




HR REPORTING AND ANALYTICS PROGRESS REPORT 2021



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Context

Further to the creation of this new Reporting and Analytics unit in January 2021, and the definition and publication in Q1 2021 of the [HR Reporting and Analytics strategy](#), this brief report outlines the main actions and impact in 2021.

The year began with the evaluation of the tools and the autonomy that were feasible for the team to achieve their objective of timely delivery of accurate, verified and useful data. Several initial, diverse and complex requests (such as data for the evaluation of the set-up of a COVID vaccination centre with HSE, or detailed contract evolution data for the Staff Association) made it soon clear that the team's limitations with respect to data access would hinder progress and prompt delivery to requestors, from within or outside HR. These experiences served to prove the need for a dedicated reporting support function in FAP, to decouple reporting from the existing Gartner model, to address its importance and distinct operational needs. This was positive with the result of a dedicated FAP reporting function in June since when weekly joint meetings with the product owner allow for better management of the major complex data requirements, with due prioritisation and agreed timelines. Further, the team was also provided direct access to more raw data, with training in minimum SQL competences to be able to query the databases for simple and straightforward requests.

In this context, the team was able to respond to many diverse data and analysis requests, both within and outside the HR Department, and the main achievements are provided below.

HR communications documents are stored under:

\\cern.ch\dfs\Departments\HR\Groups\DI\HR Management\DHO\HR-DHO-CRA\

Achievements

In terms of wide reaching data requests, a few examples include:

- Data to support the HSE medical service in ascertaining the potential of the creation of a dedicated COVID-19 vaccination centre, by providing in depth data of the CERN Members of Personnel according to their status, residence, marital and family status and other parameters.
- A request from the Staff Association made 2-3 years prior around LD and IC Staff contracts, extensions and their evolution.
- In the context of the CCP Career Development Working Group, an analysis of the Staff population, and the simulations of its progression in the salary grid over time according to different parameters agreed with the WG.
- In September 2021, in view of designing concrete personnel return KPIs, the team performed analyses of both personnel returns by country and training days for fellows and students which led to the agreement of a set of KPIs presented to Council.
 - o This led to the development of comprehensive dashboards, with data by country to simulate what a 'balanced' distribution of Members of Personnel would look like with respect to Member State contributions.
- In the context of the 5YR, analyses of the staff hirings by nationality over time (since 2000) were performed to provide counter-arguments regarding the attractiveness of the Organization being linked to salary alone.

In collaboration with FAP-BC, the main examples are:

- The preparation of the new, thematic Personnel Statistics document in a new tool, 'R', with due streamlining and adjustments to tables for better readability. This will be delivered in 2022.
- The design of a comprehensive dashboard to monitor telework uptake in the framework of the new OC7 Telework policy, which FAP will integrate to the Data Warehouse to run statistics on different agreed parameters on-demand.
- The correction of the AMS expenditure report which was found to be erroneous in the calculation of personnel costs.

In parallel, the team met with the various HR groups and services to draw up an inventory of needs and feasible data actions. Concrete results were soon achieved notably for the many data requirements, analyses and simulations for the D&I 25 by 25 project, spanning several months which contributed to supporting the presentation and subsequently the approval of the strategy. Following the launch of the strategy and the set-up of department focal points, comprehensive, dedicated dashboards for the department focal points were developed with a view to drawing up their respective fitness plans. These dynamic dashboards provide a view of each department for MPE and MPA by nationality and gender.

For HR groups, for example HR-TA, autonomy was afforded to teams thanks to access to and training on reports in Pentaho and Smartrecruiters to enable them to carry out their analyses, with the R&A team responding readily and assisting wherever more complex queries arose. Specific committee-related analyses were provided for the AFC and TSC in May and November. Guidance and advice was provided in defining Staff recruitment KPIs, notably for cost-per-hire.

For HR-CBS, 'detective checks' via automated HRT reports were developed to enable quality control in several activities of the Benefits Section. For HR-PXE, dashboards were developed to aid HRAs in their

interactions with their Departments. A full comprehensive list of all reports developed can be found in Annex 1.

Conclusion

The reporting landscape is vast and full of potential to better drive decision-making and inform the HR Department on priorities. A framework for absence reporting, as well as for talent pipeline monitoring are key reports that were not possible to achieve in 2021. Telework reporting forms a basis for the former, as it is based on EDH documents and it is hoped that 2022 will allow time for FAP to collaborate on this aspect and the talent pipeline, among the other priorities that are the new EXAS integration, new graduate programme review and other ongoing tasks.

Thus 2022 will see CRA provide continued support to groups and services as further understanding of the needs is acquired to equip the teams appropriately. The main monitoring and follow-up reporting actions will be ensured, notably for 25 by '25 as department fitness plans are developed, along with an annual report on personnel returns and training days reporting for Council and the OC7 telework monitoring in the context of CCP.

The new Personnel Statistics document will be published in May after presentation to TREF. Further discussions on modern, suitable data visualization tools (e.g. Power BI) will be required with FAP-BC to make the excellent 'in house' dashboard approach sustainable and dynamic, as well as publicly available where required on dedicated sites for general access.

Annex 1: detailed list of reporting carried out during 2021

By Activity

- Finalisation of the FAS Report for SPC
- Finalisation of the 5 Yearly Review STAF Benchmarking Exercise
- Personnel Statistics
- Telework – OC7
 - Annual Dashboard
 - Monthly Dashboard
- D&I 25 by 25
 - Departmental Nationality and Gender Distribution Dashboards
 - Nationality Clusters Dashboard
- Staff Association
 - Departmental distribution (for elections)
 - Contract evolution report
- Cards Requests (HRT IC)
 - Cards for Relatives (vaccines)
 - CH Cards for MPAs
 - CH Cards for GB Children
- CH Mission Request
 - Coordination with FAP
 - Preparation of statistics
- Talent Pipeline Analysis
 - VI
 - German request
 - French request
- Underrepresented nationalities
 - Dashboards developed
 - Personnel Returns (STAF only)
 - Personnel Returns (STAF/FELL)
 - Training Days
 - Miscellaneous requests
 - STAF Arrivals since 1990
 - STAF Arrivals since 2001 evolution
 - STAF Nationality Matrices
 - STAF Distribution of nationalities per grade
 - External comparisons (CERN vs GVA vs Zurich for DE/GB)
 - KPI definition for LD returns (work with James and Raphael); average difference vs ideal distribution
 - Slides for Council (returns)
- Ad hoc Statistics requests
 - Future retirements
 - Swedish request on nationality distribution
 - Nordic by-country personnel data

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- LAPP request (in the context of FCC) for data on MoP by country/area of residence
- Gender Pay Gap
 - GPG slides for TREF March 2021
 - GPG updated Analysis September 2021
 - HRMB Presentations (March & December 2021) & Public Presentation 2021
- Career Development Working Group Simulations
 - Dashboard on distribution of MPs
 - Dashboard on years (YoS/Age/Years to Retirement)
- PXE
 - Departmental Dashboards
 - Resignations requests
 - Internal Detachment
- L&D
 - Personnel History Data
 - Roles Data
- TA
 - Committee statistics
 - Staff recruitment reports (various)
 - Guidance on KPIs (cost per hire)
- CBS
 - Detective Checks (design of 9 HRT monthly reports)
 - Parental Leave analysis and presentation
 - Leave for the loss of a parent analysis and presentation
- Retirement Project
 - Simulations in the context of a possible extension of retirement from 65 to 67
- Discussions with IPT on KPIs for AMS to better monitor personnel and procurement returns

By Output Type

Dashboards

- Telework
 - Annual
 - Monthly
- D&I 25by25
 - Gender
 - Nationality
 - Nationality Clusters
- Underrepresented nationalities
 - Personnel Returns (STAF)
 - Personnel Returns (STAF + FELL)
 - Training Days
- PXE
 - Departmental
- Career Development
 - Years
 - Personnel

Reports (HRT Information - monthly for CBS)

- Sub MPA couples
- Sub MPA/MPE couples
- PRP-PTP list & SLS verification
- Hourly change
- STAF couples residency
- Leave check military
- Leave check (STAF leaves taken by non STAF)
- Leave check (STAF/FELL leaves taken by non STAF/FELL)
- Leave check (unusual leaves taken)

Reports in HRT Information Centre) used in various contexts (about 70 of them, not all currently relevant)

- Arrival Nationalities
- Career Development
- Pipeline analysis
- D&I
- Retirement
- Illnesses
- Trainees
- Internal Detachment
- LAPP request
- L&D data
- MS Returns
- Cards

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- Leaves
- Resignations
- Diverse national requests (FR/DE/GR/SE/and various AMS)