know where my career is going
- The most important thing is to get an indefinite contract
- I have had a good career
- The most important thing is to move into a higher career path
- My career is over
- Other
- I would like to change my job but my hierarchy won't allow to me

LD and IC contracts

- The current contract policy creates too much worry for those who hold a limited duration contract: Agree 90.3% Disagree 9.7%
- To be awarded an indefinite contract, it is vital to exercise functions that make you visible: Agree 77% Disagree 23%
- I know the evaluation criteria that are taken into account in the decision to award an indefinite contract: Agree 56.6% Disagree 43.4%

What do you expect from your career development at CERN? (Two choices cumulated)

- More recognition
- More responsibility at the technical level
- More money
- More managerial responsibility
- More variety in my activities
- More visibility
- More power
About "MARS" (a)

I understand the criteria by which performance is assessed in the MARS framework
- Agree: 71.8%
- Disagree: 28.2%

The annual MARS interview is an opportunity for a constructive exchange of views with my supervisor
- Agree: 79.3%
- Disagree: 20.7%

The written assessment of my performance usually enhances my motivation
- Agree: 73.4%
- Disagree: 26.6%

Since the introduction of MARS in 2007, it has been possible to award anything between 0 and 7 steps; in my opinion, this is too wide a range
- Agree: 47.2%
- Disagree: 52.8%

About "MARS" (b)

The MARS exercise accords too much importance to individual performance and not enough to team performance
- Agree: 46.2%
- Disagree: 53.8%

The introduction of MARS has had a positive impact on staff motivation
- Agree: 36.5%
- Disagree: 63.5%

The MARS interview only sets objectives for the current year. There should also be a separate interview to discuss a career plan, for example every 5 years
- Agree: 70.1%
- Disagree: 29.9%

I'm convinced that career advancement and promotion are fair with respect to:

- Age
  - Agree: 40.9%
  - Disagree: 26.1%
  - Don't know: 33%

- Gender
  - Agree: 37.5%
  - Disagree: 32.4%
  - Don't know: 30.1%

- Nationality
  - Agree: 37.6%
  - Disagree: 33%
  - Don't know: 29.4%
A difficult professional mobility

At CERN, it is easy to change department
- 38.5% Yes, 61.5% No

At CERN, it is easy to change functions
- 23.7% Yes, 76.3% No

3 – Financial and Social Benefits

Financial and Social Benefits

CERN offers salaries that match responsibilities of staff members
- 63.7% Agree, 30.4% Disagree, 5.9% Don't know

CERN offers salaries that are in line with the cost of living in the Geneva area
- 68.8% Agree, 28.7% Disagree, 2% Don't know

CERN offers good pension benefits
- 69% Agree, 7.4% Disagree, 23.6% Don't know

Partners and children

More needs to be done to help spouses and partners to find a job in the local area
- 56.0% Agree, 13.6% Disagree, 30.4% Don't know
4 – Activities of the HR Department

Knowledge of HR

- I know a few people in HR but I don’t really know everything that the department does:
  - Agree: 64.9%
  - Disagree: 35.1%

- HR assigns a Human Resources Advisor (HRA) to each department. Do you know what these advisors do?
  - Agree: 49.4%
  - Disagree: 50.6%

- Do you know who is the HRA assigned to your department?
  - Yes: 76.6%
  - No: 23.4%

The communication of HR

- Information from HR on the Staff Rules and Regulations and their application is easily understandable:
  - Agree: 50.8%
  - Disagree: 41.7%
  - Don’t know: 7.5%

- HR doesn’t provide sufficient information on personnel matters:
  - Agree: 66.3%
  - Disagree: 24.4%
  - Don’t know: 9.3%

- I’ve already consulted the HR website:
  - Yes: 84%
  - No: 16%
In your view, to which of the following areas should HR give PRIORITY?
(Two choices cumulated)

Recruitment

- HR facilitates the arrival of new staff members and helps them to get settled in the region
- The recruitment process (from the publication of the vacancy to the effective start of the appointment) takes too long
- The recruitment procedure allows CERN to recruit staff of the highest competence
- HR makes an effort to attract a wide range of candidates

Training

- The training courses offered at CERN are useful in practice to the staff members who have followed them
- I recommend the courses I've followed at CERN to my colleagues
- The training courses offered at CERN cover all staff members' needs
- I do not have enough information about training that could potentially be beneficial to me
Annex 2: Results of Staff Survey 2011

1 – Internal Mobility

What is internal mobility?
**How often have you changed?**

- **Different department, but more senior role:**
  - Never
  - Once
  - More than once

- **Different department, but similar job:**
  - Never
  - Once
  - More than once

- **Completely new role/job:**
  - Never
  - Once
  - More than once

- **Different role/team in the same department:**
  - Never
  - Once
  - More than once

- **More senior job in the same department:**
  - Never
  - Once
  - More than once

- **More responsibilities within your current job:**
  - Never
  - Once
  - More than once

- **More roles within your current job:**
  - Never
  - Once
  - More than once

---

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career prospects are improved</td>
<td>65</td>
<td>167</td>
<td>229</td>
<td>67</td>
<td>24</td>
</tr>
<tr>
<td>Career structure too restrictive</td>
<td>103</td>
<td>165</td>
<td>194</td>
<td>56</td>
<td>34</td>
</tr>
<tr>
<td>Easier to find job outside CERN than in a different department</td>
<td>66</td>
<td>119</td>
<td>249</td>
<td>63</td>
<td>41</td>
</tr>
<tr>
<td>Anybody can succeed at internal mobility if they try</td>
<td>45</td>
<td>100</td>
<td>185</td>
<td>130</td>
<td>92</td>
</tr>
<tr>
<td>Only for those who are high flyers</td>
<td>83</td>
<td>90</td>
<td>172</td>
<td>115</td>
<td>152</td>
</tr>
<tr>
<td>Career prospects are penalised</td>
<td>41</td>
<td>76</td>
<td>142</td>
<td>89</td>
<td>204</td>
</tr>
<tr>
<td>Only for those perceived as under-performers or difficult</td>
<td>44</td>
<td>71</td>
<td>144</td>
<td>86</td>
<td>207</td>
</tr>
</tbody>
</table>
Why would you move?

- I want new challenges: 383
- I want to develop my competencies: 342
- I have skills that would be useful in another role/dep: 264
- I want better career prospects: 201
- I want more responsibilities: 160
- Unhappy in current role: 109
- No desire to change: 62
- Not on good terms with supervisor: 57
- Not on good terms with colleagues: 35

Systematic and mandatory?

- I don’t know: 2%
- No: 51%
- Yes, at least once in your career: 18%
- Yes, once every 5 years: 15%
- Yes, once every 3 years: 3%
- Yes, other (please specify): 11%
What is your current attitude?

Opinions on the new job

New supervisor not happy with my performance, 2
Old supervisor blames me for lack of continuity, 3
Don't have the skills for new role, 4
I don't like my new job, 12
I don't like my new supervisor's style of management, 22
2 – MARS (Merit Appraisal and Recognition Scheme)

How often should interviews happen?
How long do and should interviews last?

- **Preferred length**
  - One hour: 57%
  - Two hours + 29%
  - Thirty minutes: 9%
  - Not yet had a MARS interview: 5%

- **Actual length**
  - One hour: 52%
  - Two hours + 35%
  - Thirty minutes: 6%
  - Not yet had a MARS interview: 6%

Is the process time-consuming?

**As a MARS supervisor, I feel the process:**

- Is achieved fairly quickly: 2%
- Is about right: 61%
- Is too heavy: 23%
- Takes up more time than I’d like it to: 31%
- Not sure/no opinion: 9%

**As a MARS supervisee, I feel the process:**

- Is achieved fairly quickly: 6%
- Is too heavy: 16%
- Takes up more time than I’d like it to: 17%
- Is about right: 51%
- Not sure/no opinion: 10%

Are clear work objectives defined?
Do you discuss advancement?
Personal opinions of MARS

- Receive honest & fair feedback of my work
- Chance to put acknowledged views across
- Have received fair advancement in past 2 years
- Career position is fair reflection of qualifications & experience
- Results provide accurate reflection of accomplishments
- Career position is fair reflection of complexity of role
- Advancement has been fair compared to peers
- Able to ask for re-assessment in event of unfair result
- Helps me understand my strengths & weaknesses and plan career

Rewards teamwork

MARS and supervisors

- It would be valuable to do an evaluation of my manager
- MARS enables me to give feedback to my manager
- MARS discussions have improved my relationship with my manager
- Managers are well equipped to deal with low performance
The MARS system

The aims of the MARS system are clear to me

- Strongly agree: 145
- Agree: 209
- Neutral: 110
- Disagree: 58
- Strongly disagree: 32

MARS is an improvement on the previous MAPS system

- Strongly agree: 18
- Agree: 42
- Neutral: 346
- Disagree: 81
- Strongly disagree: 65

The MARS system has improved in the last two years

- Strongly agree: 36
- Agree: 307
- Neutral: 114
- Disagree: 78

It makes sense that salary increase is connected to the annual performance review

- Strongly agree: 205
- Agree: 246
- Neutral: 66
- Disagree: 161

It makes sense that the promotion is connected to the annual performance review

- Strongly agree: 202
- Agree: 239
- Neutral: 58
- Disagree: 32

The MARS process motivates me, and rewards me appropriately

- Strongly agree: 41
- Agree: 121
- Neutral: 192
- Disagree: 101

The MARS process and objectives help me focus my efforts throughout the year

- Strongly agree: 42
- Agree: 150
- Neutral: 156
- Disagree: 118

Objectives-based management is fair and clear

- Strongly agree: 41
- Agree: 186
- Neutral: 207
- Disagree: 73

Distribution of steps

- I don't understand the reasons for having a distribution, 57, 14%
- I am not aware of the guidelines for the distribution of steps, 77, 14%
- I understand the reasons for having guidelines, but I feel the current distribution isn't right, 273, 50%
- I think the current recommended distribution of steps works well, and leads to a fair outcome, 93, 17%
- Other, 52, 9%
What do you view as recognition?

3 – Diversity

Current attitude to diversity at CERN

I have concerns about some areas of diversity at CERN, and I feel there is substantial work to be done, 77, 14%

CERN is an exceptionally diverse environment, and we are very good at treating everyone fairly, 282, 51%

Other, 45, 8%

CERN has a generally good attitude to diversity, but there are still areas where we could improve substantially, 145, 27%
Opinions by gender

For Male:
- Concerned: 0.13%
- Other: 31.7%
- Areas to improve: 117.27%
- Good: 238.64%

For Female:
- Concerned: 14.13%
- Other: 36.22%
- Areas to improve: 28.25%
- Good: 44.39%

Priorities for diversity office

Promote: 335
Support: 329
Attract: 229
Train: 217
Foster: 127
Monitor: 99
Review: 97
Provide: 83
Organise: 81
Personal experiences of discrimination

![Bar chart showing percentages of personal experiences of discrimination across various criteria like religion or beliefs, sexual orientation, culture or values, etc.]

Personal experiences - age

![Bar chart showing the percentage of personal experiences of discrimination by age group, with data for different decades (1940s to 1980s).]
Personal experiences - gender

Male
- 10.2% Never
- 108.25% Occasionally
- 108.25% Often

Female
- 39.35% Never
- 49.44% Occasionally
- 39.35% Often

Personal experiences - nationality

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Never</th>
<th>Occasionally</th>
<th>Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austrian</td>
<td>67%</td>
<td>22%</td>
<td>5%</td>
</tr>
<tr>
<td>Italian</td>
<td>64%</td>
<td>34%</td>
<td>2%</td>
</tr>
<tr>
<td>British</td>
<td>64%</td>
<td>29%</td>
<td>7%</td>
</tr>
<tr>
<td>German</td>
<td>64%</td>
<td>28%</td>
<td>8%</td>
</tr>
<tr>
<td>French</td>
<td>63%</td>
<td>32%</td>
<td>4%</td>
</tr>
<tr>
<td>Swiss</td>
<td>83%</td>
<td>27%</td>
<td>11%</td>
</tr>
<tr>
<td>Portuguese</td>
<td>60%</td>
<td>40%</td>
<td>6%</td>
</tr>
<tr>
<td>Spanish</td>
<td>50%</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>Belgian</td>
<td>59%</td>
<td>42%</td>
<td>8%</td>
</tr>
<tr>
<td>Swedish</td>
<td>58%</td>
<td>33%</td>
<td>8%</td>
</tr>
<tr>
<td>Polish</td>
<td>50%</td>
<td>42%</td>
<td>8%</td>
</tr>
<tr>
<td>Dutch</td>
<td>42%</td>
<td>47%</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>47%</td>
<td>38%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Never | Occasionally | Often
To what extent is your voice heard?

Aspects of fairness
Impact of environmental factors

Impact on my role or career

All staff, all criteria
Impact - gender

Male
- Helped, 33, 7%
- Hindered, 12, 3%
- No impact, 393, 90%

Female
- Helped, 14, 13%
- Hindered, 27, 24%
- No impact, 70, 63%