

# Be inspired

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An employee value proposition for CERN



work





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“You have to admire CERN for its madness; the audacity to even try to achieve these things is stunning.”

CERN employee, December 2009

# Introduction

An EVP is the simplest and most persuasive answer to the question:

Why should the people you want to work at CERN  
*want* to work at CERN rather than any other employer?

When we find the overlap between what people like about working at CERN, what people look for in employers, and the definition of what CERN wants to be, that will be our EVP.

It's not going to be one word, or even a single 'selling point'. It's a combination of those factors which represent the best story you have to tell, with different combinations of factors appealing to different people.

CERN has an unmistakeable advantage in this effort; what you do and the reasons you exist are unique, and we can therefore make a compelling case about what makes you different from other employers. But it would be a mistake to neglect the other elements of your culture which are equally unique and attractive.

“One of the greatest things about CERN is that it's not just about the work that's done here – it's about the human aspect. The diversity – the human approach. Your challenge is not just the physics, it's how you're going to present it to your colleague who speaks a language you don't know.”

CERN employee, December 2009

An EVP cannot exist in a vacuum, and must be built from a clear understanding of your organisational aims.

# Section 1

Surveying the landscape

# The mission

Established by a convention in 1954, the mission of CERN has four strands:

- Research: Seeking and finding answers to questions about the universe
- Technology: Advancing the frontiers of technology
- Collaborating: Bringing nations together through science
- Education: Training the scientists of tomorrow

The EVP will be a crucial way for you to communicate this mission with the outside world. As an organisation with no need to “mass market”, recruitment advertisements and communications are likely to be one of the most visible channels of information for the general public.

The **research** element of the mission is already well publicised, and so to some extent is **technology**; these are inevitably the elements which arouse most interest from scientific and mainstream media, along with countless bloggers, social networks and more informal channels. **Collaboration** and **education**, however, are intrinsic to the employment experience, and if we can communicate them effectively using the EVP, we will increase public understanding of why you exist.

“CERN is an employer, a state, a physics lab and a university campus. And that means everything we do here is unique.”

CERN employee, December 2009

# The values



The values underpin your competency framework, and so are a crucial contributing factor to the EVP development. But it's important to remember the difference.

Values are what you expect of each other; the EVP is what you have to offer.

In some cases, a value may carry with it an implicit benefit, but on their own they do not tell the full story of why someone would choose CERN as an employer.

“It's the chance to focus on being the very best at what you do.”

CERN employee, December 2009

# Building the prototype

We read the documentation, we watched the DVD, we surfed the internet. But ultimately there's no substitute for talking to the people who work with you, finding out why they joined - and why they stay.

“97.2% of CERN employees are proud to work for this organisation.”

Staff member survey 2009, Université de Lyon

In December 2009, we interviewed a number of CERN employees, both by phone and face to face in Geneva. We explored how they see the values, and what impact they have on the mission. We asked them what they say to friends about working at CERN.

Working from our understanding of CERN's aims, and with the added input of the people who work there every day, six key themes emerged to define the best elements of working life at CERN.



# Section 2

## The prototype EVP

# Section 2: The prototype EVP

## Core EVP factors

### PURPOSE

“There's an almost giddy enthusiasm for what CERN is trying to accomplish. And that's in every department and function.”

External viewpoint, November 2009

### CHALLENGE

“Sometimes the problem can seem insurmountable, and multiple elements are not yet possible, but we just make it happen.”

CERN employee, December 2009

### INTEGRITY

“Somewhere in the private sector, your bottom line is always going to be money. But here it is knowledge, it is understanding: it is a want and a desire to understand more.”

CERN employee, December 2009

“You don't get automatic respect just because you're qualified or an expert – everyone is. You gain respect little by little.”

CERN employee, December 2009

### COLLABORATION

“I get more done through others than I could on my own.”

CERN employee, December 2009

### IMAGINATION

“It's a creative atmosphere: whatever you're doing, you'll need to do things that haven't been done before, and move into new specialisms.”

CERN employee, December 2009

## Supporting attraction factor

### QUALITY OF LIFE

“It's a great place to be, and there's plenty nearby – mountains for skiing, Lake Geneva... the only thing we don't have here is a beach, and the South of France isn't far!”

CERN employee, December 2009

# What these factors mean at CERN.

## **PURPOSE:**

The people of CERN are driven by a shared goal, a single purpose. They want to achieve the impossible, to do what's never been done before. Everyone here is a specialist, people strive to be the best that they can be and industry firsts are created regularly – and not just in the world of physics.

## **CHALLENGE:**

Unravelling the mysteries of the universe: it's a big task. And that's one of the reasons that experts come to CERN – to test themselves, push their abilities and help create history with groundbreaking discoveries. But this is not just about physics. The engineering and technical skills needed to make the experiments succeed are as world-class as the science behind them. If you want to help answer the world's toughest questions, this is the place to do it.

## **INTEGRITY:**

This is a word that was produced in the CERN values, but it's something that can be claimed by any number of organisations, so what does it actually mean here? Respect isn't handed out automatically at CERN – it's earned. But, because of the nature of the work, people act with integrity. People are driven by scientific discovery. Their motivations are pure. They trust and are trusted.

## **COLLABORATION:**

CERN is an employer, a university and a state: a whole community working towards a shared goal – scientific discovery. This creates a collaborative world. Seniors work with graduates. Physicists need engineers. Countries forget politics and collaborate to achieve. And knowledge – CERN's main commodity – is shared throughout CERN, its member states and the rest of the world.

## **IMAGINATION:**

This is work without boundaries. People here are realising the impossible. Pushing what is known and accepted with the courage to ask, "what if?" They have the freedom to think differently, to imagine, to find improbable solutions to problems that have never been asked before. They are free to take chances, to challenge ideas, to enjoy unrestrictive working practices.

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## **QUALITY OF LIFE:**

Of course, there's one final element that helps to make CERN what it is. People here enjoy living a truly cosmopolitan life, in the heart of Europe. The environment offers a myriad of leisure activities, both on Lake Geneva and the surrounding mountains. With excellent benefits, great remuneration and the freedom to work flexibly, it's not just the work and atmosphere that makes people enjoy their jobs, it's the tangible elements that they receive too.

## EVP expression

CERN is a truly unique organisation. A genuine collaboration between countries, universities and scientists, driven not by profit margins, but by a commitment to create and share knowledge. People here are part of immense scientific discoveries, answering some of life's most complex questions and pushing the boundaries of understanding. Experts from every field come here to share in this ambition and the nature of this collaborative, international community creates a genuine atmosphere of trust. People are free to work creatively and to trust in, and rely on, their colleagues across the organisation. History's being made here – and the excitement is tangible, inspiring, overwhelming at times. It is the only place in the world that you can do this work in this way.

# CERN. Take part.

# Values and Value propositions

## **VALUES**

are a set of behaviours – or philosophical ideals – that you consider the most important to enable you to achieve the very best as an organisation.

## **EVP FACTORS**

are a set of behaviours or working conditions that you know you have, a culture that you can offer to candidates that other employers cannot.

In short, values are what you aspire to be to make you successful. EVP factors are what you already have that make you great as an employer.

# So, what about overlap?

The fact that we have some overlap is actually co-incidental. It's a good sign – it means that what you're aspiring to be is, in some places, in line with what you're actually demonstrating as an employer. There could have been no overlap whatsoever, but that would mean that either the values were not being demonstrated, or that they were not relevant to an individual employee's personal sense of fulfilment.

If we look at your definition of your values we can see more clearly where the overlap occurs.

Values from your competency framework	EVP factors
<b>Integrity</b> Behaving with intellectual honesty and being accountable for own actions	<b>Integrity</b> The direct implication of the competency is that you will benefit from the integrity of your colleagues
<b>Diversity</b> Appreciating differences & ensuring equal treatment & multi-cultural collaboration	<b>Collaboration</b> Again, CERN's commitment to diversity manifests itself as a selling point as the collaborative environment, with different skills, cultures and backgrounds coming together
<b>Professionalism</b> Producing a consistently high level of results within allocated resources & time frame	<b>Purpose and Challenge</b> The words have changed slightly, as we're now expressing the positive implications of the behaviours being demonstrated by all CERN staff. But the fundamental understanding of purpose and challenge is shared between these three values – and the overriding value of excellence
<b>Effectiveness</b> Being at the forefront of professional field & promoting organisational development	
<b>Commitment</b> Demonstrating a high level of motivation and dedication to the Organisation	
<b>Excellence</b>	

The interesting point to note is that there are two factors, **imagination** and **quality of life** which are not directly related to the behaviours you expect of staff. And there's a good reason for this.

Setting **imagination** as a value is not a fair or reasonable expectation to put into a competency framework. In fact, formalising such a competency would be more likely to stifle that exploratory thinking which your staff so enjoy – like setting 'happiness' as a competency.

The **quality of life** is also unrelated, as it's partly a function of your location, and the remainder is a promise you make to the staff respecting their work-life balance, rather than something they need to fulfil.

## Take Part: five reasons it works.

- It is open and welcoming. And that means it responds to one of CERN's biggest issues – people just don't think that they can work at CERN.
- It presents an opportunity and is active.
- It is instantly collaborative and communicates the vision of a shared goal.
- It is right for the employer market, but will work well internally, or within any number of channels. It will also translate easily into different languages.
- Time and time again, when developing creative executions, the collaborative nature of CERN is the strongest factor coming through.





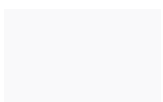
# Section 3

## Sample communications

### **Creative executions**

For individual job roles, we have scope to do things differently. At the moment, roles are listed on the website. The copy is lengthy and there's a lot of "HR data" at the top, obscuring key messages and making candidates work to get to the bits that actually apply to them. We chose a few roles to look at and execute in a number of different ways – to show you how the EVP might work.

Before



# Electronics Engineer

The screenshot shows a web browser window displaying the CERN Careers page. The URL is [https://ert.cern.ch/browse\\_www/wd\\_search.results](https://ert.cern.ch/browse_www/wd_search.results). The page title is "Careers at CERN intranet". The main content area is titled "Electronics Engineer". Below the title, it specifies the department: "Electronics Engineer in the Engineering Department (EN), Sources, Targets & Interactions Group (STI), Equipment Controls & Electronics Section (ECE)". The French equivalent is also provided: "Ingénieur (Electronique) dans le Département Ingénierie (EN), Groupe Sources, Cibles & Interactions (STI), Section Contrôle des Equipements & Electronique (ECE)". The publication date is 13.07.2009. A table lists the programme as Staff, staff category as University Engineers, number of posts as 1, and job reference as EN-STI-ECE-2009-160-LD. The professional code is 204. The career path is E. There is a link to the French version. The introduction describes the role within the STI group of the EN department. The functions section lists tasks such as design, production, acceptance test, and operation of SEU monitors. The qualification required is a university degree in electronics engineering. The experience and knowledge section lists various technical skills and languages. The eligibility and closing date section states that the vacancy is open to all member states. The note on employment conditions mentions a limited-duration contract.

Full Search

[https://ert.cern.ch/browse\\_www/wd\\_search.results](https://ert.cern.ch/browse_www/wd_search.results)

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Contact Us

FAQ

SHARE

Text Size : A | A | A

You are on the Intranet site. Shift back to Extranet before copying any URL to be sent to external users!

## Electronics Engineer

**Electronics Engineer in the Engineering Department (EN), Sources, Targets & Interactions Group (STI), Equipment Controls & Electronics Section (ECE)**

**Ingénieur (Electronique) dans le Département Ingénierie (EN), Groupe Sources, Cibles & Interactions (STI), Section Contrôle des Equipements & Electronique (ECE)**

Publication date: 13.07.2009

<b>Programme</b>	Staff
<b>Staff Category</b>	University Engineers
<b>Number of posts</b>	1
<b>Job Reference</b>	EN-STI-ECE-2009-160-LD

**Professional Code / Code Professionnel**  
204

**Career Path / Filière de Carrière**  
E

**English Version**

[Voir plus bas pour la version française.](#)

### Introduction

The Sources, Targets & Interactions Group (STI) of the Engineering Department (EN) takes part in a variety of activities concerning the CERN Accelerators (LHC, PS, SPS) for the design, construction and operation of accelerator components, and Experimental facilities like ISOLDE (Isotope Separation On-Line), n-TOF (Neutron Time of Flight experiment), CTF3 and the PS and SPS Experimental Areas. The ECE Section is in charge of developing and operating all the control systems for the components under the group's responsibility, and to develop Single Event Upset (SEU) detectors to measure on-line the level of radiation received in underground areas, as well as to support CERN groups of the Accelerator Sector for all the technical aspects of radiation test to electronics.

### Functions

As an Electronic Engineer in the ECE Section of the EN/STI Group you will:

- Take responsibility for the design, production, acceptance test and operation of SEU monitors in the CERN accelerator complex (system known as "RADMON");
- Acquire and maintain the know-how to test electronic components and systems against radiation damage (dose and SEU);
- Organize and participate in radiation test campaigns both at CERN and in outside facilities;
- Offer services to the community of electronic engineers at CERN in their design and test phases to validate their devices for a given level of dose and hadron fluence;
- Support the general activities of the section, in particular operation of the control systems of the group;
- Participate, if required, to the design and production of control system for mechatronic systems;
- Coordinate and supervise technical staff as required (fellows, technicians);
- Write technical specifications for prototyping and series production, follow-up supply contracts;
- Interact at all hierarchical and technical level with the people involved in the projects under your responsibility;
- Prepare technical reports, organise and prepare documentation for all the activities above in English or French.

### Qualification required

University degree in electronics engineering, controls and automation or equivalent.

### Experience and knowledge

You shall have good knowledge and up to 5 years experience in some or all of the following fields:

- Analog or digital electronics (conditioning and filtering, DSP, FPGAs ...);
- Controls theory;
- CAE tools (CADENCE, ORCAD...);
- Electronic circuit design techniques;
- Design and operation of process control systems (stepping motors, position and temperature sensors, PLCs, VME etc...);
- Knowledge of EMC problems and cures;
- Basic knowledge of radiation physics and effects of radiation on electronic devices;
- Good communication skills in an international environment and ability to work in a multidisciplinary team.
- Good knowledge of English or French; basic knowledge of the other language or an undertaking to acquire it rapidly.

### Eligibility and closing date

In line with our policy of Equal Opportunities, we encourage both men and women with relevant qualifications to apply.

Nationals from all [Member States](#) may apply.

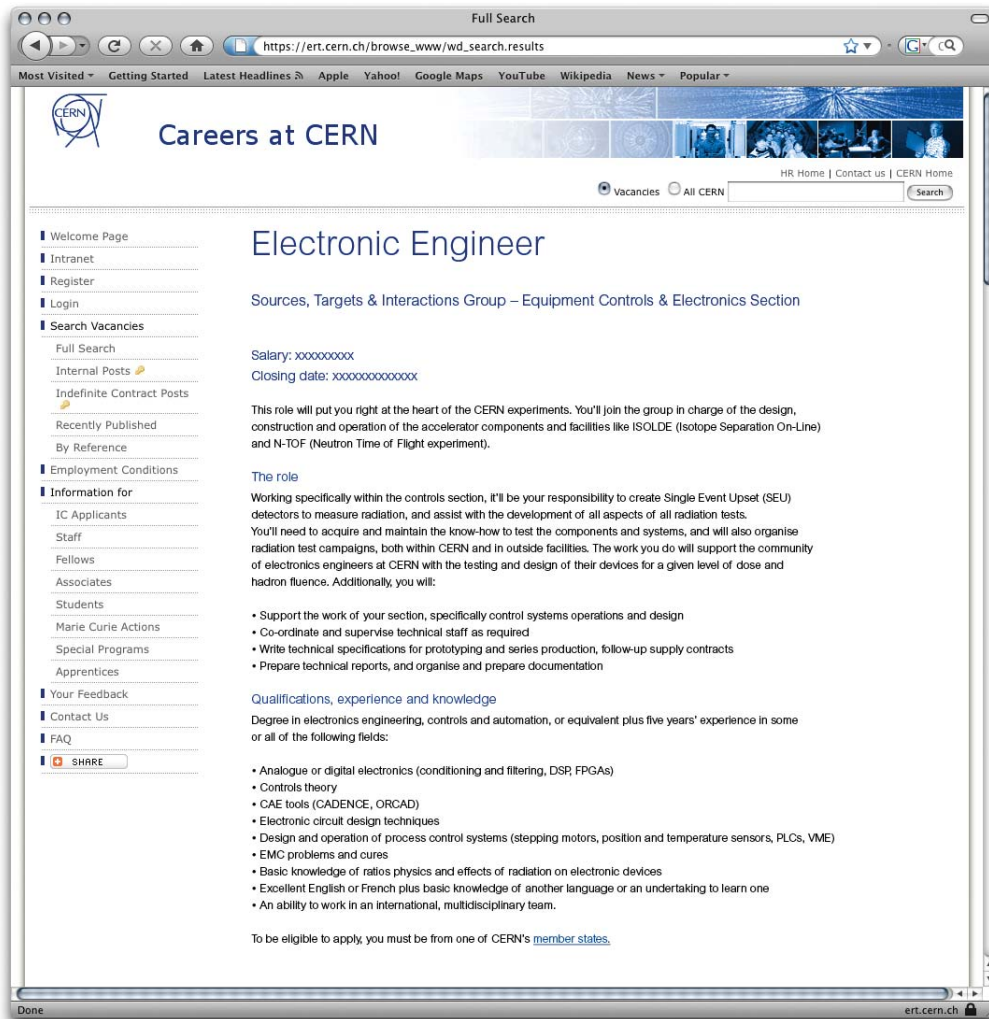
This vacancy will be filled as soon as possible, and applications should normally reach us no later than 6 weeks from the date of publication. Applications will normally remain valid for 12 months.

### Note on Employment Conditions

- We offer a limited-duration contract for a period of five years. Limited-duration contracts shall terminate by default on their date of expiry.
- Subject to certain conditions, holders of limited-duration contracts may be granted an indefinite contract.
- These functions may require work outside CERN normal working hours.
- These functions require interventions in underground installations and controlled radioactive environment.

Before

# Electronics Engineer



After

# Vacuum Technician

Vacuum Technician

**Vacuum Technician in the Technology Department (TE), Vacuum, Surfaces & Coatings Group (VSC)**

Date of publication: 27.10.2009

<b>Programme</b>	Staff
<b>Staff Category</b>	Technicians
<b>Number of posts</b>	2
<b>Job Reference</b>	TE-VSC-2009-309-LD

**Professional Code / Code Professionnel**  
316

**Career Path / Filière de Carrière**  
C

## Introduction

The Vacuum, Surfaces & Coatings Group (VSC) is responsible for the operation, maintenance and upgrade of the vacuum systems and related Controls of the existing CERN accelerator complex including the LHC and its detectors and of the CERN cleaning and coating facilities. The group is also responsible for the studies, design, technical validation, industrial procurement, installation and commissioning of the vacuum systems for all new CERN accelerator Projects and related R&D.

## Functions

As a technician, your main activities will be centered on the operation, maintenance and upgrade of the beam vacuum systems of the CERN accelerators. After a training period provided by experienced colleagues, you will:

Supervise and monitor the status the accelerators vacuums. On a regular basis, via controls software and field patrols, you will inspect and record the vacuum conditions, reporting faults and planning corrective actions;  
Participate in the regular maintenance, consolidations and upgrade activities of the existing accelerators during the winter shutdown, as an indication, from November to May each year;  
During beam runs, participate to troubleshooting and urgent field interventions to re-establish beams and reinforce vacuum skills by contributing to Projects or Laboratory measurements

## Qualification required

Higher technical diploma or equivalent in mechanics, electro-mechanics, applied physics or a related field.

## Experience and knowledge

- Practical experience or theoretical knowledge in one of the following fields: mechanics, electro-mechanics, applied physics, materials or surface science and a keen interest to work in these domains;
- Focus on delivering results and flexibility to adapt to new challenges;
- Demonstrated ability to work independently and as a member of a team;
- Good communication skills and ability to collaborate with other teams in an international and multidisciplinary environment;

Before

# Let nothing stand in our way.

## Vacuum Technician

You know vacuums. In fact, you're probably an expert in them. But could you help us create and maintain a vacuum system so effective it would be as empty as deep space? Because that's exactly what we need to run our experiments. And it's exactly what we need if we're to find the Higgs Boson. If you think you've the experience and theoretical knowledge we're after, visit [www.cern.ch/jobs](http://www.cern.ch/jobs) to find out more. Together, we'll make sure nothing holds us back. **CERN. Take part.**



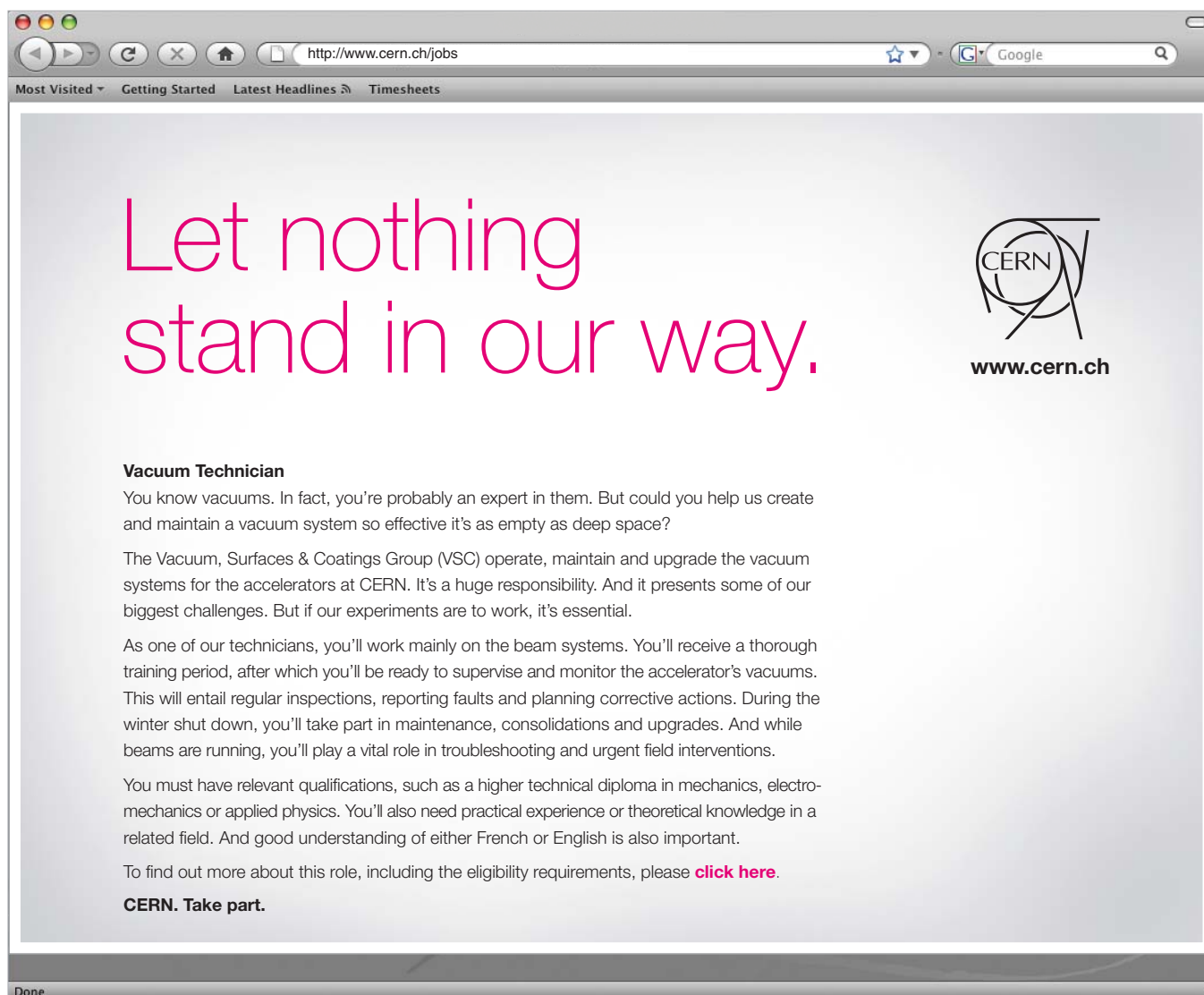
[www.cern.ch](http://www.cern.ch)

After – version I

EVP factors this highlights:

PURPOSE ✓ CHALLENGE ✓ INTEGRITY ■ COLLABORATION ✓ IMAGINATION ■ QUALITY OF LIFE ■

Of course, it's really important that all of your ads work online. Though you have more room to play with, the key for web copy is to keep it succinct – people really don't like to scroll. And at all times, you must keep your reader engaged – the web attention span is short and fickle.




After – version 2

EVP factors this highlights:

PURPOSE ☒ CHALLENGE ☒ INTEGRITY ☐ COLLABORATION ☒ IMAGINATION ☐ QUALITY OF LIFE ☐








Temperature matters.

**Engineer or Applied Physicist  
(Cryogenic Operation)**

Our accelerators and detectors need to be at 1.8K. If they're not, our experiments will fail. It's as simple as that. Every single person that works at CERN is vital to the success of our mission. If you've got strong engineering or cryogenic experience, and think you could rise to the challenges we face, then we'd like to meet you. In fact, you could become part of the most ambitious experiment in the world. Visit [www.cern.ch/jobs](http://www.cern.ch/jobs) to find out more and apply. We'll put the champagne on ice. **CERN. Take part.**




[www.cern.ch](http://www.cern.ch)

After – version I

For an experienced Cryogenics Engineer; the headline, the logo and the job title is almost enough – you could run this ad with no copy whatsoever and it would still do exactly what you needed it to do.


EVP factors this highlights:

PURPOSE ✓ CHALLENGE ✓ INTEGRITY ■ COLLABORATION ✓ IMAGINATION ■ QUALITY OF LIFE ■



If  
cold  
is  
your  
business,  
this  
will  
send  
shivers  
down  
your  
spine.

**Engineer or Applied Physicist (Cryogenic Operation)**  
 With an optimum temperature of 1.8K our accelerators present some interesting challenges for our scientists. Which is exactly the kind of work you'll relish. As an experienced and knowledgeable engineer or applied physicist, you'll be essential in the testing, commissioning and operation of our complex cryogenics systems. Part of a highly skilled team, your insight and technical abilities will enable the world's most ambitious experiment to work. It's the sort of job that'll really get you hot under the collar. Visit [www.cern.ch/jobs](http://www.cern.ch/jobs) to find out more and apply. **CERN. Take part.**



[www.cern.ch](http://www.cern.ch)

After – version 2

EVP factors this highlights:

PURPOSE ☒ CHALLENGE ☒ INTEGRITY ☐ COLLABORATION ☐ IMAGINATION ☐ QUALITY OF LIFE ☐

# Working here will give you goosebumps.

## **Cryogenics Engineer / Applied Physicist**

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[www.cern.ch](http://www.cern.ch)

After – version 3

**EVP factors this highlights:**

**PURPOSE** ✓ **CHALLENGE** ✓ INTEGRITY ■ COLLABORATION ■ **IMAGINATION** ✓ QUALITY OF LIFE ■

# The “Incredible” campaign.



**Technical Student Programme**

**Come and do your internship @ CERN**  
**the coolest place in the Universe!**



To see if you are eligible for this programme and to apply, visit : <http://ert.cern.ch>  
European Organization for Nuclear Research  
Geneva, Switzerland

Before

The main problem facing CERN is a lack of understanding. People don't know enough about the organisation – they haven't heard the amazing CERN story. And of those who have, barely any of them think it might apply to them. The Technical Student Programme is an excellent place to begin redressing that balance.

Firstly, we're talking to your core "hard to recruit" audience – basically, non-physicists. Secondly, we're approaching university students. Crucially, engaging with these people before their careers have even really begun will plant the seed of CERN in their minds for the rest of their working lives.

Of course, the battle for good internship students is fierce. And in the busy world of university notice boards there's real competition for space and a challenge to catch the eye of a largely passive audience. We need to be striking and blunt. The "Incredible" campaign does just that.

Tell anyone the story of CERN, some of the cold hard facts, and you can see the look of awe and amazement as the information sinks in. We've seen it happen in our office a number of times. And not all of the reactions we've seen can be written here. Conveying that excitement might just be the key to catching the attention of jaded students.

There's a lot to be said for being brutally simple. And that's exactly what this campaign does, with headlines that capture the average reaction to CERN's story. Never underestimate a person's intrigue when presented with a bold statement in no context. Not only do these lines give a nod to the amazing nature of CERN's work, they also highlight the way most people react when they find out they'll actually be able to work – in this case do an internship – at CERN. And for a technical undergraduate this is a chance-of-a-lifetime opportunity that will give their career an incredible start.

#### Technical Student Programme

Seriously. You don't have to be a physicist to work at CERN. In fact, far from it. The majority of people that work here are engineers. Or computer scientists. Or mathematicians. Or administrators. Finding the Higgs particle creates some of the most challenging problems known to man. But it also creates one of the most interesting learning environments. If you're an undergraduate in applied physics, engineering, computing or a similar discipline, you could spend between four and twelve months with us in Switzerland, developing your skills on the world's most ambitious experiment. Who'd have thought it?

To find out more about the Technical Student Programme, including the eligibility conditions, please visit [www.cern.ch/jobs](http://www.cern.ch/jobs)

**CERN. Take part.**



[www.cern.ch](http://www.cern.ch)

# never.

After – version I

# no way.

## Technical Student Programme

Way. If you're a technical student studying engineering, applied physics, computing (or a similar discipline), you could carry out an internship at CERN. Placements last between four and 12 months and you'll even receive a monthly living allowance. It's a chance-of-a-lifetime opportunity to build expertise on the world's most incredible experiment.

Find out more, visit [www.cern.ch/jobs](http://www.cern.ch/jobs)

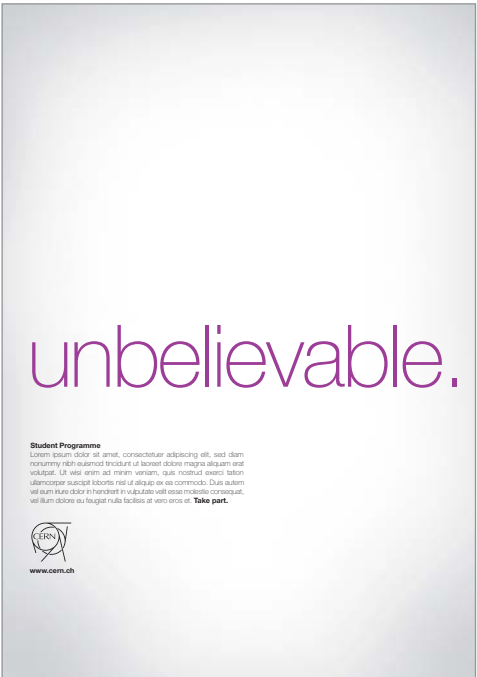
**CERN. Take part.**



[www.cern.ch](http://www.cern.ch)

After – version 2

Alternative headlines





# Further creative executions

Of course, it's really important that this EVP does not just apply to scientists.

**Administrative Roles**  
Take your pick. Skiing. Mountain climbing. Stopping for coffee right next to Lake Geneva. The possibilities are exceptional. But then, this is no ordinary job – in no ordinary organisation. At CERN we're undertaking the most ambitious experiment in the universe. An experiment so significant it could answer man's most thought-provoking questions. To do it, we don't just need the best scientists, we need the best of everything – and that includes administrators. If you'd like to play your part in this fascinating project – and move to one of Europe's most exciting cities – visit [www.cern.ch/jobs](http://www.cern.ch/jobs) to find out more. **CERN. Take part.**

**CERN**  
[www.cern.ch](http://www.cern.ch)

There's lots to do in Geneva.

EVP factors this highlights: **PURPOSE** ✓ CHALLENGE ■ INTEGRITY ■ **COLLABORATION** ✓ IMAGINATION ■ **QUALITY OF LIFE** ✓

And it wouldn't be CERN without an ad for Physicists.

# Finding the Higgs Boson. It doesn't get much bigger than this.

## Physicists

We've set ourselves an incredible challenge. With a team of thousands, we've embarked on a journey to answer the most difficult questions facing mankind today. With your theoretical knowledge and profound expertise, you'll help us do it. Opportunities like this don't happen every day. Visit [www.cern.ch/jobs](http://www.cern.ch/jobs) to find out more. **CERN. Take part.**



EVP factors this highlights:

PURPOSE ☒ CHALLENGE ☒ INTEGRITY ☐ COLLABORATION ☒ IMAGINATION ☐ QUALITY OF LIFE ☐

# Schools booklet

Finally, we wanted to look at approaching a new audience – translating the EVP into a less obvious employee market. So we've developed a booklet that could be handed out at schools, possibly targeting students of 16 and over.

CERN has the ability to capture the imagination in a way that no other organisation can. We discovered a really interesting piece of insight when we were holding our interviews: for a lot of the people we spoke to, their excitement for CERN began at a young age – even as young as 13. The problem is, most school children – certainly in Britain – just don't know enough about CERN to get excited. There's already a recognised problem in this country with the number of children studying maths and science at university, so engaging them with CERN is even harder.

We think a programme of school engagement is essential. And we'd like to start with a simple, high-quality booklet. Aimed at A-Level students (16 – 18), but accessible for younger ages, this pocket-sized piece would start to build excitement about the work that's carried out at CERN. It's not a recruitment piece; like the "Incredible" campaign, we're planting the seed.

The booklet would be made up of a series of fascinating facts to enable us to tell the CERN story in an interesting way that'll have kids in a state of awe and amazement. The underlying message is simply, "Did you know that we do this? And did you know you can too?" What's more, it's the sort of publication that could be used in any environment – at careers fairs, in the CERN reception, everywhere.



Front cover

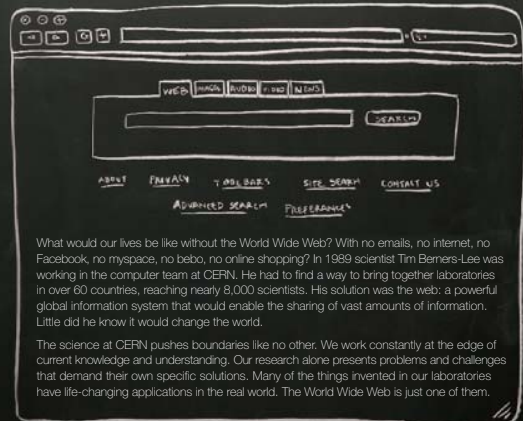
## Temperature matters.

Imagine the coldest place on earth. Colder than the Arctic. Or the Antarctic. Colder than the icy water under an iceberg in Iceland. For the machines and accelerators at CERN to work, we need to keep the environment at 1.8K. That's 1.8K above absolute zero – which is basically as cold as it gets – as cold as deep, deep space. Unsurprisingly this is an enormous challenge.

Some of the greatest minds in engineering, physics and technology come together to make it work. And it's not without its problems. As we know, things get smaller when they get cold. And the 27km of the CERN ring is not any different. In fact it shrinks by an incredible 18m as it makes its way to its chilly, sub-zero temperatures. Which really gets our civil engineers thinking.



# Where Would We be?



Booklet spreads

# Appendix A

## Communications audit



With such a vast remit – and a huge international following – CERN has a lot to say, to a variety of audiences. As we've discussed previously, a lot of the externally facing pieces of communication are recruitment or employment based. Which makes it even more important to get the tone and language right – and to create synergy that will help to build the CERN brand. Eventually, every piece of communication should share in a coherent, consistent tone, underpinned by a strong EVP theme.

We've looked at a range of communications to get a good overview. As you're probably aware, there's disparity between the different pieces of marketing. There is even an inconsistent method of dealing with multiple languages. The French/English split should be consistent and as simple as possible. Some of the publications are in French on one side, English on the other. But there are some that have alternate paragraphs – which could make things really confusing.

Many publications – like the externally facing Atlas 4-page, A4 leaflet, are more visually alive with graphics, illustrations and images, whereas others are straightforward copy in black and white. Of course, it's not appropriate to illustrate every ad. But a consistent branding, through a house style, colour scheme or coherent messaging, will bring a recognised uniformity to your marketing. This builds brand, awareness and understanding – both internally and externally. And to continue that theme, wherever possible, language should be simple, engaging and carry a consistent tone.

What's really important with any external pieces is that they distinguish your organisation from your competitors. Is there a compelling reason why a potential employee would choose you over your competition? Do they highlight a career proposition? And are your communications consistent and engaging enough to really add value to your brand?

To show you a detailed explanation of what we mean, we've taken three key pieces of communication and analysed them in terms of tone, copy, visual aesthetic and effectiveness. We've specifically chosen two examples that have been used in the Before & After section of the main document – so that you have a better understanding of why we've done what we've done.

## Technical Student Programme poster

This ad is a really important piece of communication – and it's also one of the only examples we have of a creative approach to recruitment marketing. The overall ad is actually lacking information. It's unclear who the target audience is and what they would need to do to be eligible to apply. To an outsider it's not obvious what the role actually is. A short bit of copy would enable you to tell more about the role and be more targeted to your audience. Whilst you don't want to overload the ad with copy, you do want the right people to think you're talking to them.

Visually the ad is busy and the images don't necessarily tell the viewer anything about the role, so they almost serve no purpose. Images should only really be included if they add to the ad – if they actually say something to the viewer. There is, however, a definite attempt at introducing a sell – which is really important.





# Vacuum Technician

This is an example of just one listing from the careers site. It's a great ad to look at because it's likely that you'll be posting simple job listings most regularly. Get these right and you've got the ability to bring a strong, branded presence online, both externally and on your own careers site.

This may well be the first time potential candidates have seen this role – so it's really important that you make the best possible first impression. And that means selling the role. Right now, the whole piece looks very much like an internal job description.

First thing to look at is the internal data at the top. Get rid of the top few sections (if this information needs to be included for internal reasons, you can move it to the end of the ad), and you free up room to make an impact and sell the role at the top of the ad – grabbing attention from the start.

Whilst it can be useful to split sections with headings, you risk candidates missing key information and just reading the sections they want to read. An ad written as one piece leaves you room to tell the story of the role, explaining it in detail and selling it to your audience.

The language used is complex, sentences are long and complicated. Obviously, you're speaking to an informed audience, but also one that may not boast English (or French) as their first language, so there's every reason to keep sentences short and language simple.

Vacuum Technician		
<b>Vacuum Technician in the Technology Department (TE), Vacuum, Surfaces &amp; Coatings Group (VSC)</b>		
Date of publication: 27.10.2009		
<b>Programme</b>	Staff	
<b>Staff Category</b>	Technicians	
<b>Number of posts</b>	2	
<b>Job Reference</b>	TE-VSC-2009-309-LD	
<b>Professional Code / Code Professionnel</b>		
316		
<b>Career Path / Filière de Carrière</b>		
C		
<b>Introduction</b>		
The Vacuum, Surfaces & Coatings Group (VSC) is responsible for the operation, maintenance and upgrade of the vacuum systems and related Controls of the existing CERN accelerator complex including the LHC and its detectors and of the CERN cleaning and coating facilities. The group is also responsible for the studies, design, technical validation, industrial procurement, installation and commissioning of the vacuum systems for all new CERN accelerator Projects and related R&D.		knowledge of English or French, basic knowledge of the other language or an ability to acquire it rapidly.
<b>Functions</b>		
As a technician, your main activities will be centered on the operation, maintenance and upgrade of the beam vacuum systems of the CERN accelerators. After a training period provided by experienced colleagues, you will:		<b>Closing date</b> policy of Equal Opportunities, we encourage both men and women with relevant qualifications to apply.
Supervise and monitor the status of the accelerators vacuums. On a regular basis, via controls software and field patrols, you will inspect and record the vacuum conditions, reporting faults and planning corrective actions;		all Member States may apply.
Participate in the regular maintenance, consolidations and upgrade activities of the existing accelerators during the winter shutdown, as an indication, from November to May each year;		will be filled as soon as possible, and applications should normally reach us no later than the date of publication. Applications will normally remain valid for 12 months.
During beam runs, participate to troubleshooting and urgent field interventions to re-establish beams and reinforce vacuum skills by contributing to Projects or Laboratory measurements		<b>Employment Conditions</b> fixed-duration contract for a period of five years. Limited duration contracts shall terminate on their date of expiry. In exceptional conditions, holders of limited-duration contracts may be awarded an indefinite contract.
<b>Qualification required</b>		
Higher technical diploma or equivalent in mechanics, electro-mechanics, applied physics or a related field.		to require the participation in a regular stand-by service, involving duty on call during CERN working hours, including nights, weekends and public holidays. You may be required to participate in shift work.
<b>Experience and knowledge</b>		to require interventions in a controlled radioactive environment.
<ul style="list-style-type: none"> <li>Practical experience or theoretical knowledge in one of the following fields: mechanics, electro-mechanics, applied physics, materials or surface science and a keen interest to work in these domains;</li> <li>Focus on delivering results and flexibility to adapt to new challenges;</li> <li>Demonstrated ability to work independently and as a member of a team;</li> <li>Good communication skills and ability to collaborate with other teams in an international and multidisciplinary environment;</li> </ul>		

# Learning and working at CERN leaflet.

Presumably this leaflet is used to approach potential candidates at every level. The content gives a good introduction to the many routes into CERN. It includes useful information and people can easily read where they might fit in. However, it could do more to attract candidates. It could carry and develop the benefits of working at CERN implicitly through its language and presentation – it could help to develop and build a CERN brand.


With so much information on such a short piece, it might be better to split it up into smaller, more individual leaflets for each specific audience. There's a lot of copy to read – and it's not all relevant to every reader. As is common with other pieces that we've seen, the images give an insight into CERN life, but don't serve a real purpose – they're not communicating anything specific to the audience.

**Technical Student Programme**  
If you have completed at least 18 months of your technical undergraduate studies in a Member State Institute, and your course requires a practical training period of six to twelve months, which you wish to spend at CERN, apply to the Technical Student Programme. Note that students of theoretical and experimental particle physics are not eligible for this programme. Applications are considered by a Selection Committee which meets three times a year in April, September and December. The deadline for submitting your application is about 6 weeks before a committee meeting.



**Dorical Student Programme**  
If you are enrolled in the doctoral programme of a university in a Member State, and wish to spend 12 to 36 months of your thesis work at CERN, you may apply to the Dorical Student Programme. This programme is open to students in the scientific and technical fields, more theoretical and experimental particle physics. A list of available thesis subjects are published on the web. The academic arrangements are jointly discussed between your university and CERN. The award of the PhD remains the responsibility of the university. Applications are considered by a Selection Committee which meets three times a year in April, September and December. The deadline for submitting your application is about six weeks before a committee meeting.

**Applications**  
Candidates for staff employment, fellowships and student programmes should register and apply using the CERN recruitment system: [cern-recruitment](http://cern.ch/cern-recruitment).  
You should complete all relevant fields of the application in either English or French. Applications for staff employment should be received by a CERN Member State.  
Austria  
Belgium  
Belarus  
Czech Republic  
Denmark  
Finland  
France  
Germany  
Greece  
Hungary  
Italy  
Netherlands  
Norway  
Poland  
Portugal  
Slovak Republic  
Spain  
Sweden  
Switzerland  
United Kingdom

Applicants for the Fellowship and Student programmes are normally Member State nationals although a limited number of places exist for other nationalities under certain conditions.  
Please contact us for more information:  
[Recruitment.Service@cern.ch](mailto:Recruitment.Service@cern.ch)



## Learning & working at CERN



European Organization for Nuclear Research



CERN, founded in 1954 in Geneva, Switzerland, is an international scientific organization, funded by 23 European countries.



Are you a young university graduate or postgraduate who wants to work for one or two years in a research group?



How about spending a training period of several months in a multidisciplinary and multicultural environment at the forefront of technology and physics, together with the most respected groups and highly recognized scientists from all over the world? Various possibilities are offered to students from CERN's Member States to come and join the world's leading particle physics laboratory.

### Staff Employment at CERN

CERN's primary objective is to provide the scientific community with facilities to study the subatomic particles and the forces that make up matter. The experiments at CERN attract more than 1000 scientists from over 80 countries, making it the world's leading research laboratory for particle physics.

Due to the nature of its work, CERN recruits staff mainly in technical and scientific areas, ranging through the phases of Research and Development, Design, Production, Operations and Maintenance. CERN recruits around 100 new staff members each year and are particularly looking for people with:

- scientific, engineering and specific technical qualifications in the following fields: physics, computer science, electronics, electricity, mechanics, cryogenics, ultrahigh vacuum, material science, radiation protection, cooling and ventilation, civil engineering, operation of accelerators and superconducting magnets;
- administrative qualifications mainly in the following fields: personnel management, finance, accounting, law and purchasing.

### The Fellowship Programme

If you are a young university-level graduate or postgraduate who wants to work for one or two years in a research group you may be interested in CERN's Fellowship Programme. The Fellowship Programme awards approximately 100 fellowships per year. Around half are for research work (experimental or theoretical physics) and half are for fellows doing advanced development work and related research in applied science and engineering.

### Would you like to work in an exciting multidisciplinary and multicultural environment?

Research fellows in experimental or theoretical physics normally have finished their studies for a doctorate (PhD or equivalent) while fellows in applied science, computing and engineering should have at least a BSc level qualification. Research fellows in theoretical or experimental particle physics have a free choice of the research topic that they wish to study. Applied science fellows are assigned to a project determined in advance. The typical CERN Fellowship duration is two years. CERN also employs fellows in the context of the European Commission's Framework Programmes with a contract duration of up to three years. All applications for fellowships are considered by the Fellows and Associates Committee (FAC) which meets twice per year, usually in May and November. The deadline for application is about 2.5 months before the meeting of the committee. Successful applicants will be offered appointments which normally begin three to twelve months after the meeting.

### The CERN Student Programmes

How about spending a training period of several months in a multidisciplinary and multicultural environment at the forefront of technology and physics, together with the most respected groups and highly recognized scientists from all over the world? Various possibilities are offered to students from CERN's Member States to come and join the world's leading particle physics laboratory.

**Summer Student Programme**  
If you have completed at least three years of your undergraduate physics, engineering or computing studies, and wish to join a team at CERN for two to three months between June and September, you should apply to the Summer Student Programme. In addition to the work project, Summer Students attend a series of lectures from scientists around the world, essentially on physics. Visits to the accelerators and experimental areas are also part of the Programme, as well as discussion sessions, workshops and a poster session. Applications should be made each year before the 31st of January.

# Appendix B

## Competitor analysis

# NASA

## Careers site: <http://nasajobs.nasa.gov/>

NASA matches CERN in terms of scale, prestige and importance of work. Additionally, NASA recruits for technical positions so there will be a skills overlap with many CERN roles. NASA is a publicly subsidised scientific body, conducting research and experiments to advance the human race's knowledge and capabilities; it has a similar aim to CERN and also has similar levels of prestige and respect as an organisation.

With a remit that extends to the advancement of the human race, NASA is understandably earnest and weighty with its recruitment propositions. For example, nasajobs' 'Why work for NASA' section begins with the line:

*'Today there are more opportunities than ever before that await each and every one of you who wants to reach for the stars.'*

There's a breathless enthusiasm regarding NASA's work mixed with a level of bureaucracy and some uninspired policies typical of state-funded organisations.

Compare NASA talking about its mission, in the text immediately following the previous quote...

*"In the 21st century, your generation is going to lead the world...and possibly, even leave this world to live on another. These opportunities might lead to adventures such as living on the International Space Station; or working on a research station on a near-Earth asteroid; developing a colony on Mars; or peering thousands of trillions of miles into the vastness of space, looking for Earth-sized planets, and searching for an answer to the big question: Are we alone?"*

*Exploring heavens brings advances here on Earth that we have yet to imagine. But we should also pursue these missions because there's more to life than survival and consumption. Are these goals bold? Yes. Are the missions risky? Yes. Is there a chance we could fail? You bet.*

*New frontiers – in space and on Earth – are always risky ... and often dangerous. But don't be afraid to dream. Now it's your turn. Take your place in history. Join the NASA team."*

...and NASA talking about employment policies and benefits:

*"The Partnership for Public Service has released their 2009 rankings for the Best Places to Work in the Federal Government. The data used to develop these rankings were based on the Office of Personnel Management's biennial Federal Human Capital Survey completed during August and September of 2008. About 211,000 employees at 260 departments, agencies and sub-components were surveyed."*

*"As a NASA employee, you will receive a competitive salary and enjoy a full range of valuable employee benefits... You will receive—not only the major benefits that you would expect—low cost health and life insurance and a comprehensive retirement plan—but also a full range of supporting benefits."*

## Summary

When you've got as interesting a story to tell as NASA do, it's criminal not to make the absolute most of it, even if a certain level of detachment from the excitement of the mission can appear to be refreshingly modest.

# General Electric

Careers site: **<http://www.ge.com/careers/>**

General Electric recruits for technical positions on an international scale. It is close to CERN in terms of skills needed in employees and geographical location, having multiple operations in Western Europe including France and Switzerland. It is a very diverse business, with many different divisions and skills needed, and would be a viable destination for many of the people CERN is aiming for. GE also aims to be recognised for its 'culture of learning, innovation and teamwork'.

One thing immediately apparent about GE is the huge range of sectors and locations the business is involved in. There are many options to whittle down a job search to specific divisions: location, job role, business sector, level of qualification...What's impressive is that this information isn't confusing: it's clearly communicated, and very slickly presented. There has clearly been quite a lot of money spent on the recruitment policies of GE; from the website to educational/research scholarships and link-ups with universities.

The professional and clear approach is extended to communication too: for example, the GE careers site carries a 'Why GE' page explaining the culture and values of GE as an organisation. It's a useful tool for separating GE from the competition, and ascribing a 'different' atmosphere to attract talented people. From that page:

*"At GE, we are builders. It goes beyond businesses, brands and infrastructure. With four businesses and operations in over 160 countries, GE employees have an unparalleled foundation on which to build their careers, their abilities and their dreams. We offer our employees challenging, rewarding careers in dynamic businesses. Our people are the architects of the future. We sit in the front seat of history"*

In terms of inspirational goals, it can't match NASA (or, for that matter, CERN) but there's a strong recruitment proposition threaded throughout GE's communications. GE clearly communicates why people would want to work for them – it's a strong sell: by working here, you get this. That, clearly expressed, is the key to a strong EVP and recruitment offer.

On top of that, GE also explains its culture and working environment; again, this is effective as a pre-recruitment filter. To work here, you need to be this and enjoy that. Those who wouldn't are therefore subtly discouraged from applying.

Key points are articulated consistently and clearly: even a brief scan over the GE careers site would tell someone that innovation is important to GE. Other features stressed consistently well are leadership and development training programmes, and the quality of GE people. GE makes clear that it cares about its employees, from information on work-life balance to statements of corporate integrity. Many businesses do this; it is the consistent message and the open tone of the words that mean you believe it when GE says it. From the introductory paragraph of the 'Our Culture' page:

*"At GE, we consider our culture to be among our innovations. Over decades our leaders have built GE's culture into what it is today – a place for creating and bringing big ideas to life. Today, that culture is the unifying force for our many business units around the world."*

...and the 'Working Environment' page:

***"Operating with Integrity***

*How we deliver results is as important as the results themselves. GE seeks to lead in workplace and marketplace integrity by respecting the human rights of everyone touched by our business, and by enforcing legal and financial compliance."*

## Summary

A lot of effort has gone into GE's recruitment marketing, and the EVP is constantly well-expressed. A little surprising that corporate values are not explicitly expressed, but you get enough of a feel about the business from surrounding communications to have a clear understanding of the GE culture and what working there would be like.

# DESY

Careers site:

**[http://www.desy.de/career/index\\_eng.html](http://www.desy.de/career/index_eng.html)**

(English version)

DESY is a state-funded German physics laboratory, principally interested in particle physics. The research conducted is supported by a wider base of technicians and engineers for whom, in recruitment terms, CERN and DESY are direct competitors.

From the beginning, we can discern that the DESY careers site has had the lowest amount of investment from our three chosen competitors. A very brief four pages comprise the 'Career' section of DESY's website:

- a landing page
- some brief information about training (bizarrely focused on where the training happens rather than what the training involves)
- an even briefer piece about academic routes to DESY (supported by links to more detailed information)
- a job search page.

Information about DESY itself is restricted to an 'About' page on DESY's main website, and is entirely focused on the work being carried out. As such, there is absolutely no employment proposition expressed, nor any information about the culture.

It would have taken very little effort to include even a paragraph saying that it would be nice to work there. The prestige of the work is the sole interest of DESY's website, but even NASA has a recruitment proposition and prestige levels there are pretty high. The particle physics research being carried out may attract particle physicists, but is it going to appeal to people looking to join support staff?

The content of communications itself is very light. A good example would be the information on training:

*"Just like administration and library services, workshops of all sorts are an indispensable basis for research. Training young persons in commercial and technical careers is therefore of particular importance at DESY. In modern, well-equipped instruction workshops, the young people acquire the practical knowledge necessary for their basic training. In recognition of its high training standards, DESY received the "Quality through Training" certificate from the city of Hamburg's Chamber of Commerce"*

Hamburg's Chamber of Commerce aside, all this entire paragraph basically says is that training happens.



Consider this piece about a link-up between DESY and CERN:

***"Precision for LHC from combined HERA data***

*The H1 and ZEUS collaborations have submitted three common publications opening a new era of precision in the analysis of electron-proton data collected at the high energy collider HERA at DESY. HERA was capable to collide both electrons and their anti-particles, positrons on protons, thereby providing a unique experimental configuration."*

It's not written with the layman in mind, and those who can understand it probably already know about it.

Even on the 'About DESY' page an opportunity is missed:

***"Research Centre DESY***

*DESY is one of the world's leading centres for the investigation of the structure of matter. DESY develops, runs and uses accelerators and detectors for photon science and particle physics. DESY is a national research center supported by public funds and member of the Helmholtz Association."*

It hints at the importance, without explaining it. The site tells users they must write to DESY to find out more, but realistically most will not. There is a really strong recruitment proposition to be formed here, but unfortunately there's no real sell of working at DESY at all.

In a way, that's charming – as though they are so caught-up in particle physics that they don't really have time for anything else – but it is also unlikely to deliver good results when they are competing with employers who have explained what they have to offer.

## Summary

From an employment marketing perspective, this website offers a jobseeker little to 'buy in to' and is a missed opportunity. It's especially frustrating because some elements of the website, such as the nice news feature on the DESY homepage, give a strong impression of a cutting-edge facility where high quality work happens.



work

