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

<table>
<thead>
<tr>
<th>Contract type</th>
<th>2012-2013</th>
<th>Contract type in % of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff IC</td>
<td>54%</td>
<td>61%</td>
</tr>
<tr>
<td>User</td>
<td>15%</td>
<td>39%</td>
</tr>
<tr>
<td>Staff LD</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Fellow</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>PDAS</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Ext contract</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Student</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

### Contract type in % of population [2010-2011]

- Staff IC: 71%
- Staff LD: 29%

### Contract type in % of population [2011-2012]

- Staff IC: 51%
- Staff LD: 49%

Ombuds report 2010-2013
# Categories of main issues

[Classification from the International Ombudsman Association]

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

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

VERY SIMILAR
Issues taken up by the Ombuds

2012-2013

Case Issues [175]

- 24% Evaluative relationship
- 23% Career progression & development
- 19% Compensation and benefits
- 11% Law, regulations, finance and compliance
- 13% Peers relationship
- 11% Organization, strategy related
- 8% Services and administration issues
- 6% Values, ethics and standards
- 5% Safety, health and physical environment

Ombuds report 2010-2013
• 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.
Long-term career assessment and assignments dominate the career related cases.
• Communication is still a concern.
• Essentially no retaliation expressed.
Values, ethics and standards [19]

- Standards of conduct, CoC related
- Values and culture

Safety, health and physical environment [23]

- Psychological and sexual harassment
- Work-related stress
- Safety

2010-2011

- Values and culture: 20%
- CoC related: 80%

2011-2012

- Values and culture: 40%
- CoC related: 60%

2010-2011

- Psychological and sexual harassment: 60%
- Work-related stress: 40%
- Safety: 0%

2011-2012

- Psychological and sexual harassment: 40%
- Work-related stress: 60%
- Safety: 0%
Process and results

Repartition of actions

- Discussion: 29%
- Advice/coaching: 32%
- Action: 10%
- Mediation: 9%

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

Outcomes

- Case closed: 88%
- Case pending: 2%
- Appeal: 1%
- Referral: 9%

Most cases closed

Referral can be to:
Management
HR Department
Medical Service

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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
- 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

No difference in issues between women and men

Case issues for women and men [CERN staff]

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

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

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The age question

Comparison between CERN age curve and age curve of cases

N (cases) versus age

Age of women

Age of men

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The age question

Comparison of issues between two age regions

N (cases) in function of age range

- Age range 40-50 years
- Age range outside 40-50 years

Case issue

0 10 20 30 40 50 60 70 80 90 100

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

Ombuds report 2010-2013
Observations [1]

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]

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.