



# Equal Opportunities at CERN



*Tiziano Camporesi - Chair of the Equal Opportunities Advisory Panel*

# Agenda

- *Why 'equal opportunities' ?*
- *CERN's EO Policy*
- *EO directions and activities*
- *Can we do more?*



# Why does CERN need to support EO?

*Not entirely altruistic...*

*In Europe*

## *an aging population*

- *increasing percentage of senior citizens > pension costs rising*

*“By 2050, 30 percent of all residents of the 25 EU nations will be over 65, compared to just 17 percent in 2005, according to the official Eurostat statistics..”*

- *significant drop in birth rate > reduced work force > less taxes*

*“Falling birth rates will cut the European Union’s potential annual economic growth rate from 2.2 per cent to 1.9 per cent between 2011 and 2030, and to 1.3 per cent from 2031 to 2050, says the European Commission.”*

## *change in culture*

- *young people today are educated to enter the work-place*

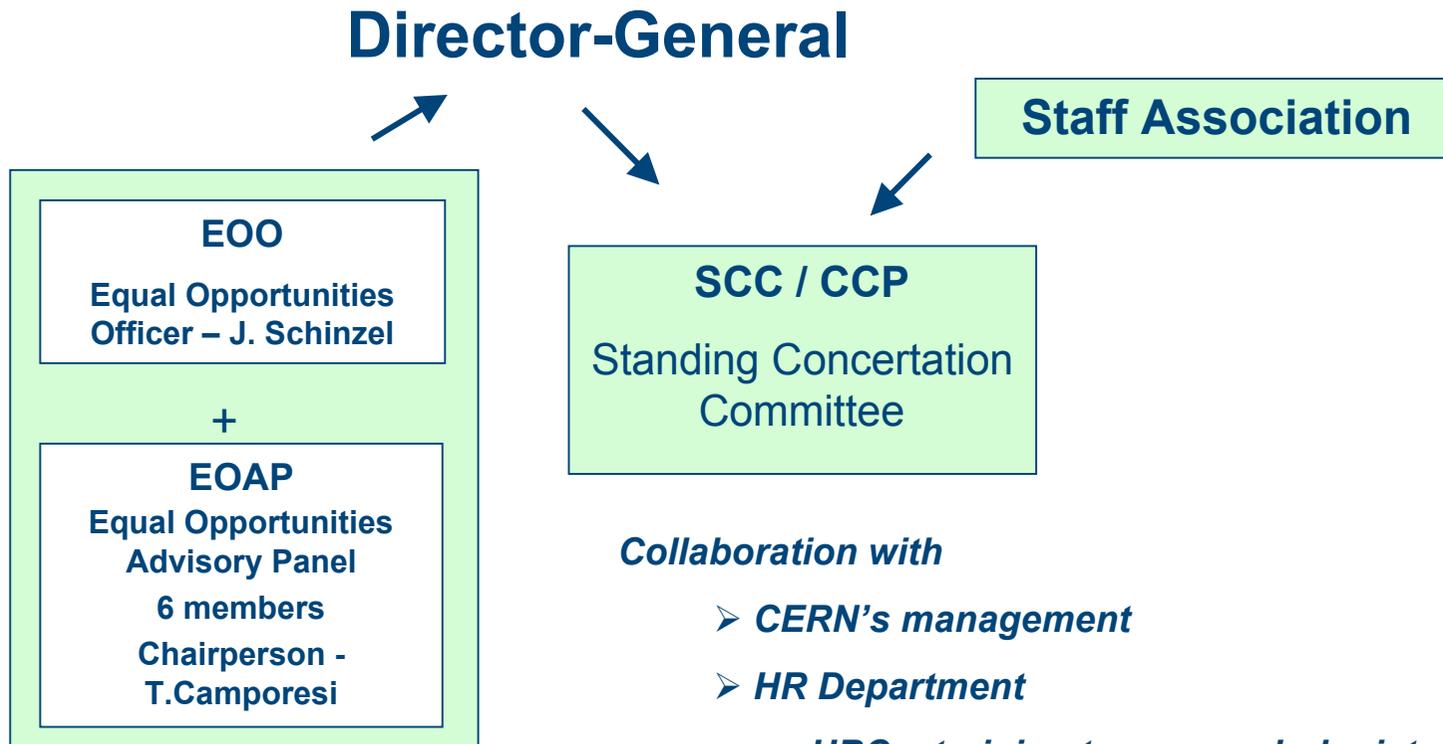
## *economic changes*

- *one wage earner per household is insufficient*

*CERN’s Member States strongly encourage CERN to follow European directions*



# Equal Opportunities structure



## *Collaboration with*

- *CERN's management*
- *HR Department*  
*HRCs, training team, psychologist,  
social and legal services,...*
- *Medical Department*
- *IT Ombudsperson*
- *...*

# CERN's EO Policy

*In the 1990's CERN's Equal Opportunity activities were focused mainly on removing gender inequalities and harassment in the work-place.*

*Today the concept of 'Equal Opportunities' encompasses other issues such as dignity and respect in the work-place and how to better use the diversity of knowledge and abilities within a team.*

*The 'Equal Opportunity' team aims in particular to establish*

- Fair treatment for recruitment, promotion and work objectives regardless of gender, ethnic origin, physical handicap, sexual orientation or religion, nationality, age,...*
- Healthy work / home-life balance*
- Dignity and respect in the work place for all persons working on the site*

# ***Equal Opportunity approach at CERN***

- ***Monitoring, comparing and reporting on recruitment and promotion statistics (emphasis on gender)***
- ***Promote awareness of equal opportunity issues***
  - ***Presentations on Equal Opportunities to Dept. managers***
  - ***Core development packages for managers***
  - ***Induction seminars***
  - ***Yearly report to executive board and to the Standing concertation committee (Council, management, Staff association)***
  - ***Participation in five yearly review working groups***
  - ***Participate in discussions on policy, rules and regulations***
  - ***Web page***
- ***Handle harassment complaints***
  - ***Prevention, advice, mediation, investigation***

# Fair recruitment and career development - Gender I



Housekeeping Monthly 13 May 1955



Advertising Archives

## The good wife's guide

- Have dinner ready. Plan ahead, even the night before, to have a delicious meal ready, on time for his return. This is a way of letting him know that you have been thinking about him and are concerned about his needs. Most men are hungry when they come home and the prospect of a good meal (especially his favourite dish) is part of the warm welcome needed.
- Prepare yourself. Take 15 minutes to rest so you'll be refreshed when he arrives. Touch up your make-up, put a ribbon in your hair and be fresh-looking. He has just been with a lot of work-weary people.
- Be a little gay and a little more interesting for him. His boring day may need a lift and one of your duties is to provide it.
- Clear away the clutter. Make one last trip through the main part of the house just before your husband arrives.

Housekeeping Monthly 13 May 1955

- Gather up schoolbooks, toys, paper etc and then run a dustcloth over the tables.
- Over the cooler months of the year you should prepare and light a fire for him to unwind by. Your husband will feel he has reached a haven of rest and order, and it will give you a lift too. After all, catering for his comfort will provide you with immense personal satisfaction.
- Prepare the children. Take a few minutes to wash the children's hands and faces (if they are small), comb their hair and, if necessary, change their clothes. They are little treasures and he would like to see them playing the part. Minimise all noise. At the time of his arrival, eliminate all noise of the washer, dryer or vacuum. Try to encourage the children to be quiet.
- Be happy to see him.
- Greet him with a warm smile and show sincerity in your desire to please him.
- Listen to him. You may have a dozen important things to tell him, but the moment of his arrival is not the time. Let him talk first - remember, his topics of conversation are more important than yours.
- Make the evening his. Never complain if he comes home late or goes out to dinner, or other places of entertainment without you. Instead, try to understand his world of strain and pressure and his very real need to be at home and relax.
- Your goal: Try to make sure your home is a place of peace, order and tranquillity where your husband can renew himself in body and spirit.
- Don't greet him with complaints and problems.
- Don't complain if he's late home for dinner or even if he stays out all night. Count this as minor compared to what he might have gone through that day.
- Make him comfortable. Have him lean back in a comfortable chair or have him lie down in the bedroom. Have a cool or warm drink ready for him.
- Arrange his pillow and offer to take off his shoes. Speak in a low, soothing and pleasant voice.
- Don't ask him questions about his actions or question his judgment or integrity. Remember, he is the master of the house and as such will always exercise his will with fairness and truthfulness. You have no right to question him.
- A good wife always knows her place.

# Fair recruitment - hiring of women

% women applying, invited, interviewed and recruited per year

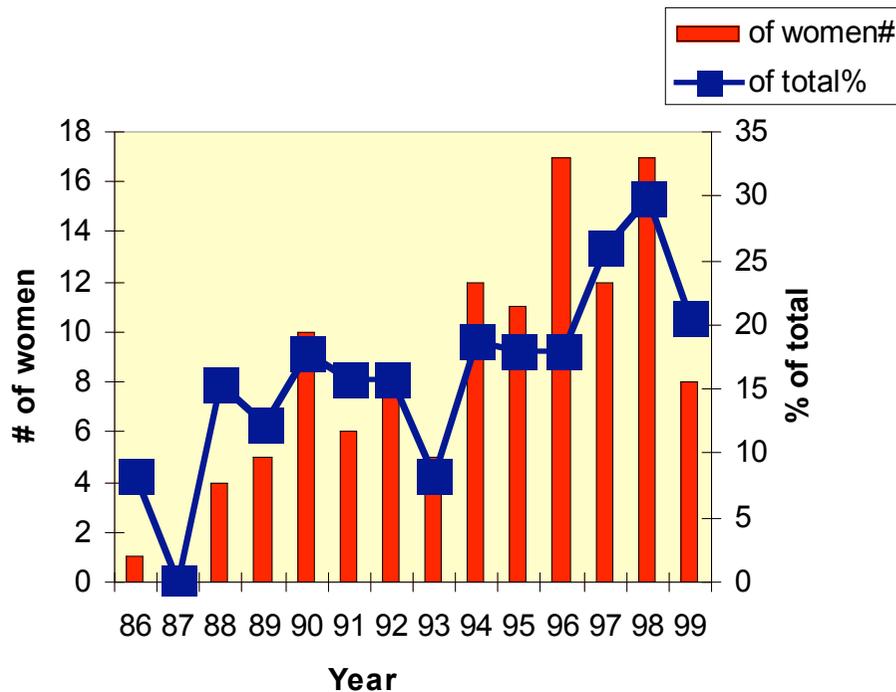
Year	Applicants	Invited	Interviewed	Hired
1996	17	15	21	19
1998	24	22	24	22
1999	21	18	17	20
2000	22	14	20	23
2001	26	24	25	22
2002	26	25	29	25
2003/2004	26	25	24	28
2005	<b>24</b>	<b>21</b>	<b>21</b>	<b>21</b>

% Women applying, invited and hired (including rehiring) in 2005 by Professional category

Professional category	Applicants		Invited		Hired	
	% women	Total	% women	Total	% women	Total
1	15	172	7	46	13	31
2	11	1915	16	380	19	138
3	7	1422	7	385	11	127
4	3	327	3	75	0	27
5 a	56	345	40	62	58	12
5 b	76	731	85	120	93	29
5 c	71	112	78	9	0	0
Total	23	5110	21	1077	21	364

# Women have appeared in the research job market lately

Number of women with PhDs per year



Study performed within the DELPHI experiment at LEP (more than 750 thesis over the life of the experiment!)

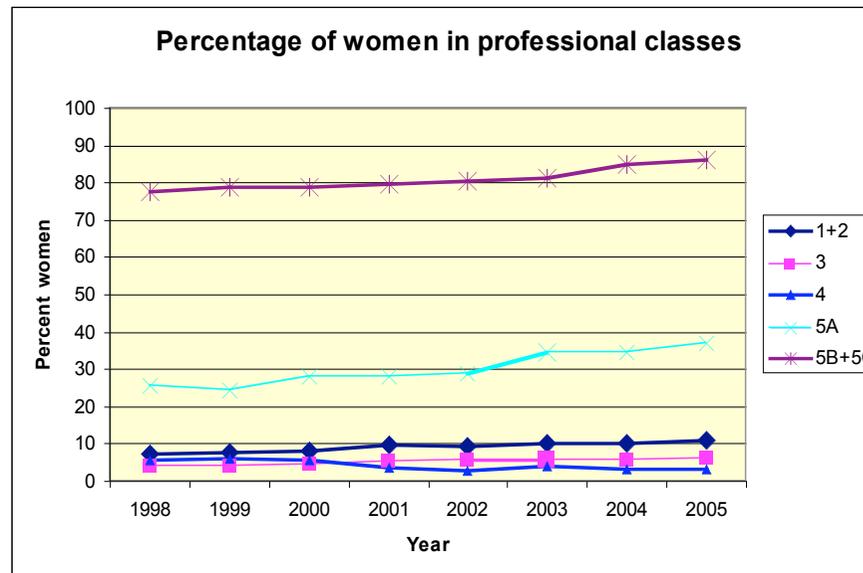
Early 1980's: <5% women students. 2000: 25% of students are women

The CERN hiring statistics in recent years shows that these women physicist and engineers have equal chances (in fact slightly better) than their male colleagues

# Fair recruitment - percentage women at CERN



	Res Phys	Scientific Eng.	Technician	Crafts-	Prof Adm	Adm Assist	Adm Clerk	Total
	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5 A	Cat 5 B	Cat 5 C	
No. W	6	116	57	8	48	264	27	526
Total	78	970	885	207	121	292	39	2592
%W 2004	12.16	10.23	6.02	3.57	34.13	86.23	69.57	19.36
%W Current	7.69	11.96	6.44	3.86	39.67	90.41	69.23	20.29
	✓	✓	✓	✗	✓	✗	✓	✓
% W 1995	2.88	4.85	2.82	5.81	18.49	78.89	73.11	14.06



Physics and engineering

Technical

Manual work

Professional administration

Office and administration

# Fair career development for women (1)

Comparison of career progression of men and women shown as a percentage of those eligible											
		1997	1998	1999	2000	2001	2002	2003	2004	2005	eligible 2005
Additional steps	F	10	6	8	9	13	26	33	30.5	26.4	386
	M	14	11	12	11	13	29	26	25.7	26.2	1567
Exceptional Service Premiums	F	5.3	12	9.2	11	6.9	15	16	12.5	22.3	497
	M	4.5	8.1	7.8	6.7	6.6	11	12	12.1	19.1	2070
Band change	F	-	-	-	-	-	-	-	18.6	0.0	264
	M	-	-	-	-	-	-	-	12.2	0.1	1073
Exception Advancement Zone	F	-	-	-	-	-	-	-	6.5	13.8	29
	M	-	-	-	-	-	-	-	14.5	13.6	88

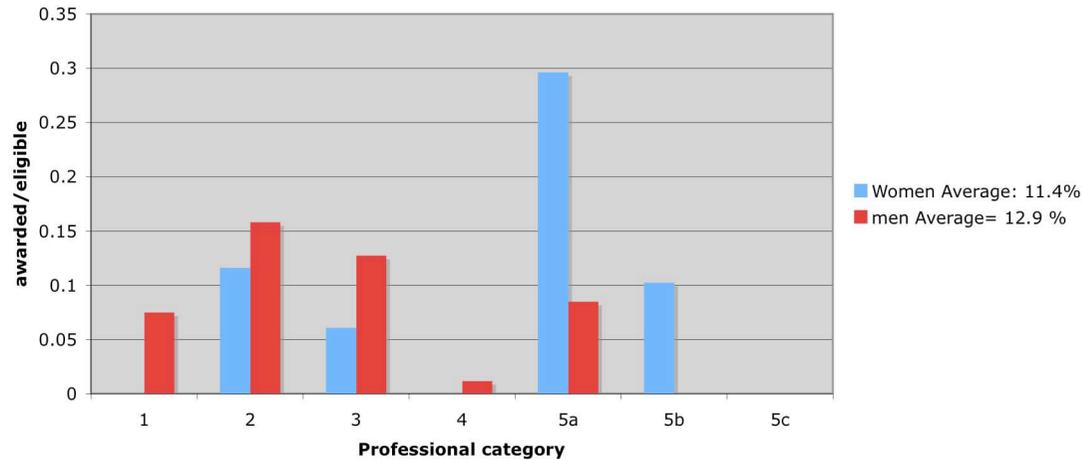
*Women are less likely than man to be granted career path changes and promotion into the EAZ, however they awarded with more additional steps, ESP and band changes than their male counterparts.*

***Women slightly advantaged for all promotions except band change and above all Career path change (more later)***

# Fair career development for women(2)

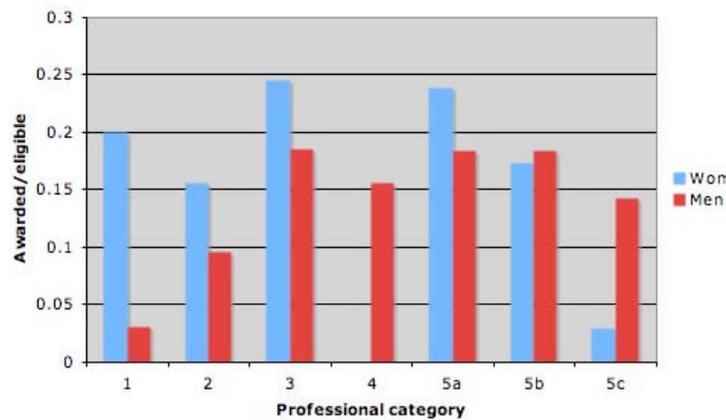
ies at CERN

Salary band change per professional category in 2005

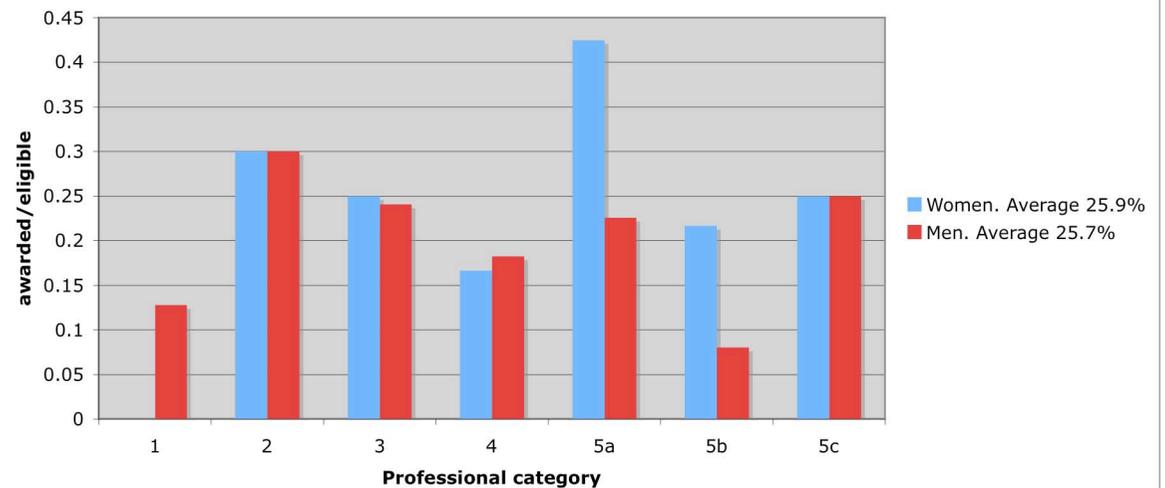


2005

Exceptional service premiums versus professional category in 2005



Additional steps per professional category in 2005



# Fair career development - top jobs

Percentage of women per career path and job category (current)

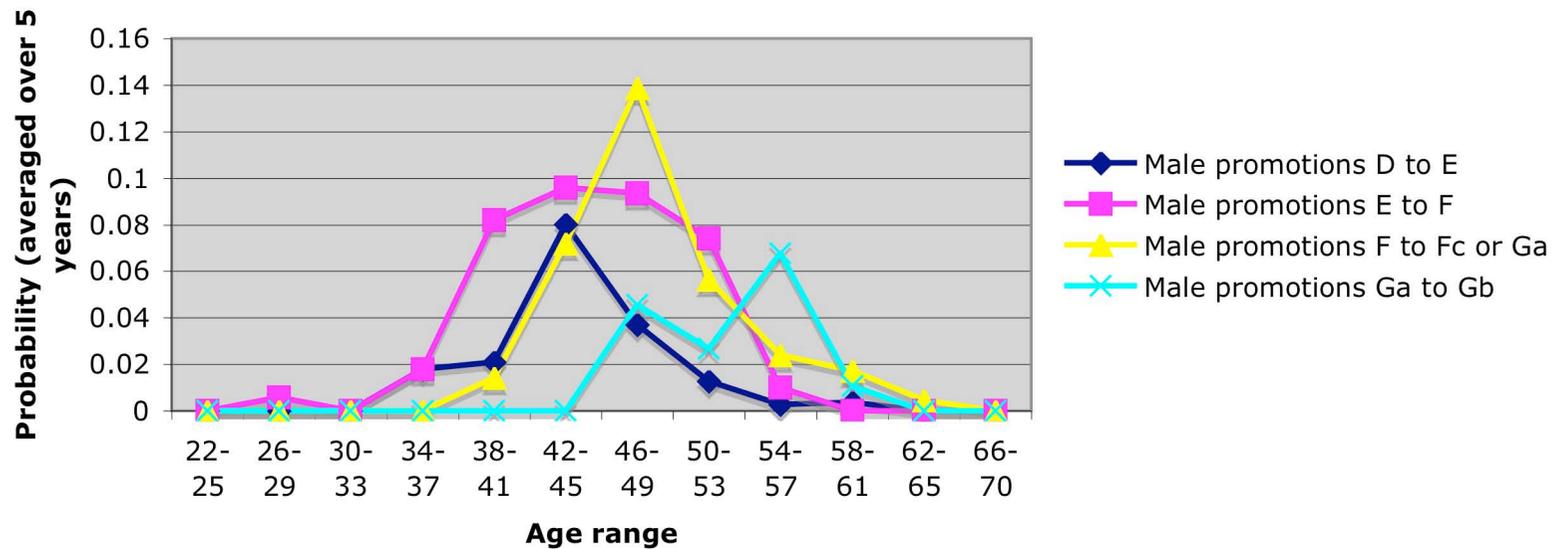
	Career path						
	A	B	C	D	E	F	G
Research physicists					11.4%	11.1%	0.0%
Scientific & engineering					15.7%	8.1%	0.9%
Technical work		6.1%	5.9%	6.9%			
Manual , craft , ...	3.6%	4.4%					
Professional admin					54.5%	15.2%	9.1%
Office admin		94.5%	87.5%	82.9%			
Office work	63.0%	83.3%					

- *A small improvement since 2004*
- *Higher percentage of scientific women at the start of each career path than at the end.*
- *More women physicists and engineers have been employed in the last 15 years than in the earlier years of CERN. Hopefully this will change the trend.*

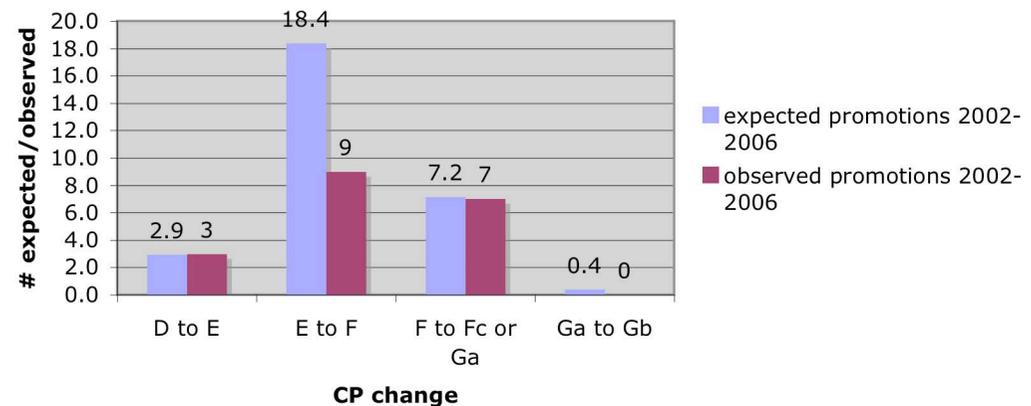
**glass ceiling ?**

# A glass ceiling or a leaky pipe? (1)

Male promotion probability (Y 2002-2006)



Expected female promotions using probability defined using age

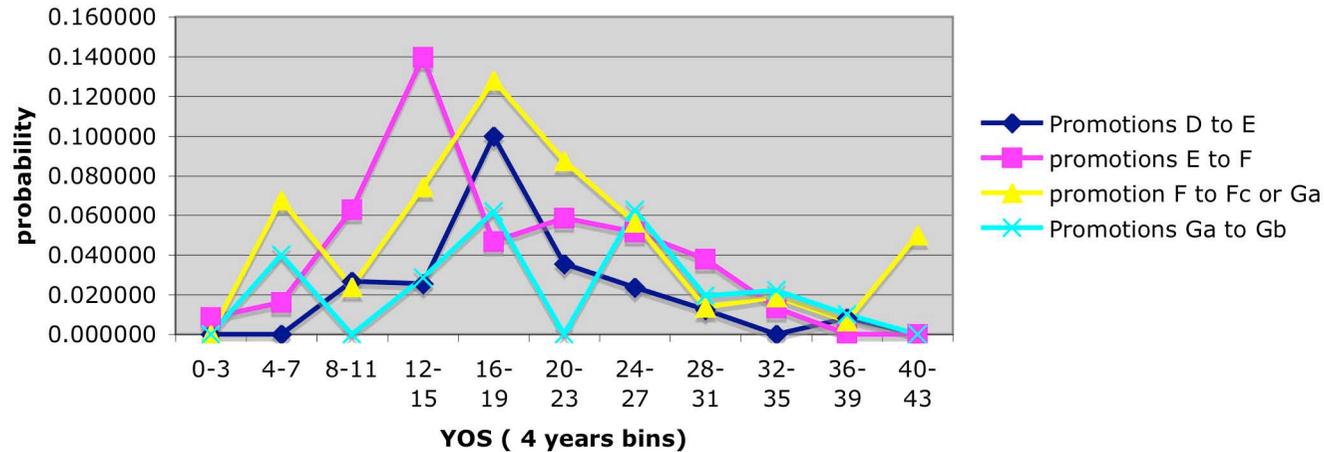


**Study made over 2002-2006**

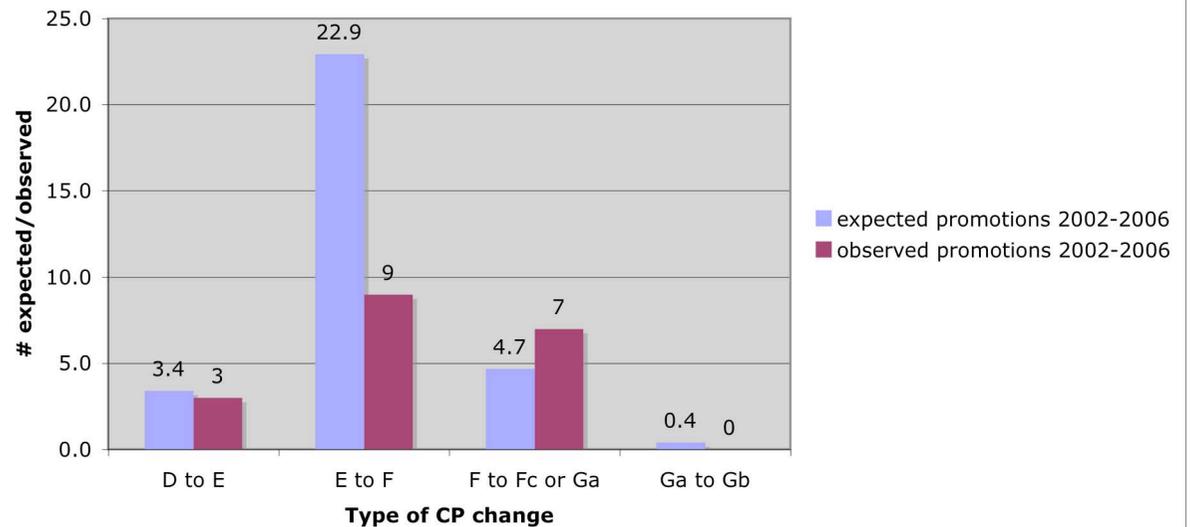
**Probability defined vs age**

# A glass ceiling or a leaky pipe? (2)

Promotion probabilities vs YOS for male staff ( 2002-2006)



Promotions expectation using probability defined for years of service



**Study  
made over  
2002-2006**

**Probability  
defined vs  
years of  
service**



# By department

Promotion	D to E		E to F		Fb to Fc or F to Ga		Ga to Gb	
Department	exp	obs	exp	obs	exp	obs	exp	obs
AB	12.208	12	20.788	21	15.897	20	5.470	6
AT+LHC+AC	4.824	3	16.489	16	6.385	8	2.345	3
DSU	0.341	0	2.727	1	2.076	2	1.104	2
FI	0.094	0	4.655	4	0.862	2	0.143	0
HR	0.210	0	1.926	3	1.790	1	0.464	0
IT	2.432	0	13.949	21	8.174	8	2.041	1
PH	2.136	2	36.755	35	21.250	19	8.246	5
SC	0.670	1	3.421	4	1.672	1	0.284	0
TS	6.414	10	11.912	14	3.738	6	1.772	4
Totals	29.33	28	112.62	119	61.85	67	21.87	21

*Probability of promotion (related to age) applied to population of each department.*

## Male staff

## Female staff

Promotion	D to E		E to F		Fb to Fc or F to Ga		Ga to Gb	
Department	exp	obs	exp	obs	exp	obs	exp	obs
AB	0.220	1	1.530	2	0.883	0	0.000	0
AT+LHC+AC	0.480	0	1.120	0	0.509	1	0.000	0
DSU	0.490	0	2.870	1	0.645	1	0.160	0
FI	0.200	0	1.820	0	0.057	0	0.000	0
HR	0.420	0	0.990	0	1.071	2	0.087	0
IT	0.490	1	2.870	0	0.645	0	0.160	0
PH	0.308	0	4.349	5	2.406	3	0.000	0
SC	0.110	0	0.580	1	1.010	0	0.000	0
TS	0.340	1	1.590	0	0.000	0	0.000	0
Totals	3.06	3	17.72	9	7.23	7	0.41	0



# Findings regarding Women in Science and Engineering Academe (AIP\* report)

- *Women have the ability and drive to succeed in science and engineering.*
- *Women who are interested in [S&E] careers are lost at every educational transition.*
- *The problem is not simply the pipeline.*
- *Women are very likely to face discrimination in every field of science and engineering.*
- *Substantial body of evidence establishes that most people - men and women - hold implicit biases.*
- *Evaluation criteria contain arbitrary and subjective components that disadvantage women.*
- *Academic organizational structures and rules contribute significantly to the underuse of women in academic science and engineering.*
- *The consequences of not acting will be detrimental to the nation's competitiveness.*
- *<http://www.aip.org/fyi/2006/118.html>*

*\* American Institute of Physics*



# *Recommendations for improvement*

- *work towards changing CERN's culture*
- *educate all staff on impartial evaluation*
- *provide training in diversity management*
- *ensure that recruitment efforts reach out to women candidates*
- *monitor contract renewal processes to ensure that recruitment and career development policies take into account the flexibility needed by working parents*
- *examine evaluation practices to focus on the quality of contributions and their impact*
- *offer mentoring for young female staff*

*do not expect women to be supermen*

## *Fair recruitment and career development - older staff*

### *Is CERN making the best use of its older staff?*

#### *- Observations*

- *Many staff are leaving before they reach 65*
- *Very little motivation given to older staff (>55)*
- *Recycling is not always the answer*
- *Supervisors relate more easily to younger staff*
- *Mentoring role not developed*
- *Diversity of experience, accumulated competences and skills not fully used*

# *A good balance between work and home life*

***For optimum performance staff need to be healthy both in mind and body***

- ***Encourage staff to***
  - *maintain outside interests*
  - *be reasonable about the time spent at work*
- ***Help working parents to use the possibilities offered***
  - ***Child care***
    - Kindergarten, crèche\* (Winter 2007)*
  - ***Leave***
    - Maternity leave 16 weeks (plus 4), paternity leave 6 days\**
    - Leave for sick family member\* is 7 days/year – with medical certificate*
  - ***Leave with agreement of hierarchy (be flexible)***
    - Parental leave 3 months*
    - Special leave*
    - Saved leave – up to 22 days/year*
    - Reduced working hours (80% - 50%)*
    - Work at home – 1 day / week*

***\*Five-yearly review***



# *Dignity and respect in the work place*

- *Perceived increase of stress related symptoms and burnouts*
- *What is 'normal' behaviour? We are all different*
  - *nationalities and cultures*
  - *women and men*
  - *concept of 'acceptable' behaviour*
  - *reaction to situations, sensitive -> hard-boiled*
  - *expectancies*
- *Work-place conflicts start with the breakdown of confidence*
  - *feeling of 'victimisation' – can be on both sides*
  - *continuing breakdown of communication*
  - *eventually behaviour degrades*
- *Situation needs to be tackled right from the start*
- *Unsolved conflicts can degenerate into harassment*

# Harassment

## **Dictionary:**

- *To irritate or torment persistently.*
- *To wear out; exhaust.*
- *To impede and exhaust (an enemy) by repeated attacks or raids.*

## Psychological abuse

Humiliation / Intimidation

Mobbing / Bullying

Hate speech / Manipulation

Stalking / Cyberstalking

Relational aggression

Parental alienation

Psychological torture

Mind control / Shunning

Coercive persuasion

## **CERN's definition**

*Any importunate behaviour towards another person that interferes with the work or well-being of the latter on a continuing basis, in particular verbal or physical aggressive and/or violent acts and unwarranted behaviour that create a hostile or unbearable working atmosphere.*

# Harassment

- *Can be real or perceived*
- *Sexual or moral*
- *CERN has a legal obligation to protect staff against harassment*
- *Administrative Circular 32 on harassment*
- *Nobody wins in harassment investigation*
- *Harassment does not include*
  - *refusal to promote a person*
  - *reassignment to a different task*
  - *professional differences in opinion*
  - *“acceptable” human interaction – gentle teasing, pointing out mistakes.*
- *We have the mandate to ensure dignity and respect in the workplace and to treat harassment .*
  - *Our main approach is to make people aware of the problem,*
  - *Harassment we treat by offering advice, mediation, investigation, however only with the complainants agreement.*

# 'Harassment' complaints

- *In last two years*

	2004			2005		
	Men	Women	Total	Men	Women	Total
Complaint	1	1	2	1	4	5
Advice	0	4	4	3	0	3
Mediation	2	2	4	1	5	6
Investigation	2	0	2	1	1	2
	5	7	12	6	10	16

## *Our observations:*

- *frequently a false perception of harassment*
- *distrust of their direct hierarchy and consequent breakdown of communication*
- *feeling of being victimized, unable to defend themselves*
- *manifestation of stress symptoms (Medical Service)*
- *EOAP members are often approached (Management neutral?)*
- *unethical behaviour is often the trigger*

***We believe that this is the tip of the iceberg***

# Avoiding harassment

- **Take action on unacceptable behaviour**
  - *Abusive language in meetings or sexist, racist comments*
  - *Gossip spreading and malicious rumours*
  - *Being unfair or unreasonable*
  - *Competing with your staff*
  - *Expecting the impossible*
  - *Unresolved conflicts*
  - *Humiliating or ridiculing people*
  - *Giving autocratic orders – convince rather than force*
  - *Using other peoples work or ideas as your own*
  - *Sending offensive emails*
  - *Isolating someone*
- **Watch out for changes of behaviour**
- **Listen to what people say**

## *In conclusion (1)*

- ***CERN is actively supporting Equal Opportunities***

- ***Recruitment and career development of women is generally fair***

***However there are no women in top management  
Continuing investigations as to why***

- ***Awareness program***

***Equal opportunities included in management training programs***

***Departmental meetings***

***Web page: <http://equal-opportunities.web.cern.ch/equal-opportunities/Welcome.php>***

## *In conclusion (2)*

- ***The challenges***
  - ***continue to work at changing attitudes towards women in the work-place***
    - 25% female scientific staff at all levels***
    - prepare women to move into management positions***
  - ***better use of older staff***
  - ***eradicate real and conceived harassment***
  - ***more diversity management***
  - ***flexibility toward working parents***
  - ***extend awareness campaign to reach all staff***

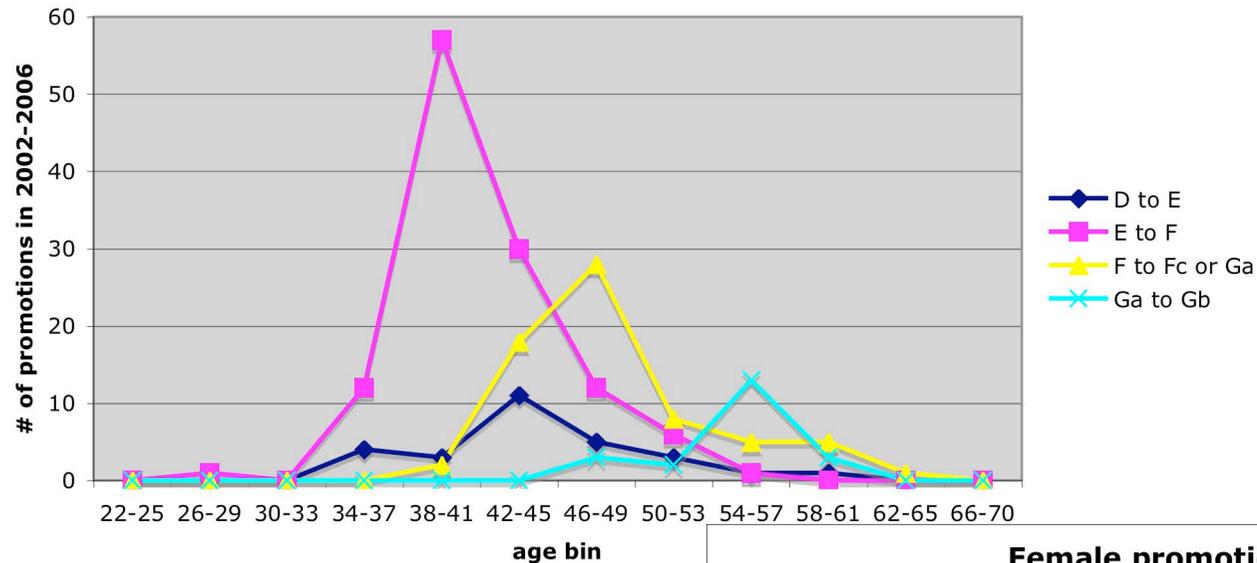
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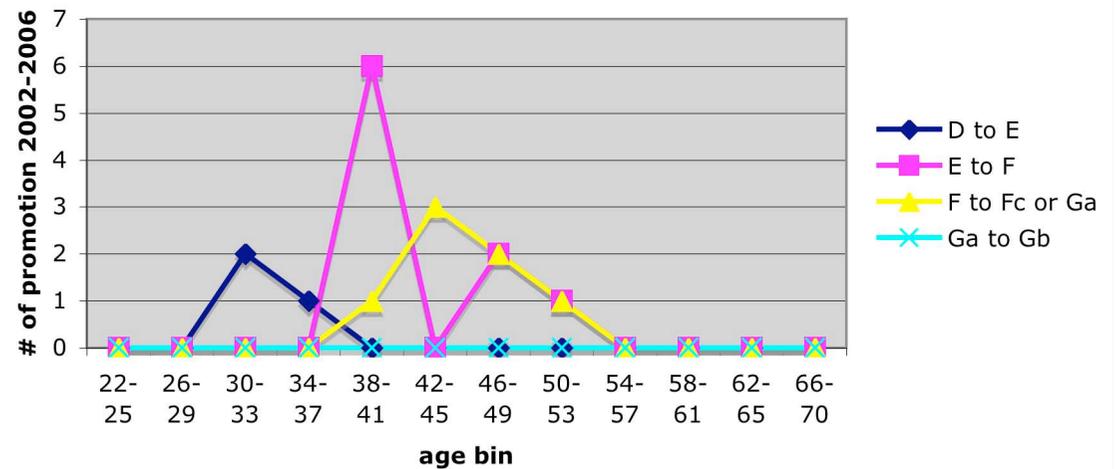
*The end - thank you*

# promotions statistics

Male promotions in 2002-2006 per age bin



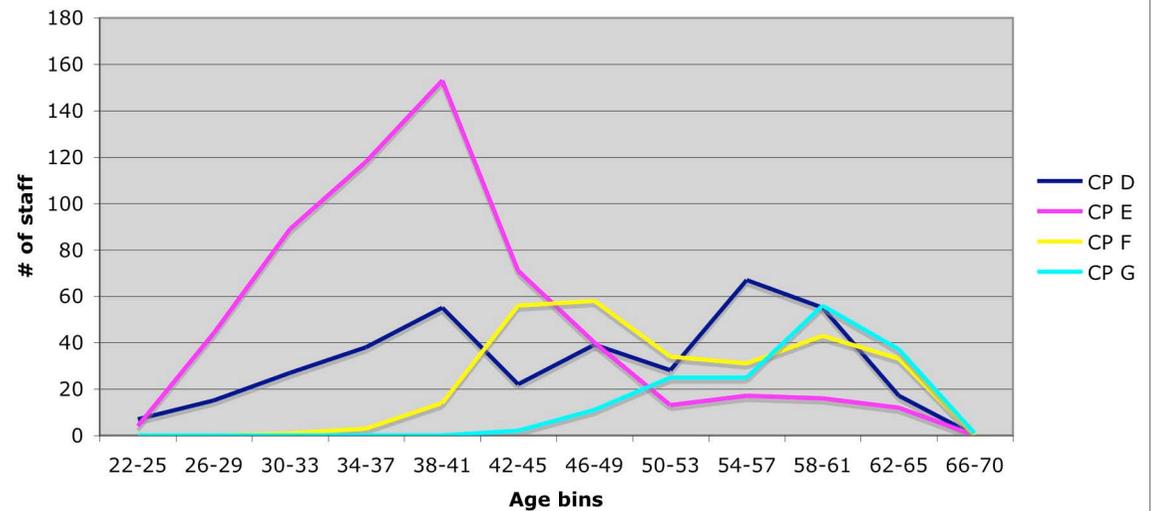
Female promotions in 2002-2006



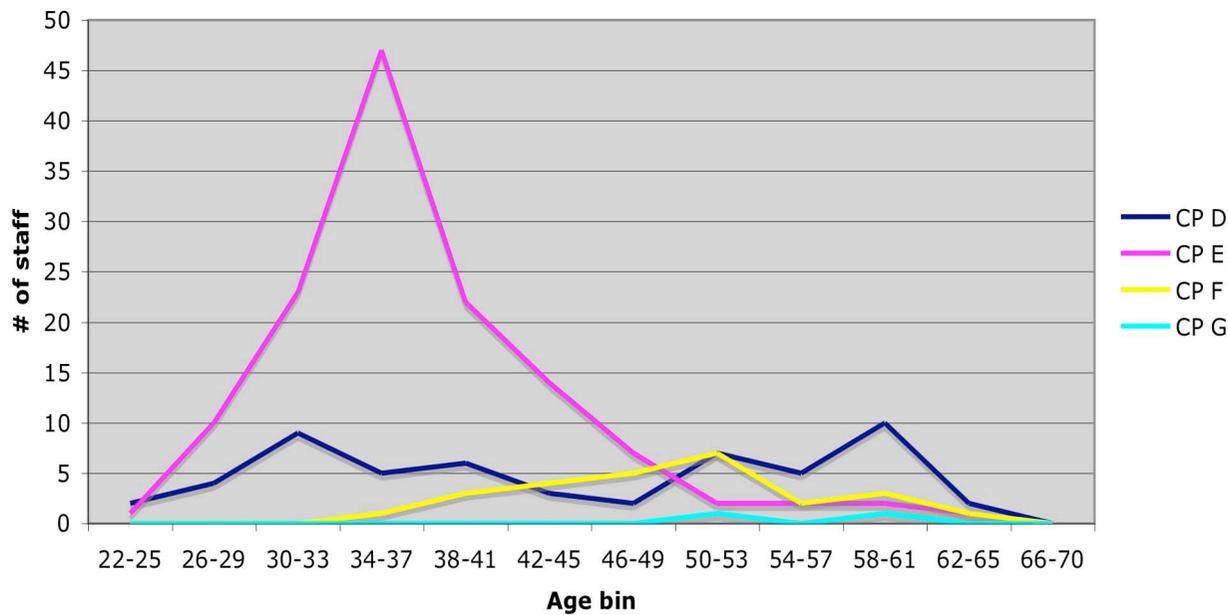
# Age profiles



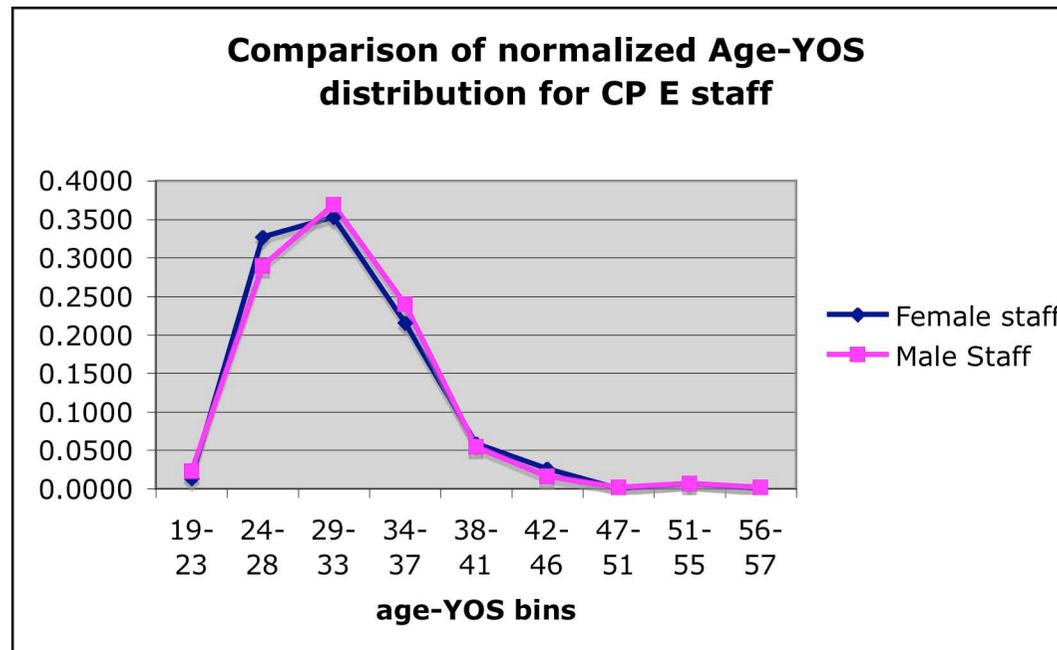
Age distribution Male staff (2006)



Age distribution female staff (2006)



# Age vs YOS



Women seems to be hired slightly younger than men