
CERN

Competency Frameworks @ CERN

Past, Present, Future

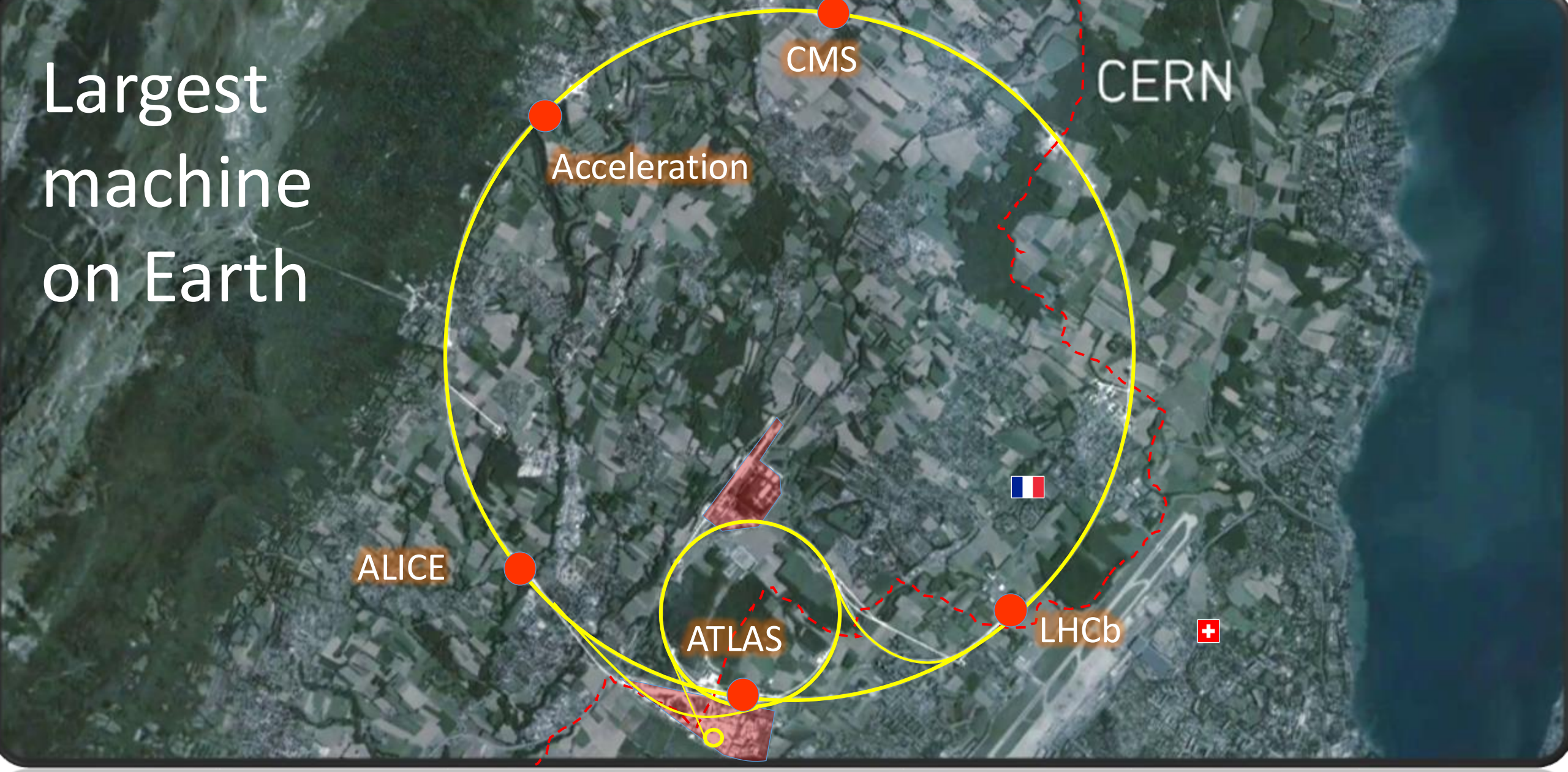
Career Development Frameworks @ CERN
A journey through CERN's HR history: past, present, future

I. Introduction

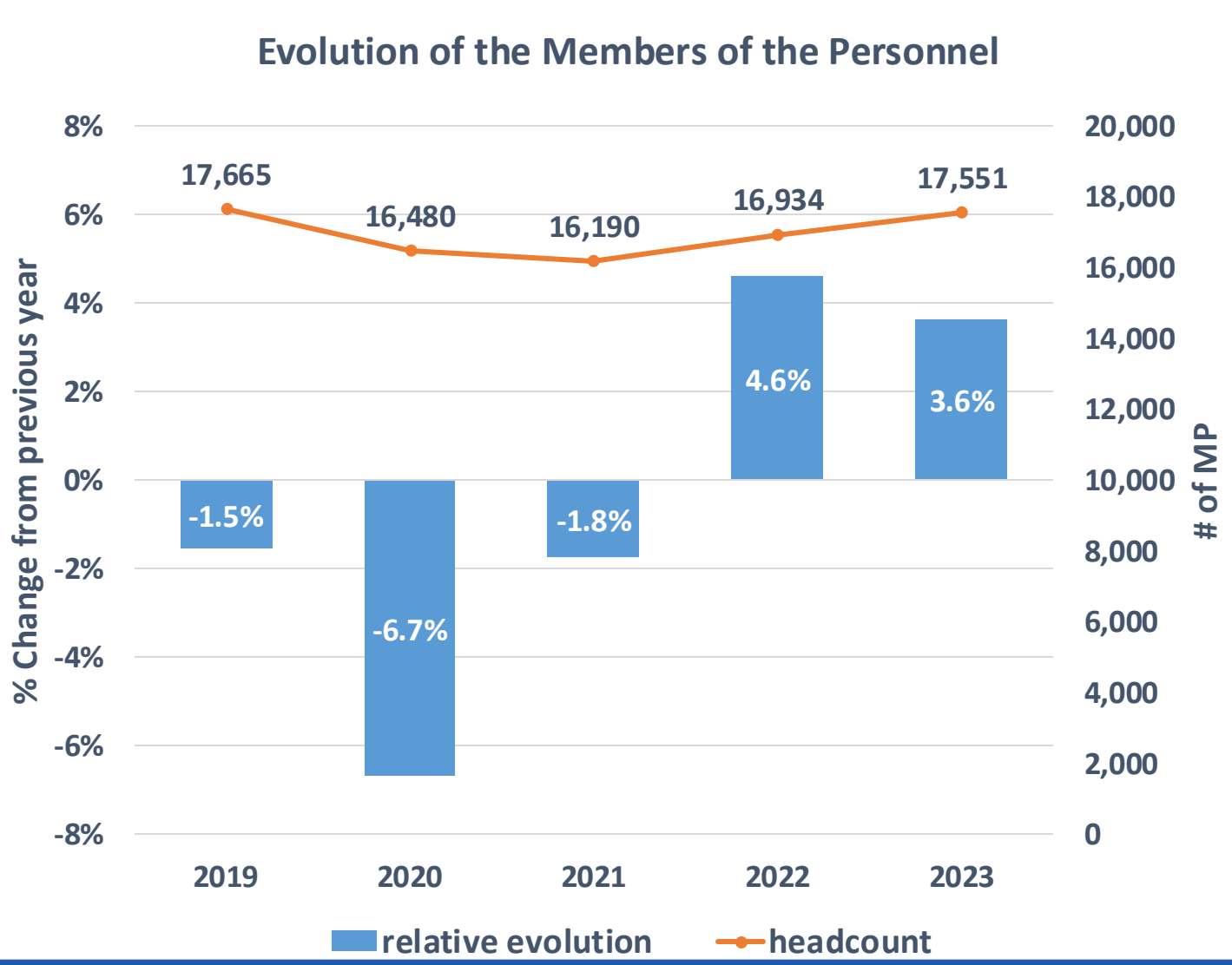
II. Current framework through the understanding of the past

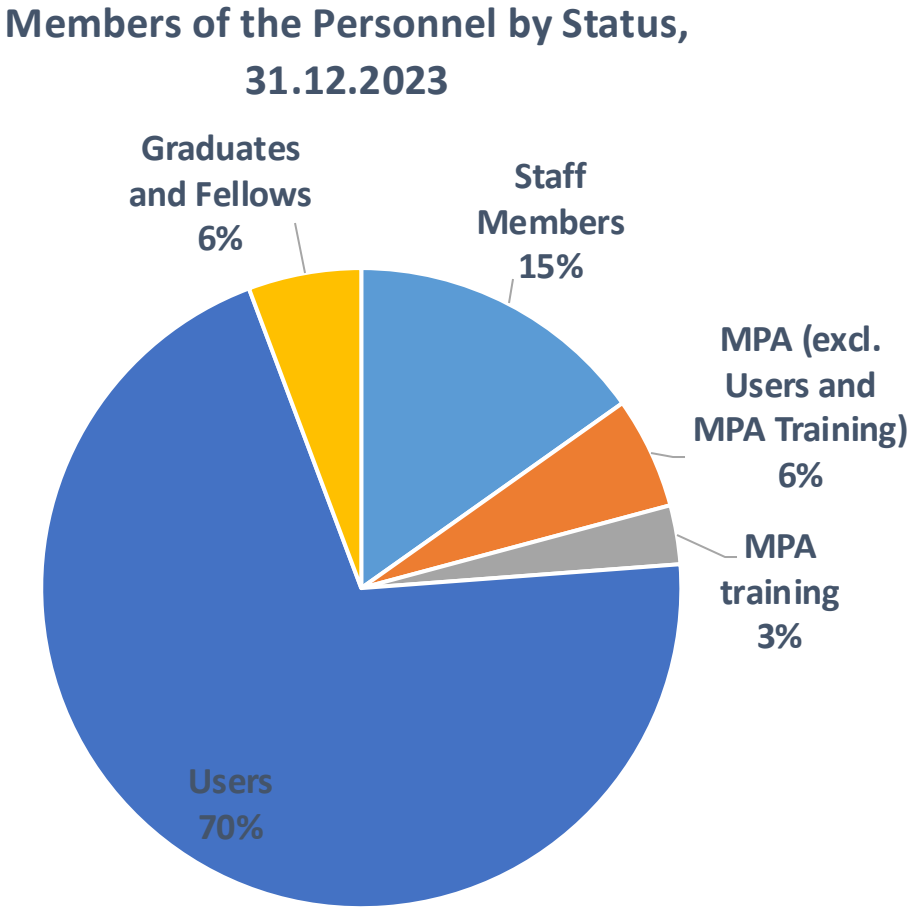
III. Preparing for the future

Largest machine on Earth



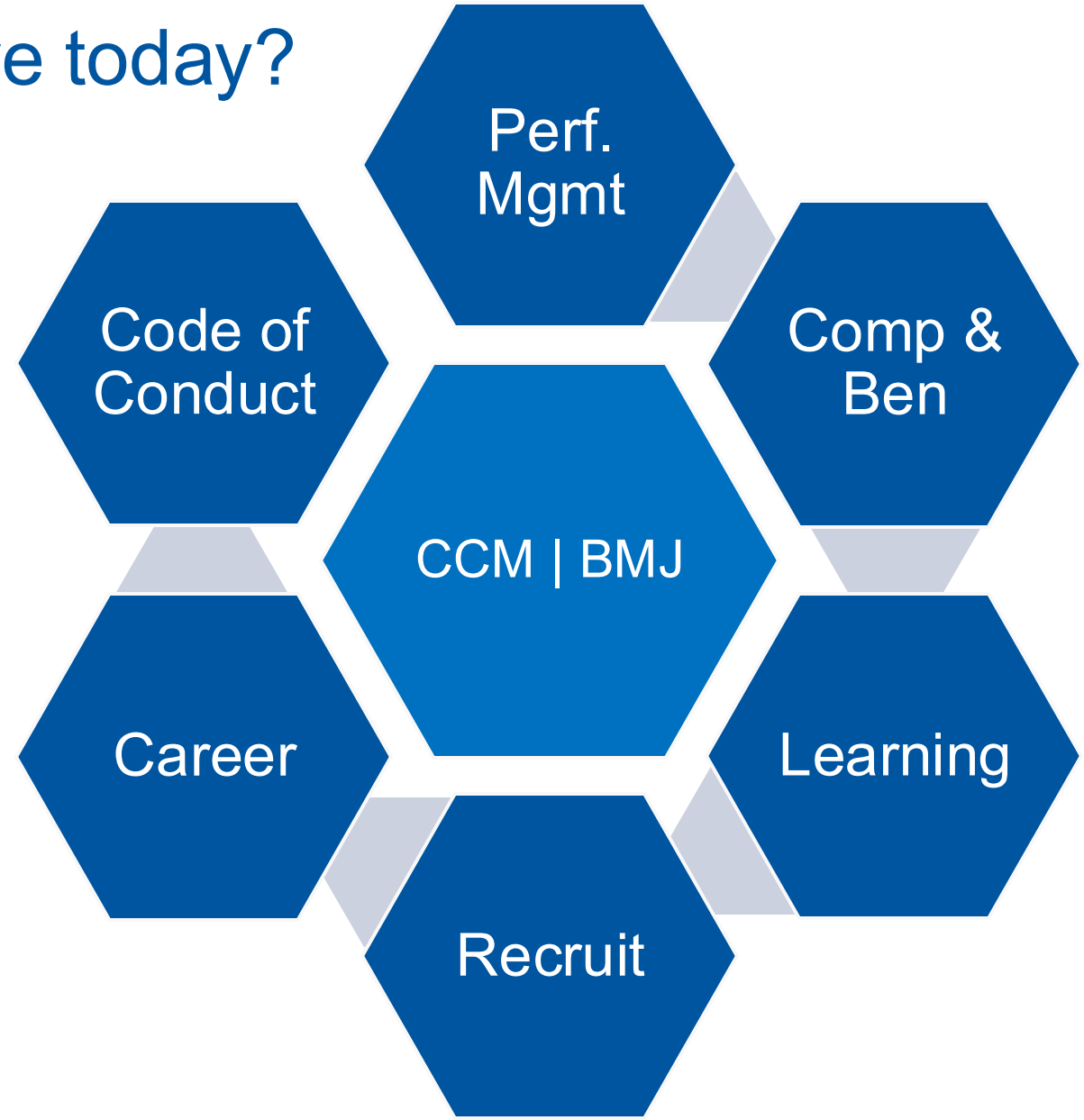
Personnel evolution





II. Where are we today?

Integration of reference systems (“référentiel”) and HR processes



CCM: CERN Competency Model

BMJ: Benchmark Jobs

CCM – Historical perspective

2004	• Inventory of the technical competencies ‘STI’ (Skills and Talents Inventory)
2008	• Starting work on behavioural competencies in addition to the STI inventory
2009	• Work on the core Values of the Organisation • Continuation of work on the behavioural competencies (150 people)
2010	• Publication of the Code of Conduct (01.07.2010) • Work on technical competencies
2011	• Publication of the CERN Competency Model (CCM): combining technical and behavioural competencies around CERN Values • Use of the CCM in the recruitment processes
2012	• Use of the CCM in performance management • Alignment of the Training catalogue: programmes are based on the CCM
2016	• First update of the TC
2018	•Implementation of the new version in our tools and processes

CERN Competency Model (CCM)

TECHNICAL COMPETENCIES
have been identified from the main domains of expertise of our Organization. Each domain is further divided into sub-domains with a corresponding list of competencies attached to it.

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 for our Organization consist of ten core competencies applicable to all staff members and five leadership competencies applicable to staff members in corresponding roles. Details can be consulted at cern.ch/competencies.

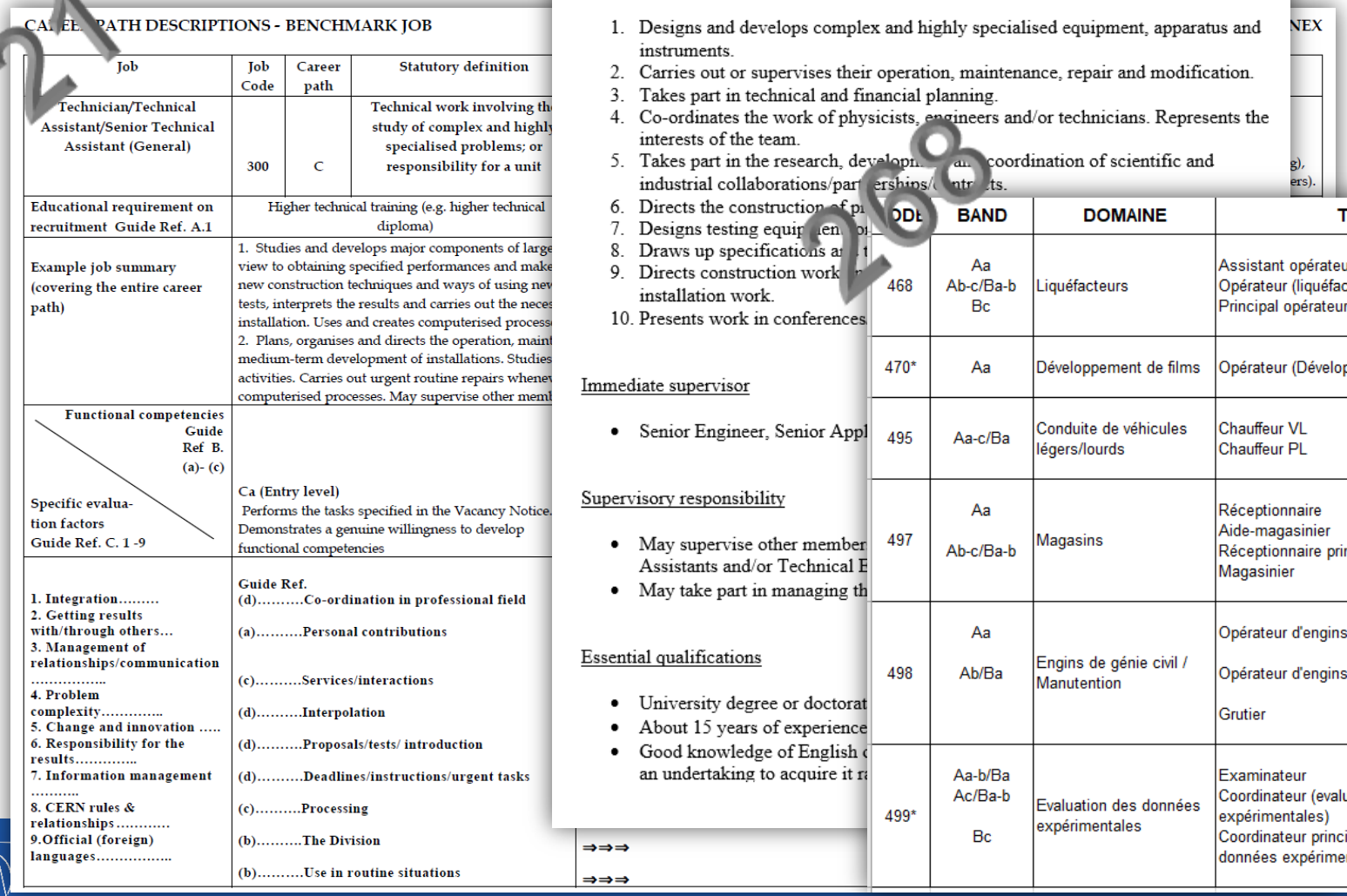
BMJ through CERN terminology

- Customized definition of a BMJ:

  “a grouping of individual work situations with the same productive role”

- Project led by HR but final validation of the list by Department Heads

BMJ – Not that new in the Organization…



CAREER PATH DESCRIPTIONS - BENCHMARK JOB

Job	Job Code	Career path	Statutory definition
Technician/Technical Assistant/Senior Technical Assistant (General)	300	C	Technical work involving th study of complex and highly specialised problems; or responsibility for a unit
Educational requirement on recruitment Guide Ref. A.1	Higher technical training (e.g. higher technical diploma)		
Example job summary (covering the entire career path)	1. Studies and develops major components of large view to obtaining specified performances and make new construction techniques and ways of using new tests, interprets the results and carries out the neces installation. Uses and creates computerised process 2. Plans, organises and directs the operation, maint medium-term development of installations. Studies activities. Carries out urgent routine repairs whenev computerised processes. May supervise other memb		
Functional competencies Guide Ref B. (a)- (c) / Specific evaluation factors Guide Ref. C. 1 -9	Ca (Entry level) Performs the tasks specified in the Vacancy Notice. Demonstrates a genuine willingness to develop functional competencies		
1. Integration…… 2. Getting results with/through others… 3. Management of relationships/communication …….. 4. Problem complexity…….. 5. Change and innovation ….. 6. Responsibility for the results…….. 7. Information management …….. 8. CERN rules & relationships…… 9.Official (foreign) languages……..	Guide Ref. (d)…….Co-ordination in professional field (a)…….Personal contributions (c)…….Services/interactions (d)…….Interpolation (d)…….Proposals/tests/ introduction (d)…….Deadlines/instructions/urgent tasks (c)…….Processing (b)…….The Division (b)…….Use in routine situations		

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3. Career path E – Engineer / Applied Physicist

…esearch, development or professional work. Including academic study and/or supervisory responsibility.

Major responsibilities

1. Designs and develops complex and highly specialised equipment, apparatus and instruments.
2. Carries out or supervises their operation, maintenance, repair and modification.
3. Takes part in technical and financial planning.
4. Co-ordinates the work of physicists, engineers and/or technicians. Represents the interests of the team.
5. Takes part in the research, develop… …coordination of scientific and industrial collaborations/part…erships/…ntracts.
6. Directs the construction of pr…
7. Designs testing equip…en…
8. Draws up specifications a…
9. Directs construction work… installation work.
10. Presents work in conferences…

Immediate supervisor

- Senior Engineer, Senior Appl…

Supervisory responsibility

- May supervise other member… Assistants and/or Technical E…
- May take part in managing th…

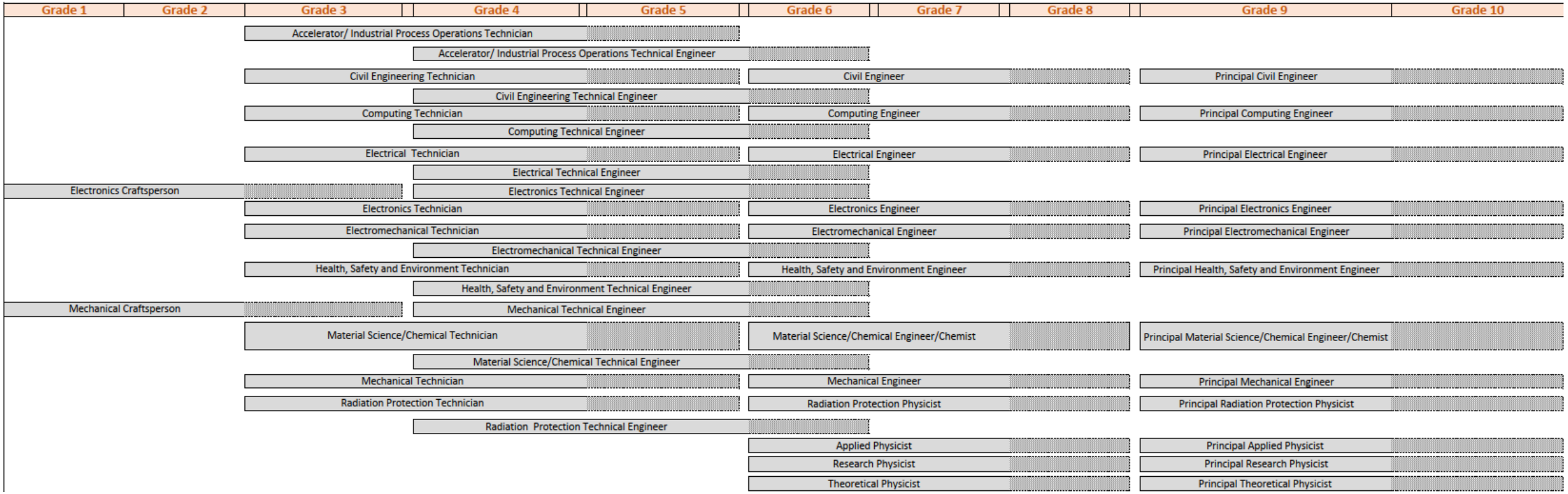
Essential qualifications

- University degree or doctorat…
- About 15 years of experience…
- Good knowledge of English … an undertaking to acquire it r…

…NEX

…ODE	BAND	DOMAINE	TITRE	FIELD	TITLE
468	Aa Ab-c/Ba-b Bc	Liquéfacteurs	Assistant opérateur (liquéfacteurs) Opérateur (liquéfacteurs) Principal opérateur (liquéfacteurs)	Liquifiers	Assistant operator (liquifiers) Operator (liquifiers) Senior operator (liquifiers)
470*	Aa	Développement de films	Opérateur (Développement de films)	Film development	Operator (Film development)
495	Aa-c/Ba	Conduite de véhicules légers/lourds	Chauffeur VL Chauffeur PL	Light/Heavy vehicle driving	LV Driver HV Driver
497	Aa Ab-c/Ba-b	Magasins	Réceptionnaire Aide-magasinier Réceptionnaire principal Magasinier	Stores	Receiving clerk Assistant storekeeper Senior receiving clerk Storekeeper
498	Aa Ab/Ba	Engins de génie civil / Manutention	Opérateur d'engins (manutention) Opérateur d'engins (génie civil) Grutier	Civil engineering equipment / Materials handling	Equipment operator (materials handling) Equipment operator (civil engineering) Crane operator
499*	Aa-b/Ba Ac/Ba-b Bc	Evaluation des données expérimentales	Examinateur Coordinateur (evaluation des données expérimentales) Coordinateur principal (evaluation des données expérimentales)	Evaluation of experimental events	Scanner Coordinator (evaluation of experimental events) Senior coordinator (evaluation of experimental events)

Benchmark Jobs (BMJ) mapping

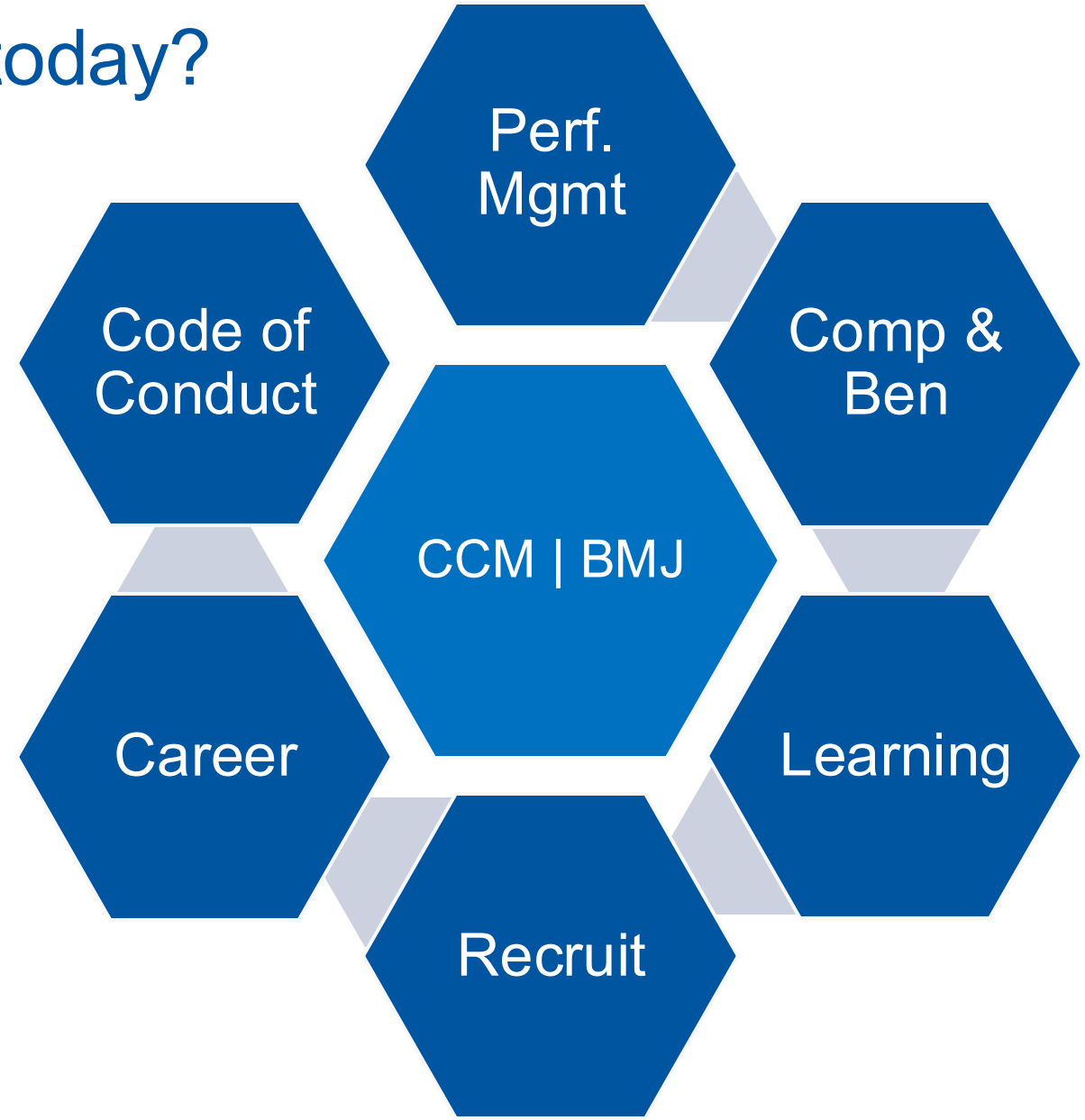


BMJ – in detail

Benchmark job title :	Financial Support Officer
Technical domain :	Finance and Procurement
Applicable post(s) :	Financial Support Officer, General Accounting Support Officer, Payroll/Pensions Support Officer, Treasury Support Officer
Definition	
The financial support officer monitors financial transactions into, out of and within the Organization.	
Qualifications and experience	
Bachelor's degree or equivalent relevant experience, in the field of finance and procurement or a related field.	
Grade(s)	
4-5-(6)	
Main Activities	
* Monitoring payments made by the Organization (to suppliers, members of the personnel, beneficiaries etc.) and incoming payments (Member State contributions, scientific collaborations, pension contributions etc.); * Preparing financial reports and justifying them to control and audit authorities; * Monitoring and performing bank transactions with a view to optimising cash-flow; * Taking responsibility for the monthly and quarterly book-closing and performing journal entries and book-keeping operations; * Analysing and correcting financial discrepancies; * Monitoring short-term loans and investments; * Collaborating with external stakeholders (banks, suppliers) and internal services, settling disputes and ensuring that accounts are reconciled; * Drawing up applications for VAT reimbursement; * Following up changes in financial and regulatory rules and constraints and monitoring financial markets with a view to mitigating risks; * Streamlining financial and administrative procedures; * Contributing to finance-related projects.	
Competencies	
See CERN Competency model	
Related benchmark job(s) and/or post(s)	
Procurement Support Officer,	
Training and certification	
Will be updated according to the learning pathways	

Where are we today?

Integration of reference systems (“référentiel”) and HR processes



CCM: CERN Competency Model

BMJ: Benchmark Jobs

What are today's challenges and tomorrow's solutions?

- Internal Mobility (gig economy)/ External Mobility
- *From posts to roles: new IT Strategy: dev opportunities and rotation principle*
- Strategic Workforce Planning
- Talent Management
- Continuous engagement
- Diversity & Inclusion (25 by '25)
- Upskilling / Re-skilling
- Remote management/leadership
- Data-Driven & Digital HR
- Artificial Intelligence
- New HCM coming
- Contract policy: attractivity VS underperformance

It’s a wrap!

From CERN’s experience implementing career frameworks

- ✓ It takes time and you link it gradually to your HR processes
- ✓ It’s a bottom-up approach that needs buy-in from operations
- ✓ It’s never perfect: keeping consistency is sometimes at the cost of being comprehensive
- ✓ Once you are in, it’s not over. Clean-up and maintenance as a routine
- ✓ You will make mistakes but it will help you


CERN