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: 84.8% Agree, 15.2% Disagree
- My job requires me to work very fast: 74.7% Agree, 25.3% Disagree
- My work is often interrupted before I can complete it: 59.6% Agree, 40.4% Disagree
- I regularly answer work-related e-mails at the week-end or during my holidays: 58% Agree, 42% Disagree
- My job involves a reasonable amount of work: 67.9% Agree, 32.1% Disagree
- My job requires a high level of skill: 89% Agree, 11% Disagree
- My job requires me to be creative: 88% Agree, 12% Disagree
- My job often allows me to take decisions on my own: 85.7% Agree, 14.3% Disagree
Job satisfaction

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

Social support from supervisor

- My supervisor is good at encouraging teamwork: Agree 75.3%, Disagree 24.7%
- My supervisor is concerned about the well-being of the team members: Agree 83.2%, Disagree 16.8%
- My supervisor is approachable and available to the team members: Agree 88.1%, Disagree 11.9%
- My supervisor helps me in my work if necessary: Agree 80.1%, Disagree 19.9%
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.
- 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 48.2, Disagree 51.8.
- 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 33, Don't know 26.1.
- Gender: Agree 37.5, Disagree 30.1, Don't know 32.4.
- Nationality: Agree 37.6, Disagree 29.4, Don't know 33.
A difficult professional mobility

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

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

3 – Financial and Social Benefits

Financial and Social Benefits

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

- CERN offers salaries that are in line with the cost of living in the Geneva area
  - Agree: 68.3%
  - Disagree: 28.7%
  - Don't know: 3%

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

Partners and children

More needs to be done to help spouses and partners to find a job in the local area

- Agree: 56.0%
- Disagree: 13.6%
- Don't know: 30.4%
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: 49.8%
  - Disagree: 50.6%

- Do you know who is the HRA assigned to your department?
  - Yes: 70.6%
  - No: 29.4%

The communication of HR

- Information from HR on the Staff Rules and Regulations and their application is easily understandable:
  - Agree: 58.8%
  - 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: 60% Never, 30% Once, 10% More than once
- Different department, but similar job: 70% Never, 20% Once, 10% More than once
- Completely new role/job: 80% Never, 15% Once, 5% More than once
- Different role/team in the same department: 45% Never, 35% Once, 20% More than once
- More senior job in the same department: 60% Never, 30% Once, 10% More than once
- More responsibilities within your current job: 50% Never, 40% Once, 10% More than once
- More roles within your current job: 70% Never, 20% Once, 10% More than once

- Career prospects are improved: 85% Strongly agree, 10% Agree, 5% Neutral, 0% Disagree, 0% Strongly disagree
- Career structure too restrictive: 103% Strongly agree, 165% Agree, 56% Neutral, 58% Disagree, 34% Strongly disagree
- Easier to find job outside CERN than in a different department: 80% Strongly agree, 119% Agree, 249% Neutral, 63% Disagree, 41% Strongly disagree
- Anybody can succeed at internal mobility if they try: 45% Strongly agree, 100% Agree, 185% Neutral, 130% Disagree, 92% Strongly disagree
- Only for those who are high flyers: 90% Strongly agree, 172% Agree, 115% Neutral, 152% Disagree, 15% Strongly disagree
- Career prospects are penalised: 82% Strongly agree, 162% Agree, 108% Neutral, 162% Disagree, 0% Strongly disagree
- Only for those perceived as under-performers or difficult: 41% Strongly agree, 76% Agree, 142% Neutral, 89% Disagree, 21% Strongly disagree
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/department: 264
- I want better career prospects: 201
- I want more responsibilities: 169
- 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?

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

- Once per year: 464
- More than once per year: 45
- Once every 2 years: 43

### Biggest barriers?

- I do not know of a supportive policy:
  - Strongly agree: 165
  - Agree: 167
  - Neutral: 142
  - Disagree: 51
  - Strongly disagree: 27

- Pressure to stay in current job & keep services running smoothly:
  - Strongly agree: 164
  - Agree: 168
  - Neutral: 49
  - Disagree: 47

- Manager will not allow me to move:
  - Strongly agree: 124
  - Agree: 229
  - Neutral: 49
  - Disagree: 37

- Other departments unwilling to hire internally:
  - Strongly agree: 136
  - Agree: 259
  - Neutral: 54
  - Disagree: 34

- Cannot find a role to move to:
  - Strongly agree: 135
  - Agree: 223
  - Neutral: 79
  - Disagree: 62

Legend:
- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
How long do and should interviews last?

Preferred length
- One hour: 67%
- Two hours + 29%
- Thirty minutes: 9%
- I've not yet had a MARS interview: 5%

Actual length
- One hour: 52%
- Two hours: 38%
- Thirty minutes: 6%
- I've not yet had a MARS interview: 5%

Is the process time-consuming?

As a MARS supervisor, I feel the process:
- Is too heavy: 26%
- Is about right: 41%
- Takes up more time than I'd like it to: 31%
- Not sure/no opinion: 3%

As a MARS supervisee, I feel the process:
- 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

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

<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>The aims of the MARS system are clear to me</td>
<td>145</td>
<td>200</td>
<td>110</td>
<td>58</td>
<td>32</td>
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<tr>
<td>MARS is an improvement on the previous MAPS system</td>
<td>19</td>
<td>42</td>
<td>346</td>
<td>81</td>
<td>65</td>
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<td>The MARS system has improved in the last two years</td>
<td>17</td>
<td>36</td>
<td>307</td>
<td>114</td>
<td>70</td>
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<tr>
<td>It makes sense that salary increase is connected to the annual performance review</td>
<td>205</td>
<td>246</td>
<td>66</td>
<td>142</td>
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<td>It makes sense that the promotion is connected to the annual performance review</td>
<td>202</td>
<td>239</td>
<td>98</td>
<td>32</td>
<td>21</td>
</tr>
<tr>
<td>The MARS process motivates me, and rewards me appropriately</td>
<td>41</td>
<td>121</td>
<td>198</td>
<td>101</td>
<td>91</td>
</tr>
<tr>
<td>The MARS process and objectives help me focus my efforts throughout the year</td>
<td>42</td>
<td>150</td>
<td>156</td>
<td>118</td>
<td>36</td>
</tr>
<tr>
<td>Objectives-based management is fair and clear</td>
<td>41</td>
<td>186</td>
<td>207</td>
<td>73</td>
<td>43</td>
</tr>
</tbody>
</table>

Distribution of steps

- I don't understand the reasons for having a distribution, 57, 10%
- I don't understand the reasons for having a distribution, 57, 10%
- I am not aware of the guidelines for the distribution of steps, 77, 14%
- I think the current recommended distribution of steps works well, and leads to a fair outcome, 93, 17%
- Other, 52, 9%
- I understand the reasons for having guidelines, but I feel the current distribution isn't right, 273, 50%
3 – Diversity

**Current attitude to diversity at CERN**

- CERN is an exceptionally diverse environment, and we are very good at treating everyone fairly, 262, 51%
- CERN has a generally good attitude to diversity, but there are still areas where we could improve substantially, 145, 27%
- Other, 45, 8%
- I have concerns about some areas of diversity at CERN, and I feel there is substantial work to be done, 77, 14%
Opinions by gender

Priorities for diversity office
Personal experiences - gender

Male

Female

Personal experiences - nationality

<table>
<thead>
<tr>
<th>Country</th>
<th>Never</th>
<th>Occasionally</th>
<th>Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austrian</td>
<td>67%</td>
<td>23%</td>
<td>3%</td>
</tr>
<tr>
<td>Italian</td>
<td>64%</td>
<td>34%</td>
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</tr>
<tr>
<td>British</td>
<td>64%</td>
<td>25%</td>
<td>5%</td>
</tr>
<tr>
<td>German</td>
<td>64%</td>
<td>28%</td>
<td>8%</td>
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<tr>
<td>French</td>
<td>63%</td>
<td>32%</td>
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<td>Swiss</td>
<td>83%</td>
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<td>Dutch</td>
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<td>47%</td>
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<tr>
<td>Other</td>
<td>37%</td>
<td>36%</td>
<td>9%</td>
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</table>
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

- No impact, 393, 90%
- Helped, 53, 13%
- Hindered, 12, 3%

Female

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