

CERN Ombuds' Report

during the period 1 July 2012 to 30 June 2013

[and during the 3 years of mandate]

Presentation at the CERN Extended Directorate



- Code of ethics of the Ombuds
- Aim of the presentation
- Profiles of those using the Ombuds' service
- Categories of main issues
- Additional activities undertaken by the Ombuds in the second year
- The gender and age question
- Observations and suggestions

Role of the Ombuds

The Ombuds shall provide confidential assistance for the **informal** resolution of interpersonal issues in the interests of the good functioning of CERN.

Its Code of Ethics and Standards of Practice are:

Confidentiality

Neutrality/impartiality

Independence

Informality

Web site: ombuds.web.cern.ch

Introduction

Goal of this report is to:

- Present a statistical overview of the Ombuds' casework and draw up the balance sheet of 3 years of service
- Outline shortly the additional activities undertaken by the Ombuds during the third year
- Summarize the main observations and make suggestions in the spirit of progressing towards a respectful workplace environment, guaranteeing the best efficiency of the CERN personnel

Profiles of those using the Ombuds' service

93*) consultations [cases] in total:

69% CERN staff, 15% Users, 7.5% Fellows and Students.

i.e., 64 by CERN staff members (around 2.6 % **) of 2512 staff members)

A case is opened when a person reports an issue to the Ombuds. There could be several issues per case. A case can involve:

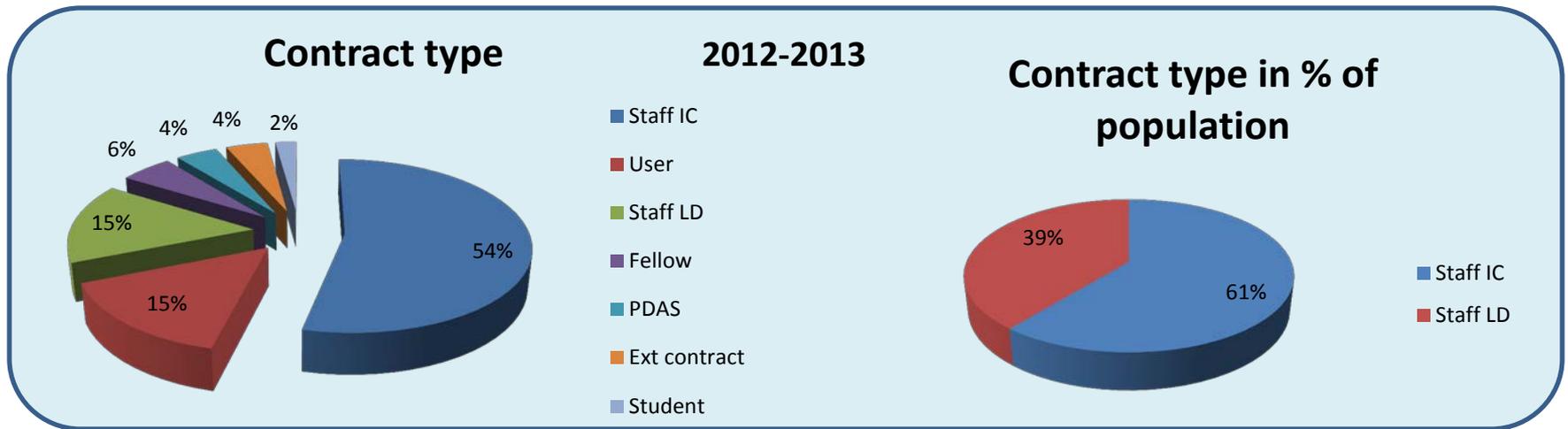
- Simple discussion
- Advice and coaching
- Action, such as contacting other people [with prior agreement]
- Mediation

On average 3.1 meetings were held per case

*) 82 cases in 2010-2011. 104 cases in 2011-2012.

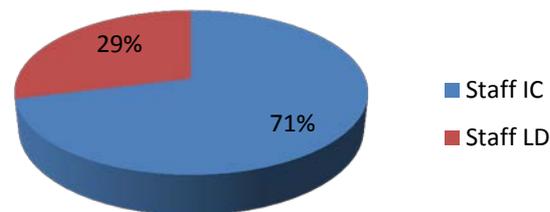
**) Around 3% over 3 years

Profiles of those using the Ombuds' service: by contract type

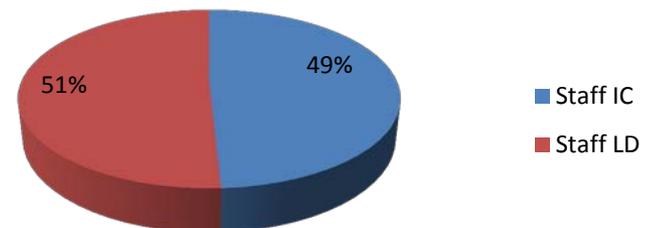


- Slight increase in the number of Users
- Variations in % LD's

Contract type in % of population [2010-2011]

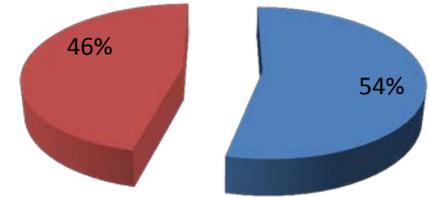
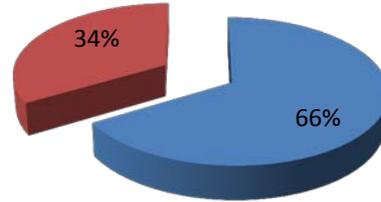
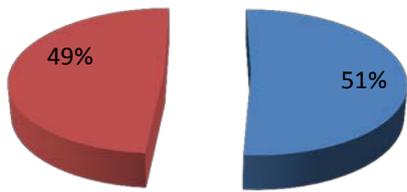


Contract type in % of population [2011-2012]

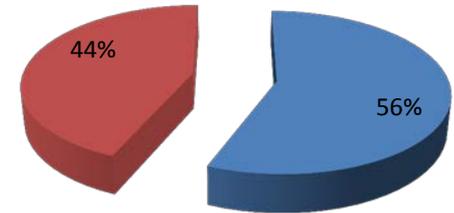
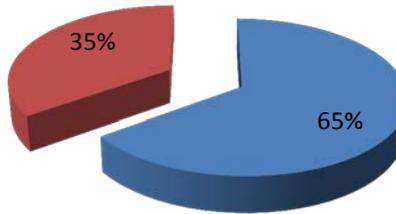
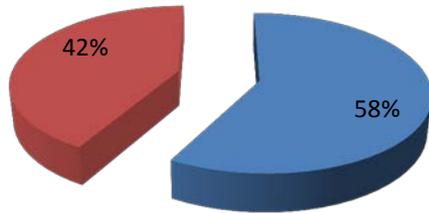




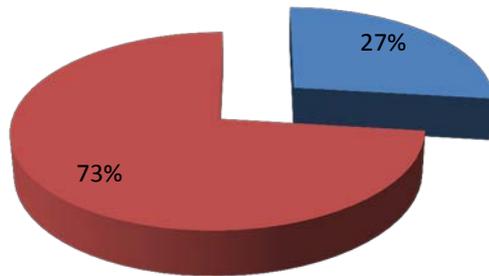
Gender: all



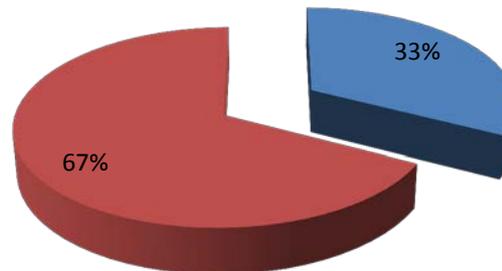
Gender: CERN staff



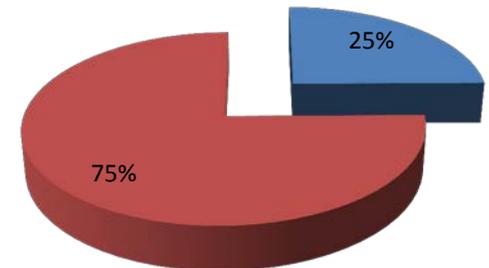
Gender: CERN staff relative to actual population



2010-2011



2011-2012



2012-2013

Categories of main issues

[Classification from the International Ombudsman Association]

175 issues identified, <1.9 issues> per case in 2012-2013

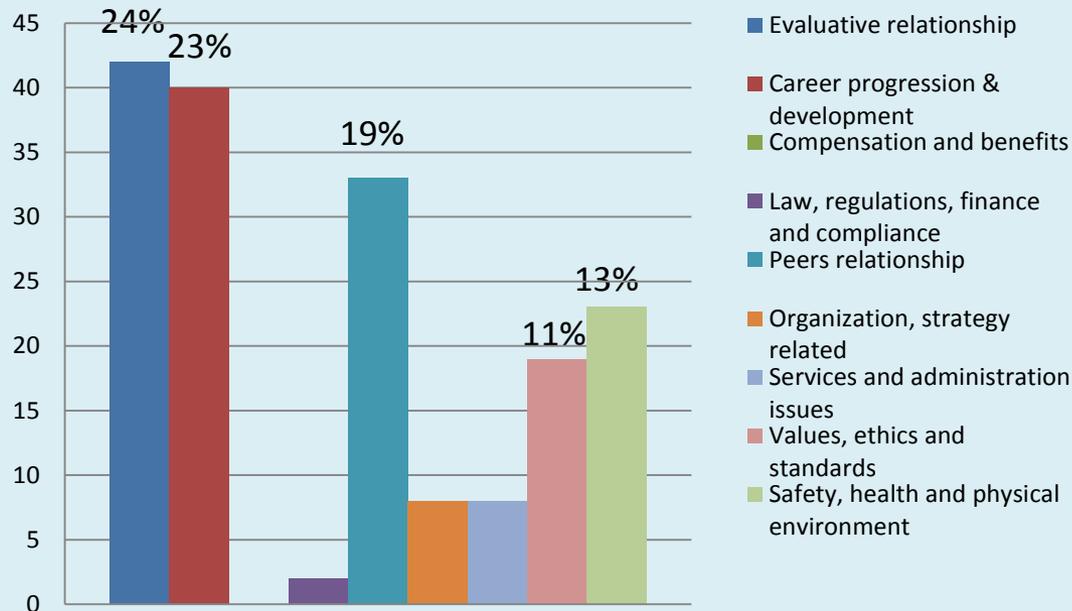
MAIN ISSUES:	2010-2011	2011-2012
Evaluative (hierarchical) relationships [42 issues, 24.0%]: Relationships involving supervisees and supervisors	25%	24.3%
Career progression and development [40 issues, 22.9%]: Career development and work assignments Internal mobility	19%	21.1%
Peer relationships [33 issues, 18.9%]: Communication, structural issues	15%	16.1%
Safety, health and physical environment [23 issues, 13.1%] Issues mainly related to stress	10%	12.4%
Values, ethics and standards [19 issues, 10.9%]: Issues specifically related to the CERN Code of Conduct	11.5%	10.6%

VERY SIMILAR

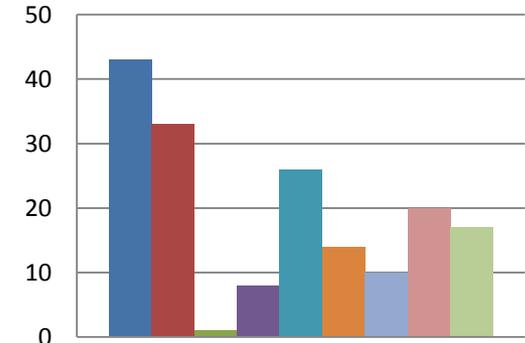
Issues taken up by the Ombuds

2012-2013

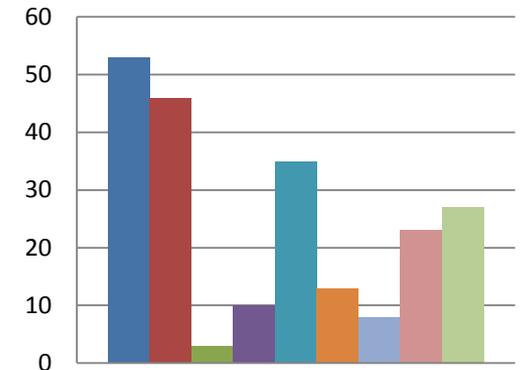
Case Issues [175]



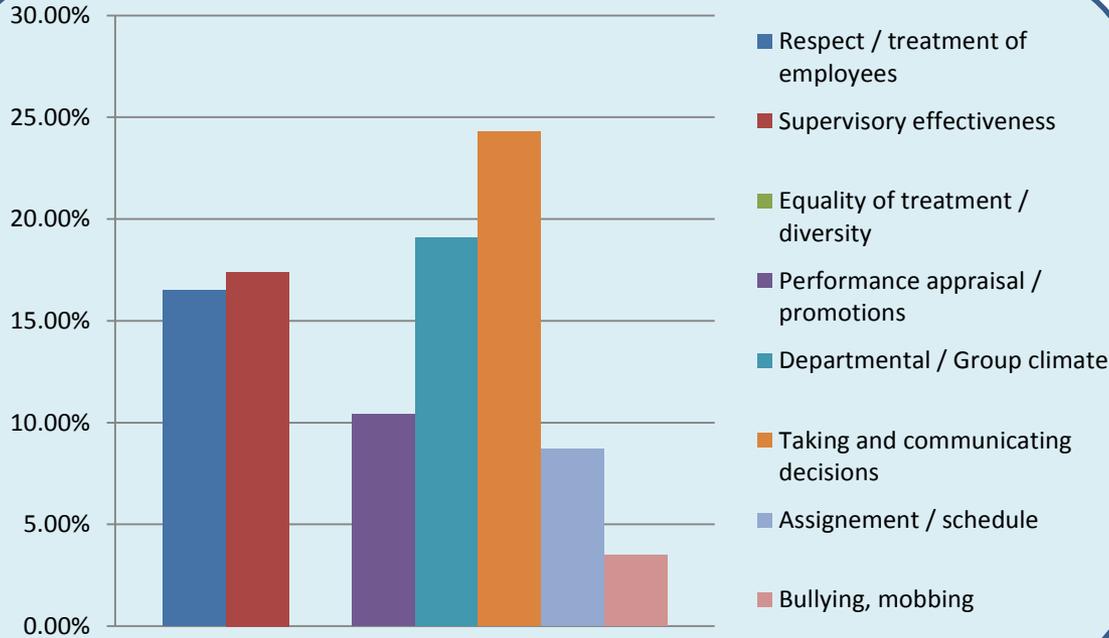
2010-2011



2011-2012

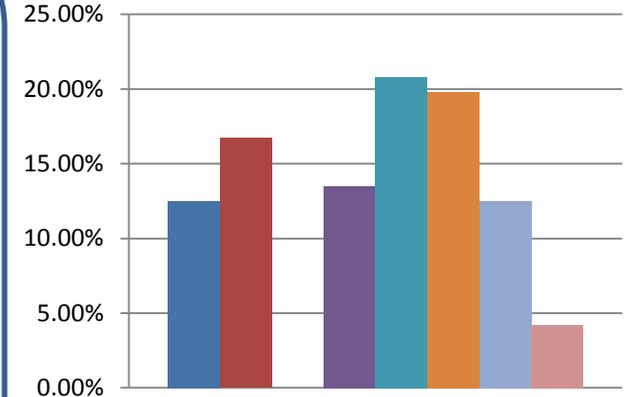


2012-2013 Evaluative relationships [42]

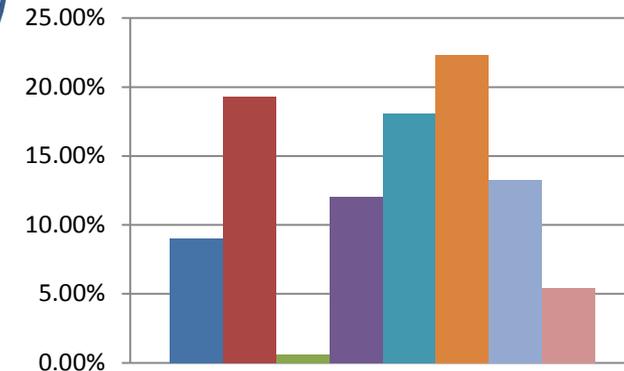


- Taking and communication of decisions , supervisory effectiveness and group climate continue to form the largest sub-groups in this category.
- Bullying/mobbing remain low.
- Still no cases were reported in terms of Diversity

2010-2011

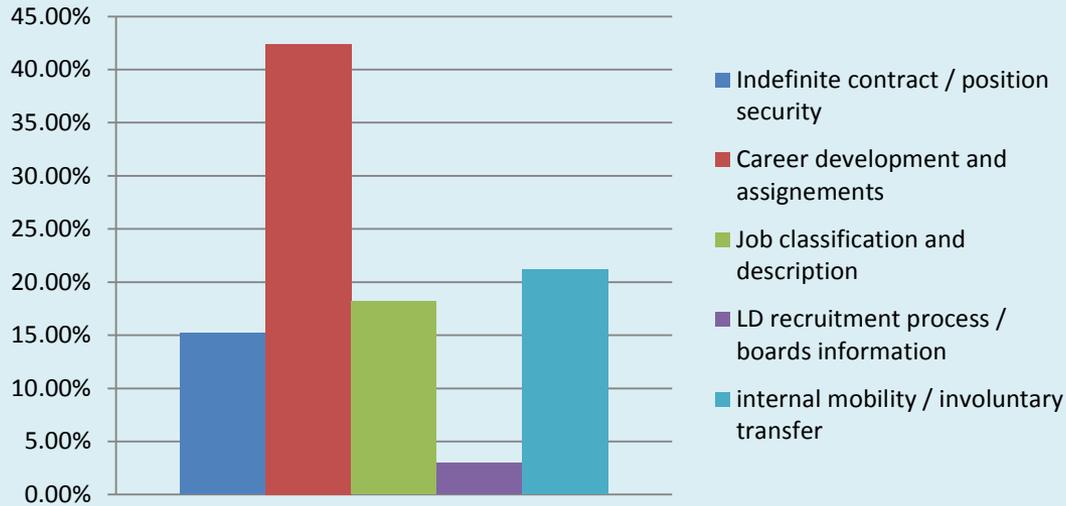


2011-2012



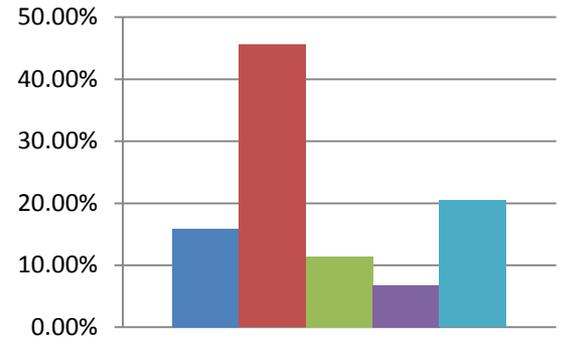
2012-2013

Career progression and development [40]

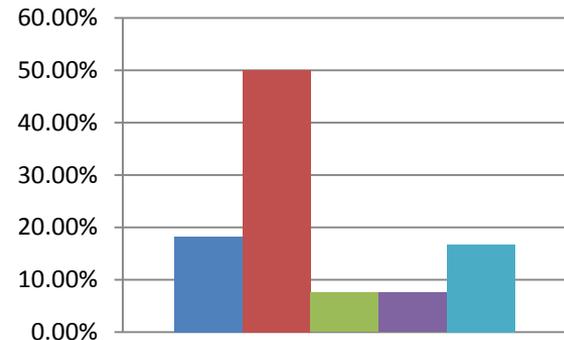


Long-term career assessment and assignments dominate the career related cases

2010-2011

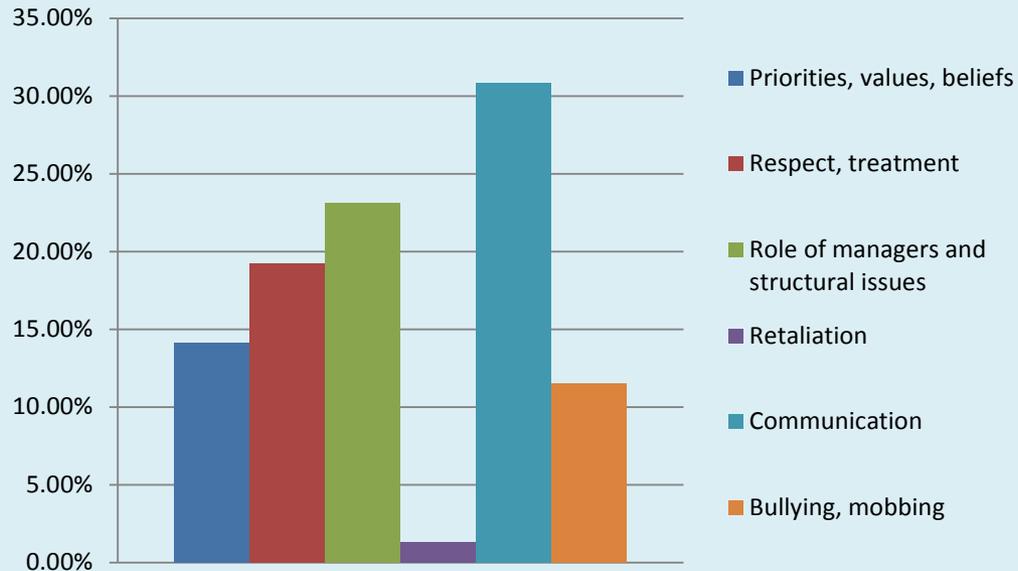


2011-2012]



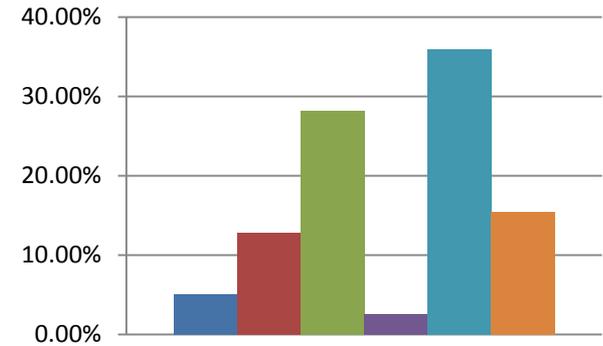
2012-2013

Peers relationships [33]

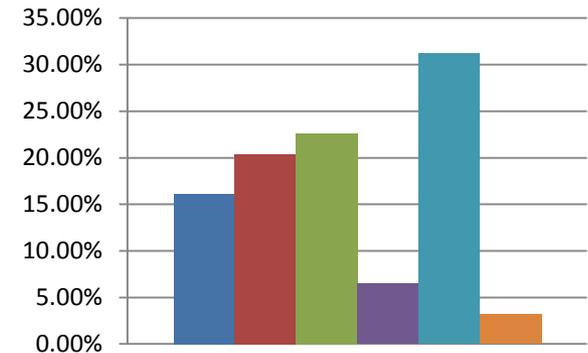


- Communication is still a concern.
- Essentially no retaliation expressed.

2010-2011

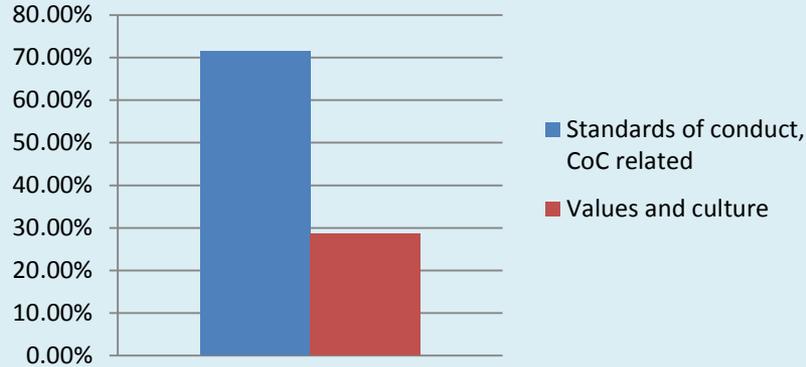


2011-2012

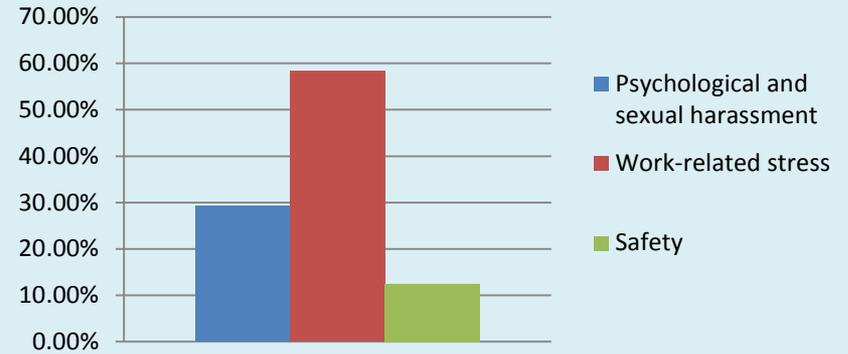


2012-2013

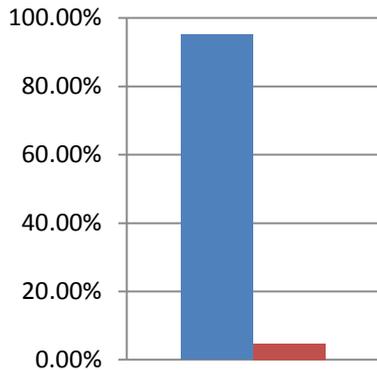
Values, ethics and standards [19]



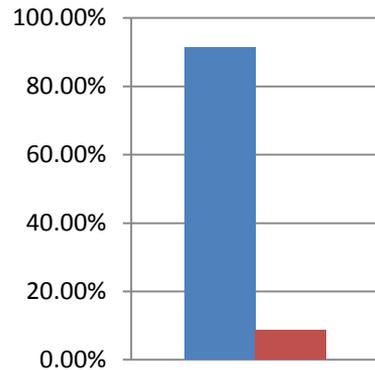
Safety, health and physical environment [23]



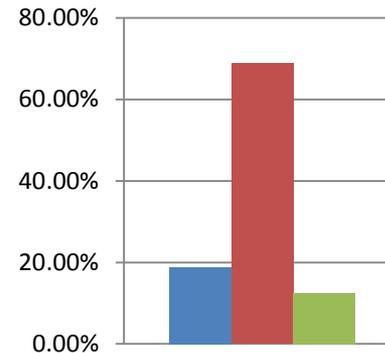
2010-2011



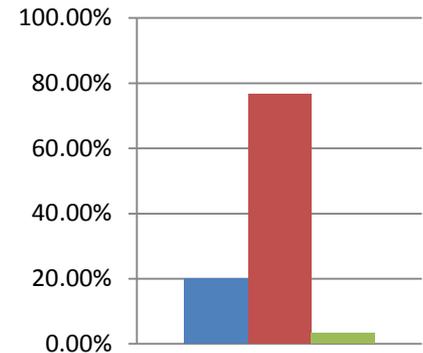
2011-2012



2010-2011

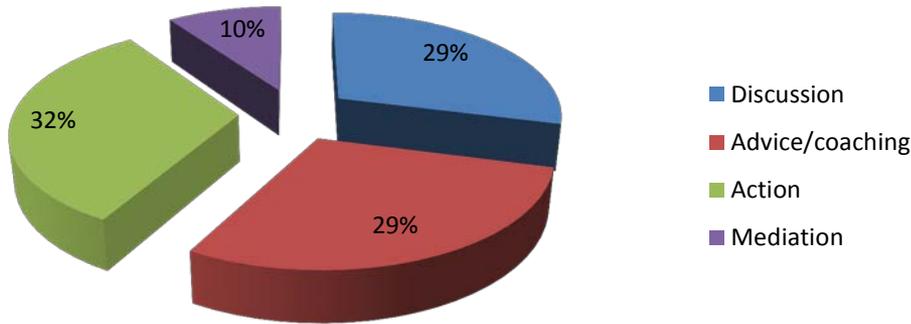


2011-2012



Process and results

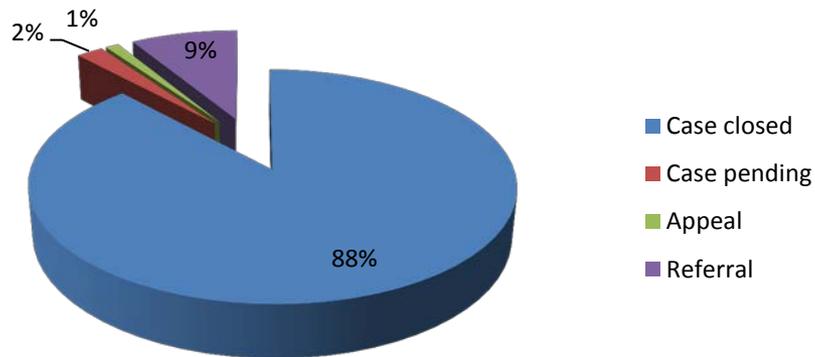
Repartition of actions



Main tendency:

The most frequent process is to enable self-guided resolution. Slight increase in mediations.

Outcomes



Most cases closed

Referral can be to:

Management
HR Department
Medical Service

Additional activities undertaken by the Ombuds during the 3rd year 2012-2013

Within CERN:

- Ombuds Corner: 42 articles in the CERN Bulletin in three years
- CERN Induction Program and Core Package training for Managers
- Organization of a visit to ATLAS of the Ombuds of the International Organizations in Geneva

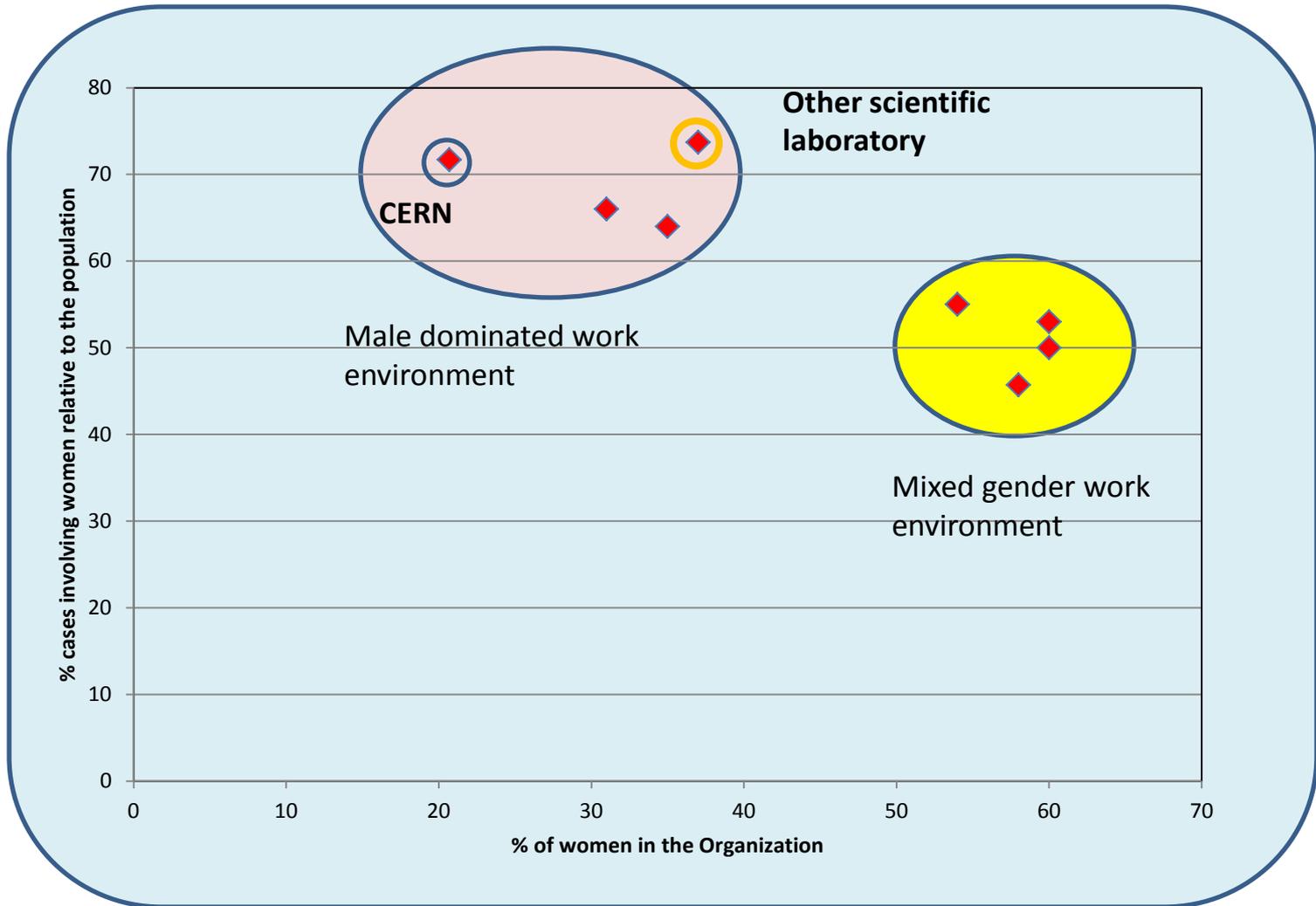


Conferences, training and other activities:

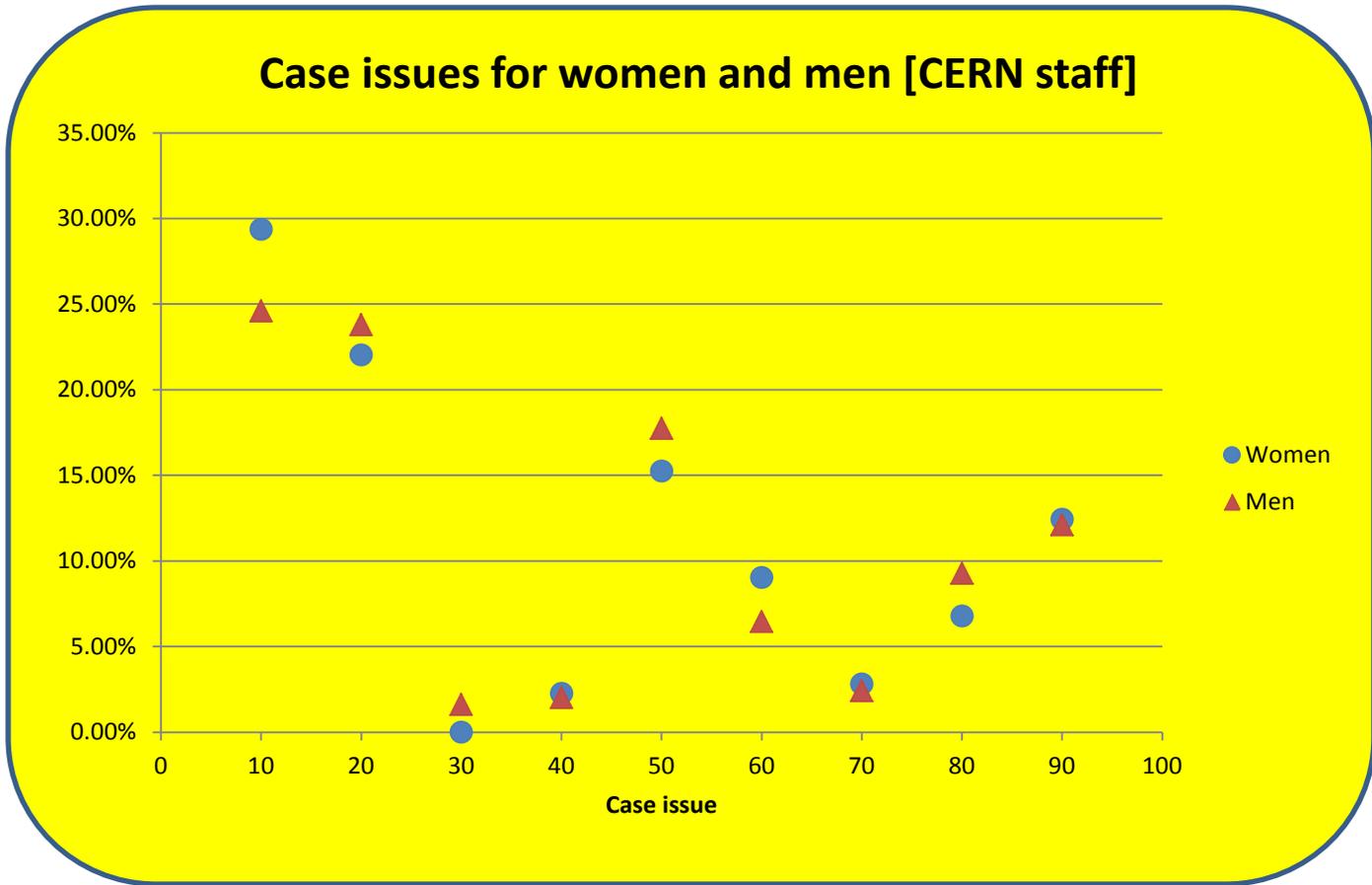
- Meeting of the European chapter of the IOA, Aberdeen, Scotland, March 7-8, 2013
- Discussion with the EMBL-Heidelberg Staff Association
- Monthly meeting with the Ombuds of Geneva
- Training on Workplace Mediation with Teams, PMR, London, September 17-19, 2012
- IMIG, International Mediation Interest Group meeting, Geneva, September 3, 2012
- Participation in the Wilton Park Conference, WP1180, Nyon, October 15-17, 2012

The gender question

Is this a general feature or particular to CERN?



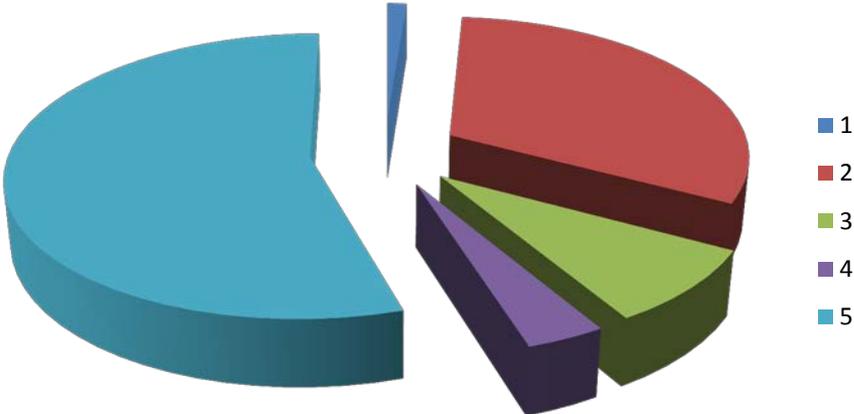
The gender question



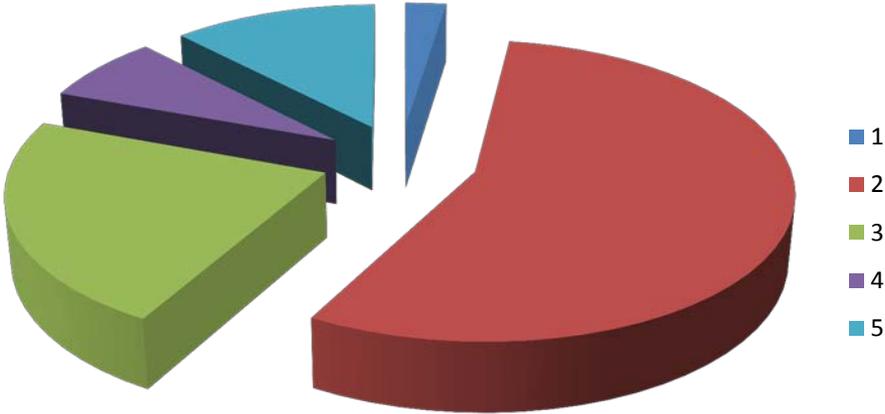
- 10 Evaluative relationship
- 20 Career progression and development
- 30 Compensation and benefits
- 40 Law, regulations
- 50 Peers relationships
- 60 Organization, strategy related
- 70 Services, administrative issues
- 80 Values, ethics and standards
- 90 Safety, health and physical environment

No difference in issues between women and men

Professional categories of women and men visiting the Ombuds

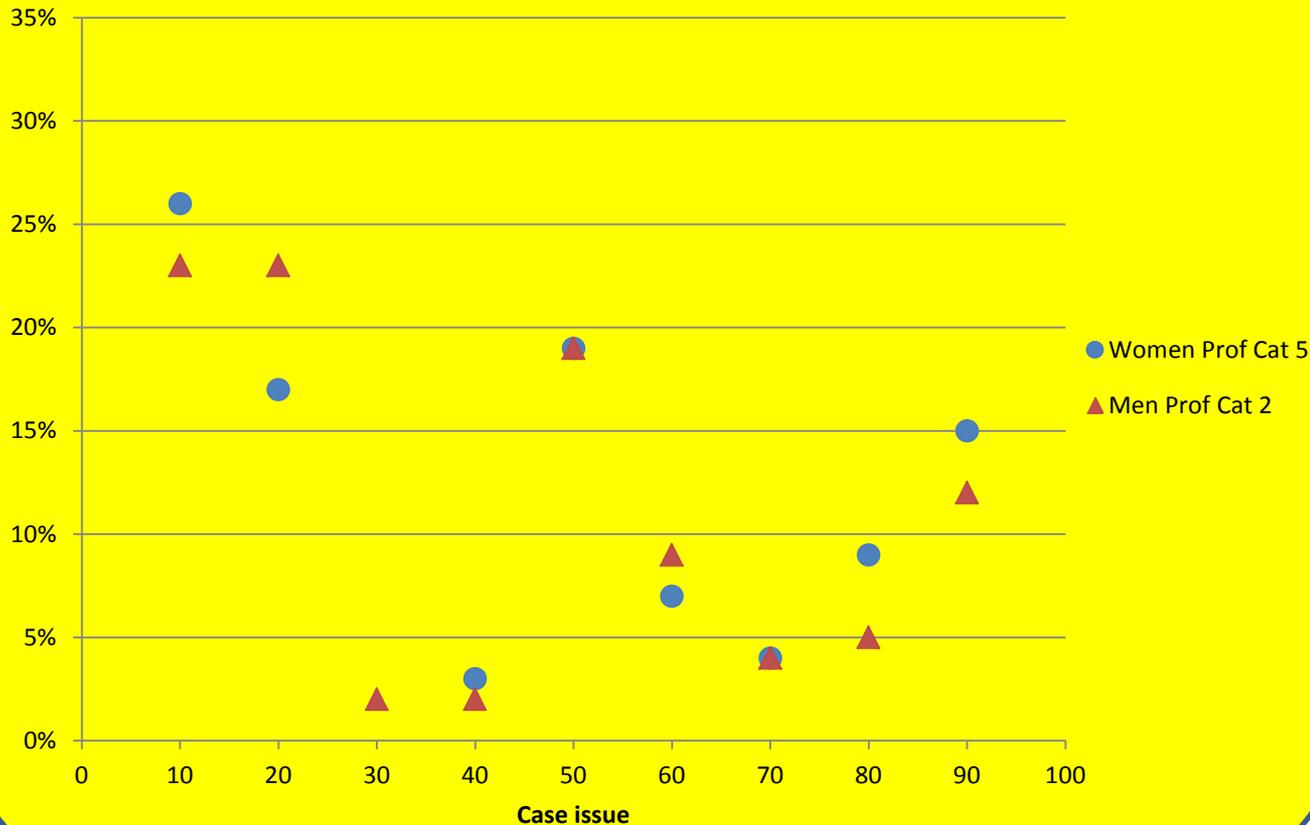


**Women are mainly in Cat 5:
55%**



**Men are mainly in Cat 2:
56%**

Case issues for women and men Women: Prof Cat 5, Men: Prof Cat 2



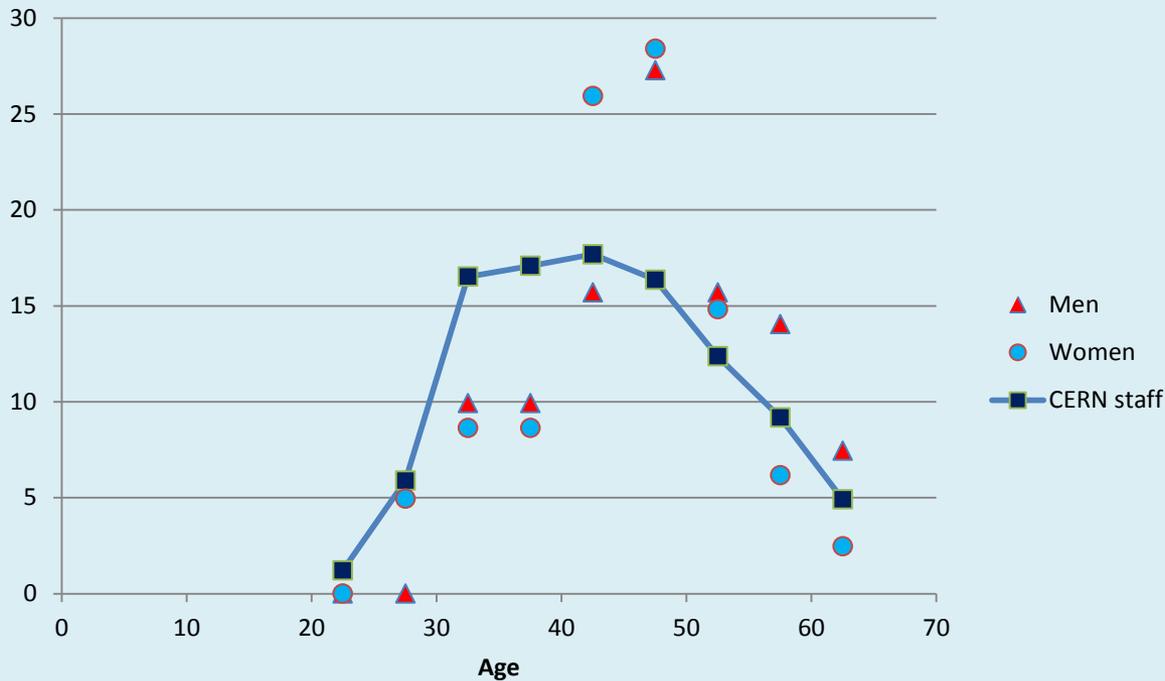
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No significant difference in issues between Cat 5 women and Cat 2 men

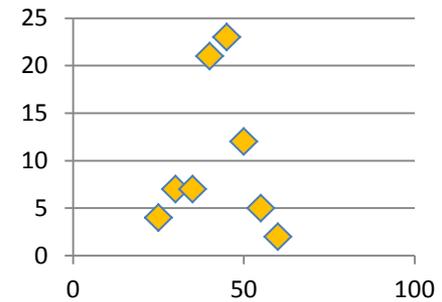
The age question

Comparison between CERN age curve and age curve of cases

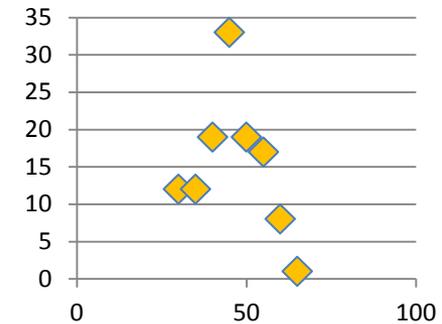
N (cases) versus age



Age of women



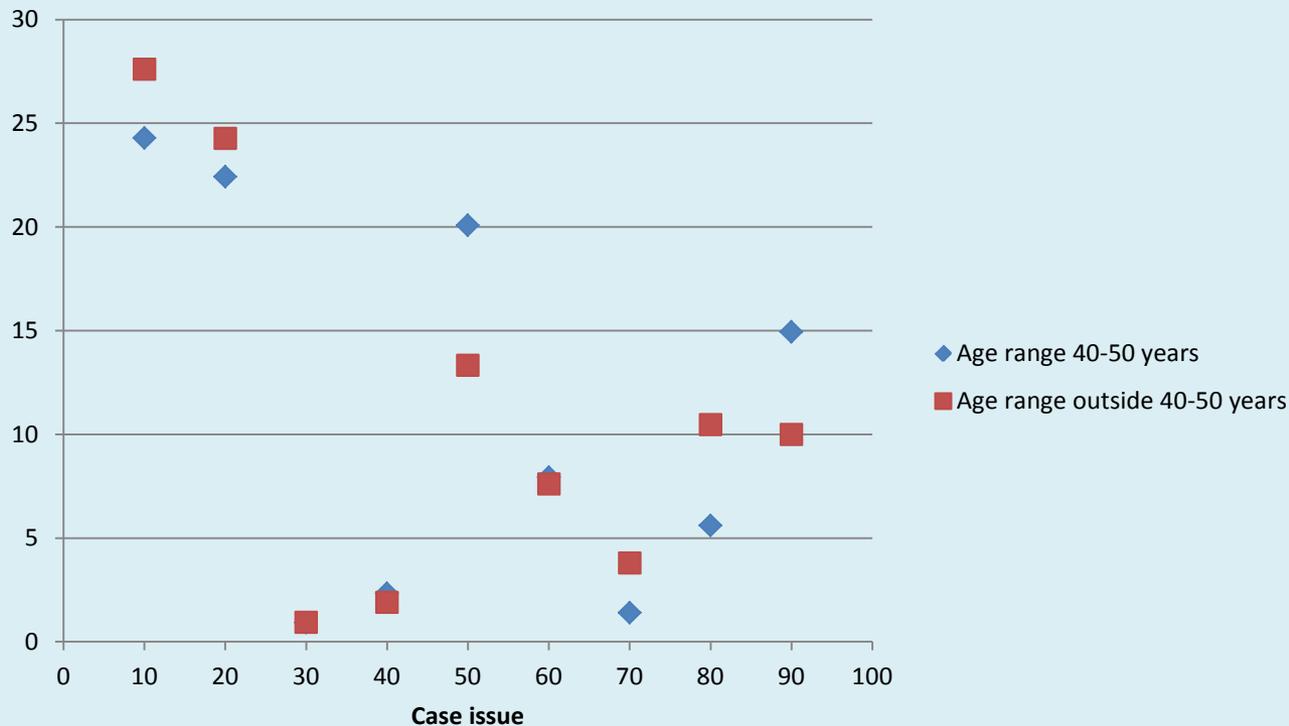
Age of men



The age question

Comparison of issues between two age regions

N (cases) in function of age range



- 10 Evaluative relationship
- 20 Career progression and development
- 30 Compensation and benefits
- 40 Law, regulations
- 50 Peers relationships
- 60 Organization, strategy related
- 70 Services, administrative issues
- 80 Values, ethics and standards
- 90 Safety, health and physical environment

Observations [1]

[1/2]

The number of cases during the three years is low: around 3.0 % of CERN staff members and few Users.

Number of cases per year fluctuates around 100.

The cause(s) of the gender difference still remains a question.

No difference in issues in function of gender or ages.

Collaboration within CERN is quite positive.

Positive effects observed:

- **Coaching of managers is efficient**
- **Confidentiality of boards is improved**
- **More mediations done with the Ombuds**

Observations [2]

[2/2]

The spectrum of issues stays similar during the three years:

- ❖ Hierarchical relationships
- ❖ Long-term career developments
- ❖ Role of managers.

Still improve and foster:

Leadership

Coaching

- ❖ Communication
- ❖ Group climate
- ❖ Code of Conduct
- ❖ Stress

Suggestions [1]

Hierarchical relationships are still the main concern:

- ❖ Mutual relations between supervisees and supervisors
- ❖ Performance appraisals and communication during MARS
- ❖ Long-term definition of careers and job descriptions

Recommendation:

Foster a change in managerial culture

- **Generalize specific training of managers toward leadership**
- **Increase training in communication for the MARS interviews**
- **Coaching of some managers in human relations**
[good results obtained]
Such a program could be extended with external and internal coaches

Suggestions [2]

Concerning Fellows and Students:

- ❖ They are part of a CERN specific program of education
- ❖ They participate to the CERN program as well

Recommendation:

They should not be considered as CERN missing staff

- **Recall managers of the various missions of CERN**
- **Establish regular contacts between CERN supervisors and advisers from Institutes in case of Students**
- **Recall the Institutes that they should care about their Students and Post-docs at CERN**

Suggestions [3]

Concerning women:

- ❖ 20-21% of staff are women
- ❖ CERN culture is more masculine oriented

Recommendation:

Improve communication with the female personnel

- **Promote as much as possible women to supervisory positions, at all levels**
- **Largest number of CERN staff women are in Cat 5, largest number of men are in Cat 2: take such a difference into account in communication and in managerial culture**

Conclusion

The essentials of good behavior and management are contained in the CERN Code of Conduct. Good efficiency goes with good ethics.

Active support and participation at all levels of CERN:

- **DG and Directorate**
- **Department Leaders**
- **Group Leaders**
- **and Section Leaders**

as well as the Staff Association and the members of personnel is essential for passing from the CoC published ethics to real practice.