

Keynote

From Re-active to Pro-active HR



James Purvis

Head of Human Resources
CERN

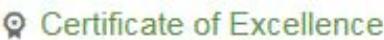
CERN

CERN



933 Reviews

#1 of 26 Tours in Geneva



Certificate of Excellence

Science Museums, Sightseeing Tours, Tours, Museums



Overview

Reviews (933)

Q&A (30)

Location



All visitor photos (506)



Brian or Boris?



Brian or Boris?



Brian or Boris?





Understanding CERN

Einstein: What I most admire about your art, is your universality. You don't say a word, yet the world understands you!

Chaplin: True. But your fame is even greater! The whole world admires you, even though they don't understand a word of what you say.

Is this your candidate experience?



Your ATS



Your hiring manager



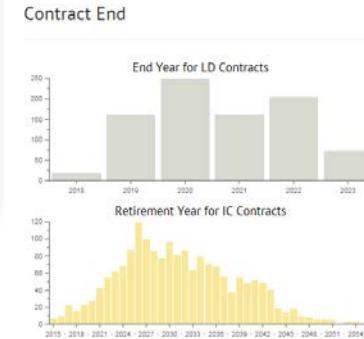
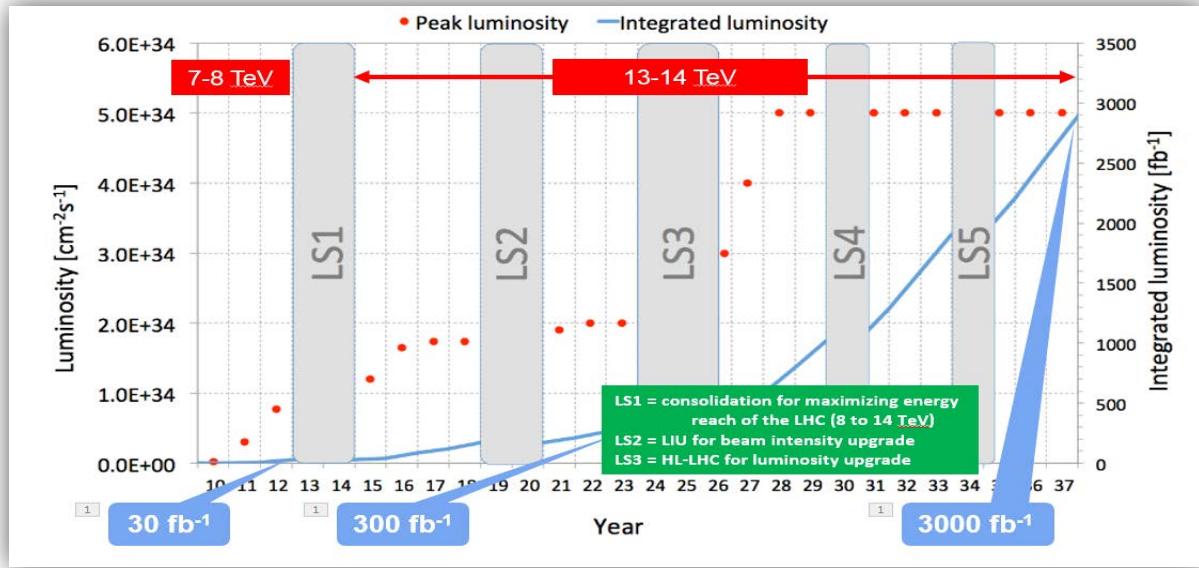
Recruitment v Talent Acquisition



v



Example - 25 year look forward!



CERN need's people to

- Learn skills that aren't around yet
- Use technology that hasn't been invented
- Solve problems that don't exist

We don't yet know the specific competencies....but we do know the types of profiles we need to hire and for when

*...and we know our turnover rates
...and we know our demographics
...and we know our skills shortages
...and we know our retirement forecasts
...and you probably know much more...*

Talent pipelining



Beyond Talent Acquisition

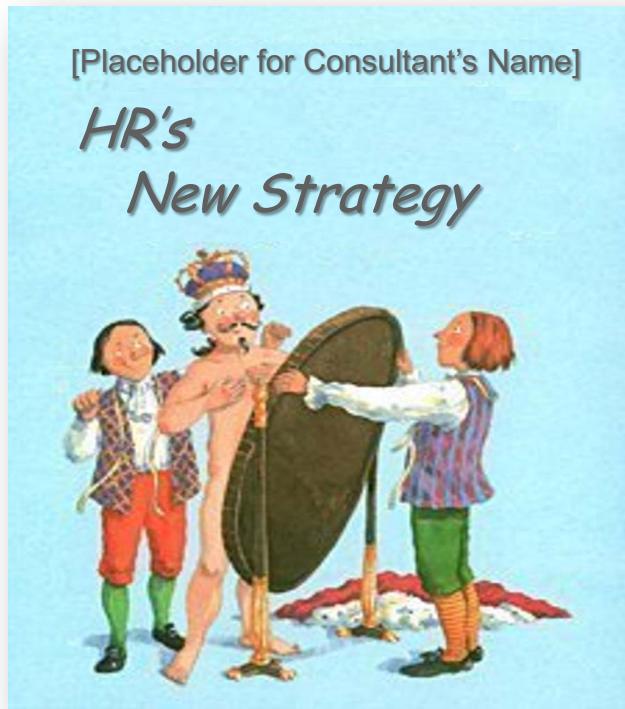


Beyond Talent Acquisition





You've been given the HR Helm



You need an HR Strategy?



You have a seat at the table



... because you want HR to be credible
and to be heard?

... and your job starts

MURDER AT CERN - DISTURBING HUMAN SACRIFICE VIDEO SURFACES
ron johnson
2 months ago • 195,669 views
A new video is exploding on the internet, the question is... can we prove its authentic....

Leaked video of mock sacrifice performed at CERN feels staged.
Stand Your Ground Studio
2 months ago • 107,403 views
A new video of a ritualistic sacrifice has surfaced. It is clearly performed at CERN's location. The rest just feels staged. This has ...

'Human sacrifice' ceremony at Geneva's CERN laboratory - Satanic ritual
Who's behind it? Just humans to deceive us
2 months ago • 290,473 views
'Human sacrifice' ceremony at Geneva's CERN laboratory - involving cloaked men 'stabbing a woman' at night - is investigated by ...

CERN SATANIC RITUAL BI Video (?) EXPOSED
The Vigilant Christian
2 months ago • 21,344 views
A mock satanic ritual took place outside for Nuclear Research in Switzerland. The

MAN WHO FILMED "SACRIFICE AT CERN" DEAD!!!
The Underground Resistance Network
2 months ago • 7,524 views
Links used on todays broadcast: <http://news/chilling-satanic-...>

'Human sacrifice' ceremony at Geneva's CERN laboratory - involving cloaked men 'stabbing a woman' at night - is investigated by chiefs at world-famous science centre

- A bizarre video of the ceremony has been circulating online for days
- It shows individuals gathering in a main square at the physics lab
- The video, at one point, includes a staged 'stabbing' of a woman

Large Hadron Collider: Weasel causes shutdown
29 April 2016 | Europe

Totally stuffed: Cern's electrocuted weasel to go on display
BY IAN SAWLEY SCIENCE EDITOR
27 JANUARY 2012

The singed fur and charred feet are testament to the weasel's last stand: an encounter with the world's most powerful machine that was never going to end well.

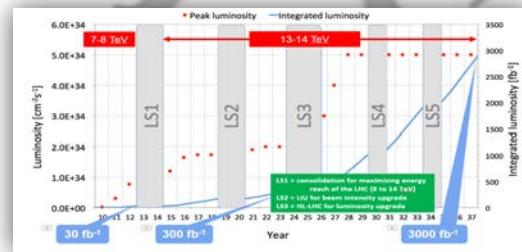
Perception of HR?



Creating a strategy



Top Management Interviews



CERN Strategy



Staff input

1. Clear understanding of CERN's plans
2. Clear understanding of the people implications
3. Draft plan on how HR can support CERN's objectives

Faster horses?



“If I had asked people what they wanted, they would have said *faster horses* ”

HR's role

Burning Fires

Current Operations

Performance Management



Recruitment
Roles on critical path



Medium Term

Enlargement;
balanced returns

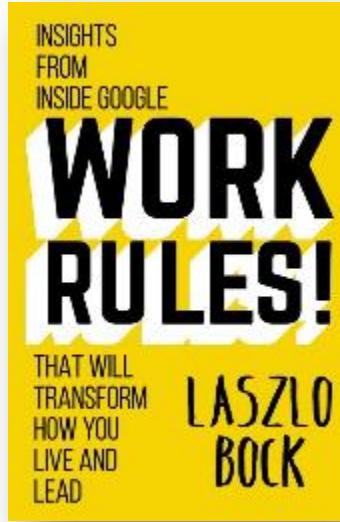


Long Term
“future-proofing”



Succession planning;
Critical competencies

Laszlo's model



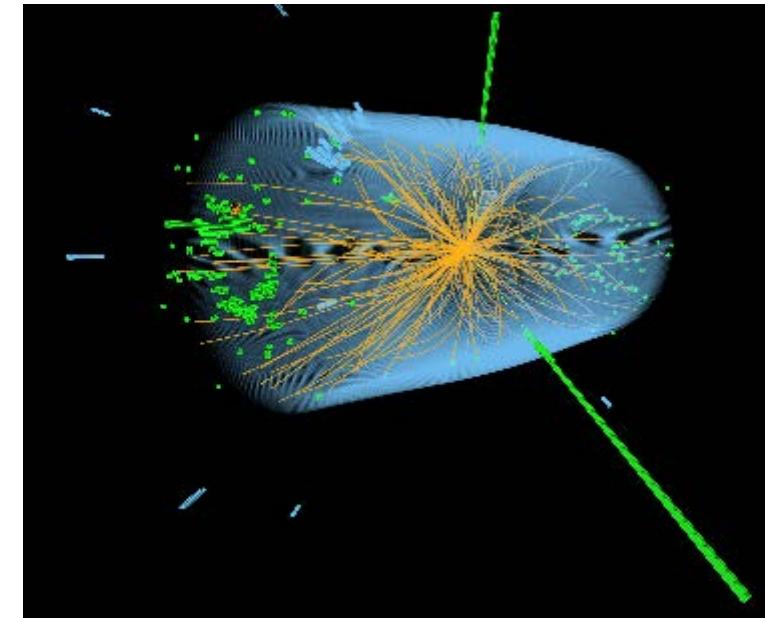
“Laszlo’s pyramid of needs”

Start with the purpose in mind

What are you
doing here?

I'm helping place
a man on the
moon

I'm helping
unravel the
mysteries of the
universe

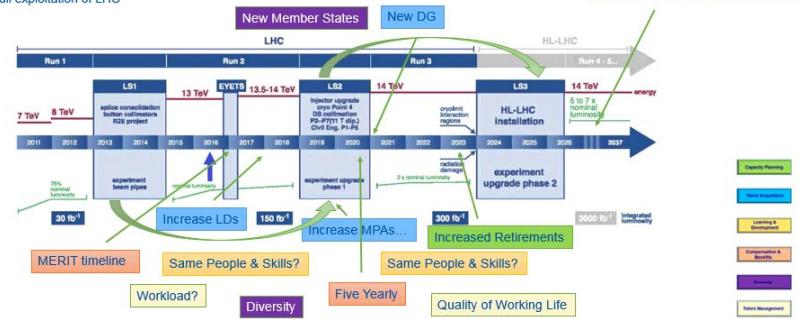


Understand the core business



LHC timeline – HR implications

Full exploitation of LHC



HR's actions

CERN's needs

Operational HR

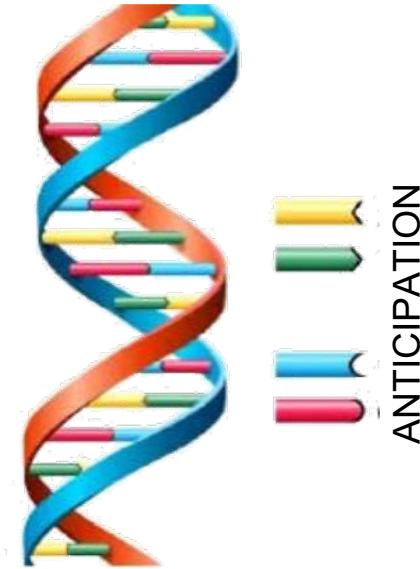
HR must be very good at solving problems that others don't want to



Poor performance, conduct, conflict, mobility, dismissal....
(as well as the weasels, mock religious sacrifices etc... ☺)

The most dangerous phrase in the language is "we've always done it this way."

Being Strategic



Get
Anticipation
into the
DNA of HR

“Strategy: A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.”

An anticipation anecdote:



The CERN Car park



Watch out for
the HIPPOS!

Use your data

“In God we trust
– all others bring data”

Looking back...

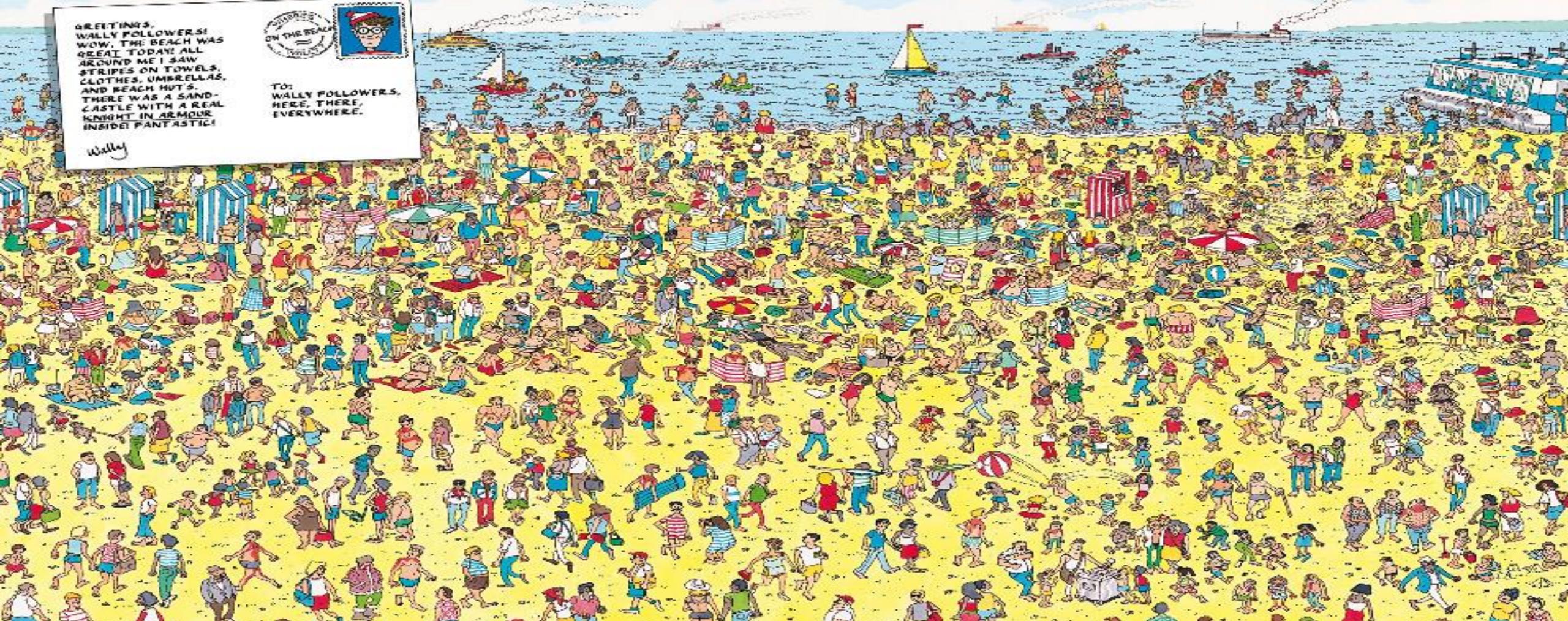
- ...we know our turnover rates
- ...we know our demographics
- ...we know our skills shortages

Looking Forward...

- ...plans, activities, retirements...



Ou sont les frites?



HR Maturity levels

Level I

- HR solves problems that others don't (operational, firefighting)

Level II

- HR **anticipates**, understands and solves problems others don't (tactical, annual....)

Level III

- HR **anticipates**, understands and addresses issues.... *before* they grow into a problem (strategic, workforce planning, future proofing). **“The organisation’s MBWA”**

How do you know if you are succeeding?



- Metrics
- Seeking advice - “What would you do if you were me?”
- The daily culture barometer (“I’m preparing this in anticipation of ...”)

You
cant
anticipate
everything!

Le Petit Mort

Psychic Fair
Cancelled
due to unforeseen
circumstances



Results so far
Kesnirs 201st





“The electric light did not come from the continuous improvement of Candles”

THINK AHEAD & THINK
DIFFERENTLY!

Is this new?



The 7 Habits of Highly Effective People

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win-win
5. Seek first to understand, and then to be understood
6. Synergize
7. Sharpen the saw

Stephen Covey

WHETHER YOU

THINK YOU CAN,

OR THINK YOU CAN'T,

YOU'RE RIGHT.

(HENRY FORD)

Being **proactive** ... is simply being **reactive** ahead of time ☺