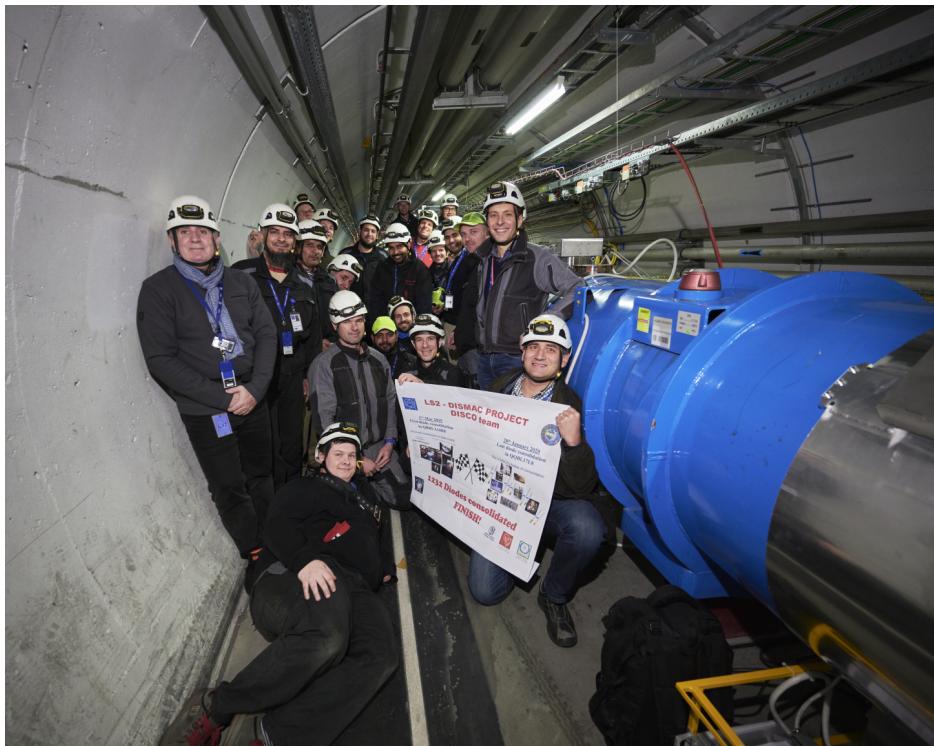


FINAL STRETCH FOR DIODE INSULATION IN THE LHC

The DISMAC project's teams have insulated the 1232nd – and last – diode of the LHC



Members of the DISMAC team celebrate the last diode of the LHC's dipoles being cleaned and insulated (Image: Julien Ordan/CERN)

The major clean-up of the LHC is complete. On Tuesday, 28 January, the DISMAC (Diode Insulation and Superconducting Magnets Consolidation) project's teams vacuumed the 1232nd and last diode box, ten months after the first one. They then reinforced the electrical insulation of the diode.

This is another important step in the LHC consolidation programme during the ongoing second long shutdown (LS2). Several

teams are involved in the DISMAC project to perform the many tasks on each interconnection. The team insulating the diodes is followed by other teams who carry out the electrical and quality-assurance tests and close the interconnections one by one. The LHC consolidation work is thus nearing completion. Twenty-two magnets have been replaced. The last diode box will be rewelded in February and the last interconnection should be closed during the month of April.

A WORD FROM THE DIRECTOR GENERAL

2019 IN REVIEW

On 14 January at our traditional beginning-of-the-year gathering in the Main Auditorium, my fellow Directors and I presented a review of 2019 and a look forward to the year ahead.

(Continued on page 2)

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A WORD FROM THE DIRECTOR GENERAL

2019 IN REVIEW

One of the main focuses of last year was Long Shutdown 2 (LS2), with its variety of demanding activities. LS2 proceeded according to our familiar principle of safety first, quality second and schedule third. All three have been met! The LHC Injectors Upgrade (LIU) project is more than 80% complete. When the commissioning of the vastly improved accelerator complex gradually starts in April this year, Linac4 will become the first stage of the proton accelerator chain. The PS booster will run at a higher energy, 2 GeV instead of 1.4 GeV, the PS will have new injection and feedback systems and the SPS a new radiofrequency system with innovative solid-state powering.

Preparations for the High-Luminosity LHC (HL-LHC) were also a major feature of 2019, encompassing everything from civil engineering to magnets. Some 1.2 kilometres of accelerator will be equipped with new components. A major accomplishment was the successful construction and qualification for installation of an 11-tesla dipole magnet using Niobium 3-Tin (Nb_3Sn) superconductor. The civil engineering work at Points 1 and 5 to excavate the underground tunnels and service caverns needed to host the HL-LHC components is 80% complete. The schedule and cost-to-completion of the HL-LHC and the experiments were revised at the end of 2019. The HL-LHC has a roughly 4% cost overrun due to greater expenses for the civil engineering work, and the need for additional machine-protection components. The experiments would like to have more time to complete their

upgrades. As a consequence, LS2 has been extended by two months, and LS3 has been delayed by one year to accommodate the extra time needed by ATLAS and CMS to finalise their Phase 2 upgrades while maximising the integrated luminosity from Run 3.

The year 2019 saw the release of beautiful physics results covering CERN's full scientific programme, from LHC to fixed-target experiments. At the LHC, a highlight from ATLAS was the observation and measurement of Z boson pair production in vector boson fusion, while CMS substantially extended its limits on new physics through the search for high-mass di-jet resonances. The LHCb experiment scored a first with the observation of CP violation in the decay of charmed hadrons, while ALICE measured the lifetime of an exotic particle called the hypertriton, whose study may give insight into the interactions occurring in the core of neutron stars. Highlights from the fixed-target programme include progress in the study of the extremely rare $K^+ \rightarrow \pi^+ \nu \bar{\nu}$ decay from NA62 and new results on searches for dark photons from the NA64 beam dump experiment. Both are promising avenues to search for new physics in ways that are complementary to high-energy colliders. These are only a few examples from a very scientifically productive year.

With the equivalent of 860 000 CPU cores in continuous operation, the WLCG computing infrastructure broke new records in 2019, heralding an approaching paradigm shift. The evolu-

tion of the current resources will suffice for Run 3, but the HL-LHC will require a factor of 2-3 times more computing capacity. To prepare for this, efforts have already started in the framework of the HEP Software Foundation, WLCG and the experiments to develop new architectures for data management and processing, new computing models aimed in particular at the reduction of data volumes, multithreading, portable software and other innovative approaches.

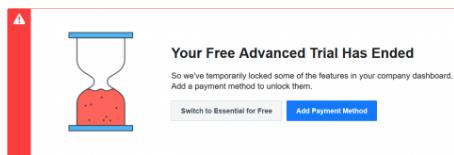
This year, 2020, is the year of the update of the European Strategy for Particle Physics. Following the symposium in Granada in May 2019, the European Strategy Group has been hard at work, and drafted its recommendations to the Council during a meeting in Bad Honnef, Germany, last week. The Council is expected to examine these recommendations in March and to approve the Strategy update at a special meeting on 25 May in Budapest.

These are just a few of the topics my fellow Directors and I discussed in our presentation to the personnel. There is much more in the video and slides, available here (<https://indico.cern.ch/event/857135/>), covering many aspects of life and work at CERN, from the Medium-Term Plan to the five-yearly review of the financial and social conditions of members of the personnel, surveys of staff and fellows, and the status of the Science Gateway project. Looking back over the year, I am once again humbled by what you have achieved in just twelve months, and I'd like to thank you all very warmly.

Fabiola Gianotti
Director-General

CERN ENDS TRIAL OF FACEBOOK WORKPLACE

Workplace account changes mean an end to CERN's trial of the platform



Changes to the status of CERN's Workplace account prevent the Organization from continuing on the platform (Image: Facebook Workplace)

New changes to the status of CERN's Workplace account prevent the Organization from continuing on the platform. CERN's presence on Workplace will end on 31 January 2020.

In October 2016, Facebook made Workplace available to any company or organisation. In particular, for CERN, they made the enticing offer of waiving the fees and so we took the opportunity to test the platform. Representatives from HR, IT and IR worked together to carry out dedi-

cated trials within their department/sector to gather feedback. Reactions were not always positive. Many people preferred not to use a tool from a company that they did not trust in terms of data privacy. To date, about 1000 members of the CERN community have created a Workplace account and there are roughly 150 active users of the platform per week.

In July 2019, Workplace announced new account plans and, in October, announced that there were three million paid users. CERN was then given a choice of either paying to continue with the initially free set-up or downgrading to a free version that would remove administrative rights and CERN single sign-on access and send all data to Facebook. Losing control of our data was unacceptable, as was paying for a tool that was not part of our core offering for the CERN community; therefore, we will end the trial of this platform.

To replace key Workplace functionalities, a suite of alternative solutions are available to the CERN community. Mattermost instant messaging and real-time communications can already be used to replace Workplace private or public groups. Discourse can also help exchange information that can be referenced in the future, and is already used by many, including the CERN market and the ROOT community, as a questions and answers platform. The Workplace automated email alerts for home.cern content will soon be replaced with a push-notification system from IT and a new newsletter tool from IR, both foreseen for 2020.

The IT department will now follow up with Facebook to disable functionality on CERN Workplace so that all content is removed by the end of January.

Kate Kahle, Tim Smith

PARTICLE PHYSICISTS FORMULATE FUTURE OF THE FIELD

This week's drafting session marks key discussions for the update of the European Strategy for Particle Physics



Physikzentrum Bad Honnef, venue for the drafting session of the European strategy for particle physics (Image credit: Wikicommons/Birds-eye)

From 21 to 25 January, senior figures in European particle physics are gathering in the small town of Bad Honnef, Germany, for a week of intense discussions that will guide the future of fundamental exploration. The "strategy drafting session" marks a key stage of discussions for the update of the European Strategy for Particle Physics.

This update of the European Strategy for Particle Physics began in September 2017. A call for input in 2018 attracted 160 sub-

missions from the entire community, which were discussed at an open symposium in Granada, Spain, in May 2019. A 200-page briefing book then distilled the input into an objective scientific summary that forms the basis for discussions in Germany this week. The recommendations are due to be approved formally by the CERN Council on 25 May at an event in Budapest, Hungary.

The focus of the latest strategy update, the third since 2005, is which major project should follow the Large Hadron Collider (LHC) once its high-luminosity phase comes to an end in the late 2030s. There is broad support for an electron-positron collider that will explore the Higgs sector in detail, as well as for a high-energy proton-proton collider at CERN. In Europe, the possible options are the Compact Linear Collider and the Future Circular Collider, while an International Linear Collider (ILC) in Japan and a large Circular Electron-Positron Collider in China are also contenders. The strategy

update will also consider non-collider experiments, computing, instrumentation and other key aspects of growing importance to the field such as energy efficiency and communication.

During her annual address to personnel on 14 January, CERN Director-General Fabiola Gianotti acknowledged the enormous efforts that have gone into the strategy update, and said that she hoped that a recommendation on CERN's next major collider would be among the strategy update's priorities.

"The start of a new project in the early 2040s is crucial to keeping the community motivated and engaged," said Gianotti, noting that CERN and Europe should also be open to participating in projects at the forefront of particle physics elsewhere in the world. "The Higgs boson is a guaranteed deliverable. It is related to the most obscure and problematic sector of the Standard Model and carries special quan-

tum numbers and a new type of interaction. It is therefore a unique door into new physics, and one that can only be studied at colliders."

The previous strategy update, which concluded in 2013, made several high-priority recommendations: the full exploitation of the LHC, including the high-luminosity upgrade of the machine and detectors; R&D and design studies for a future energy-frontier machine at CERN; establishing a neutrino programme at CERN for physicists to develop detectors for experiments at accelerator-based neutrino facil-

ties around the world; and the welcoming of a proposal from Japan to discuss the possible participation of Europe in the ILC. The first three are well under way, while a decision on the ILC still rests with the Japanese government. Other conclusions of the 2013 update included the need for closer collaboration with the astroparticle and nuclear physics communities, which has been met, for example, via the recently launched centre for astroparticle physics theory (EuCAPT) and the new Joint ECFA-NuPECC-APPEC Seminar series, JENAS. There was also a call for greater scientific diversity, leading to the CERN-led Physics Beyond Colliders initiative, which will also

form a central part of this week's discussions.

This text was originally published on cern-courier.com.

Update 27 January: A statement (<https://europeanstrategyupdate.web.cern.ch/node/32>) was produced after the meeting outlining the next steps in the process.

Matthew Chalmers

LHCb EXPLORES THE BEAUTY OF LEPTON UNIVERSALITY

For the first time, LHCb uses beauty baryons to test this key principle of the Standard Model



The LHCb experiment at CERN (Image: CERN)

The LHCb collaboration has reported an intriguing new result in its quest to test a key principle of the Standard Model called lepton universality. Although not statistically significant, the finding – a possible difference in the behaviour of different types of lepton particles – chimes with other previous results. If confirmed, as more data are collected and analysed, the results would signal a crack in the Standard Model.

Lepton universality is the idea that all three types of charged lepton particles – electrons, muons and taus – interact in the same way with other particles. As a result,

the different lepton types should be created equally often in particle transformations, or “decays”, once differences in their mass are accounted for. However, some measurements of particle decays made by the LHCb team and other groups over the past few years have indicated a possible difference in their behaviour. Taken separately, these measurements are not statistically significant enough to claim a breaking of lepton universality and hence a crack in the Standard Model, but it is intriguing that hints of a difference have been popping up in different particle decays and experiments.

The latest LHCb result is the first test of lepton universality made using the decays of beauty baryons – three-quark particles containing at least one beauty quark. Sifting through proton–proton collision data at energies of 7, 8 and 13 TeV, the LHCb researchers identified beauty baryons called Λ_b^0 and counted how often they decayed to a proton, a charged kaon and either a muon and antimuon or an electron and antielectron.

The team then took the ratio between these two decay rates. If lepton universality holds, this ratio should be close to 1. A deviation from this prediction could therefore signal a violation of lepton universality. Such a violation could be caused by the presence in the decays of a never-before-spotted particle not predicted by the Standard Model.

The team obtained a ratio slightly below 1 with a statistical significance of about 1 standard deviation, well below the 5 standard deviations needed to claim a real difference in the decay rates. The researchers say that the result points in the same direction as other results, which have observed hints that decays to a muon–antimuon pair occur less often than those to an electron–antielectron pair, but they also stress that much more data is needed to tell whether this oddity in the behaviour of leptons is here to stay or not.

Read more on the LHCb site and the CERN Courier.

Ana Lopes

COMPUTER SECURITY: A SECOND FACTOR TO THE RESCUE

The IT department is deploying the use of so-called “two-factor authentication”

Working in the IT department is like working in heaven: many of our IT colleagues have professional god-like powers when managing their corresponding computing services. And nearly all centrally provided computing services are critical for CERN's operations, for the operation of the accelerators, infrastructure and experiments, and for our local and worldwide user community. New security improvements will ensure this availability even if the gods lose their power.

The CERN IT department provides a plethora of different computing services to run the accelerators and experiments, store and analyse data, and make life easy for our user community. In some way, every activity within CERN relies on IT's computing services – and in many cases this reliance is critical. Moreover, due to how the IT infrastructure and the CERN data centre are run, many services are inter-linked and depend on (or affect) each other, which increases the overall criticality. Through necessity, more or less every colleague in the IT department is managing and administering one or more computing services, and hence has full access and configuration power for those services. Therefore, due to the aforementioned criticality, it is of utmost importance that only IT professionals access their services and that any unauthorised third party – the evil attacker – is kept

out. Otherwise the attacker will be able to wreak havoc: by taking over CERN's computing services, bringing down or sabotaging operations, deleting or modifying data, stealing and exposing confidential documents, reading personal e-mails, etc. Until now, access protection has only been based on a single factor: “something you know” – also known as your password. Their CERN password, like yours, not only allows our IT colleagues to access their mailboxes and PCs, but is also the single token for managing their computing services. Once lost to an attacker, all their – all your! – digital life is exposed (see our *Bulletin* article “Protect your family”). And, maybe worse, CERN's operations are at risk.

But this is going to change. The IT department is deploying the use of so-called “two-factor authentication”. In parallel to the password, i.e. “something you know”, IT service managers and administrators now also need to present “something they have” in order to log into the computing services they manage. This “something you have” could be a mobile phone using a CERN phone number and able to receive one-time passwords via a smartphone with the “Google Authenticator” app installed which also produces one-time passwords (or any other smartphone application supporting that), or a USB-based hardware

token from Yubico (known as “Yubikeys”). You might recall two-factor authentication from your bank. The Swiss bank UBS, for example, provides a small “pocket calculator” that acts in exactly the same way (check out Facebook, Instagram, Twitter, Google,... for their second factors!). Any hardware token makes the malicious work of an attacker much more difficult: besides stealing the password of our IT colleagues, the attacker now also needs to get his or her hands on the token... And this would imply physical/local presence – which is unlikely. In addition, would you not notice immediately if your smartphone was stolen? Hence, two-factor authentication is coming to the rescue to make CERN's computing services more secure and CERN's operations more robust. And eventually we will have similar protections for access to critical control systems.

Do you want to learn more about computer security incidents and issues at CERN? Follow our Monthly Report. For further information, questions or help, check our website or contact us at Computer.Security@cern.ch.

The Computer Security Team

Official communications

CORONAVIRUS: RECOMMENDATIONS

Information from the CERN Medical service concerning the new virus 2019-nCoV

As announced by the World Health Organization, WHO, a novel coronavirus, was identified in China at the beginning of January 2020. This new virus was temporarily named “2019-nCoV.” Since the beginning of January, several countries around the world have declared cases of infection with “2019-nCoV”.

Common signs of infection with a coronavirus include respiratory symptoms, fever, cough, shortness of breath and breathing difficulties.

WHO has issued advice to people on how to protect themselves and those around them from getting the disease. CERN's

Management invites you to read and follow this advice, which will be updated as the situation and understanding of the virus evolves.

Action in case of suspected infection
If you could have been infected by the “2019-nCoV”, but do not present any acute

symptoms, please contact the Geneva University Hospital (HUG) on **+41 22 372 81 20**.

If you present any of the symptoms associated with the “2019-nCoV”, please call the HUG and inform them of any recent travel and your state of health before going to the hospital in person. In France, the advice is to call 15 and not to go directly to the hospital or your general practitioner.

Travel precautions

CERN will not send any members of the

personnel to Hubei, where the virus first broke out, until further notice. Travel to other regions in China should be discussed with and cleared by the Department Head concerned.

For further, more general information regarding travel risks, please consult the links below:

- https://www.who.int/ith/2020-0901_outbreak_of_Pneumonia_caused_by_a_new_coronavirus_in_C/en/

- <https://admin-eguide.web.cern.ch/en/assistance-related-duty-travel-provided-international-sos>
- <http://www.safetravel.ch/safetravel2/servlet/ch.ofac.wv.wv201j.pages.Wv201AccueilCtrl?action=init>

Any updates will be published on the HSE news website (<https://hse.cern/content/news-reports-and-newsletters>).

The Medical service

SOCIAL MEDIA: REMINDER OF GUIDELINES FOR THE CERN COMMUNITY

Social media guidelines are available and apply to all CERN contributors

Social media activities, from posts on Instagram to comments on Twitter, often blur the lines between private and public, personal and professional. Getting the balance right between sharing your knowledge, experiences, opinions, feelings and life and respecting CERN rules and regulations can be challenging.

If your social media account or activities include mentions of or refer to CERN, it is

worth reflecting on whether your subject, message and choice of words are appropriate.

Social media guidelines are available and apply to all CERN contributors (i.e. staff members, fellows, apprentices, associates, users and students). These cover how to post responsibly, correctly, clearly and reasonably. They ask you to be cautious with external sources and products, and require

you to respect CERN's rules and its reputation, as well as privacy, confidentiality and intellectual property.

Read the CERN social media guidelines (<http://admin-eguide.web.cern.ch/en/procedure/social-media-guidelines>)

You can follow CERN's activities on social media via Instagram, Twitter (EN / FR), Facebook, YouTube and LinkedIn.

STAFF RULES AND REGULATIONS - 11TH EDITION | MODIFICATION NO.15

In accordance with the decisions taken by the Finance Committee in June 2019 (CERN/FC/6331) and December 2019 (CERN/FC/6368 and CERN/FC/6366), and by the Council in December 2019 (CERN/3465 and CERN/3463), please find below the pages of the Staff Rules and Regulations which have been updated further to the modifications coming into force on 1 January 2020:

CHAPTER II – Conditions of employment and association

Section 1 – Employment and association

Article R II 1.17, Article R II 1.20, Article R II 1.22, Article R II 1.23, modification of pages 14 et 15

Section 4 – Leave

Article S II 4.09, Article R II 4.03, Article R II 4.08, modification of pages 21 and 22

Section 5 – Termination of contract

Articles R II 5.02, Article R II 5.05, modification of page 29

CHAPTER IV – Social conditions

Section 2 – Social insurance cover

Article S IV 2.02, modification of page 39

CHAPTER V – Financial Conditions

Section 1 – Financial Benefits

Article R V 1.11, Article R V 1.18, Article R V 1.22, Article R V 1.27, Article R V 1.28, Article R V 1.30 modification of pages 43, 44 and 45

Section 2 - Taxation

Article R V 2.01, modification of page 49

CHAPTER VI – Settlement of disputes and discipline

Section 2 – Discipline

Article R VI 2.03, Article R VI 2.05, Article R VI 2.06, article R VI 2.18, modification of pages 56 and 58

CHAPTER VIII – Final provisions

Article S VIII 1.03, modification of page 61

Annex R A 3 – Family allowances

, modification of page 68

Annex R A 4 – Education fees

, Article R A 4.02, modification of pages 69 and 70

Annex R A 5 – Monthly basic salaries of staff members, modification of page 71

Annex R A 6 – Stipends of fellows, modification of page 72

Annex R A 7 – Subsistence allowances of associated members of the personnel, modification of page 73

ble via CDS (<https://cds.cern.ch/record/1993099?ln=en>).

HR Department

The complete updated electronic version of the Staff Rules and Regulations is accessi-

Announcements

CERN ACCELERATOR SCHOOL - MECHANICAL MATERIALS ENGINEERING FOR PARTICLE ACCELERATORS AND DETECTORS

The course will take place from 25 May to 7 June 2020 in Sint-Michielsgestel, Netherlands



In collaboration with Nikhef (National Institute for subatomic physics in the Netherlands) the CERN Accelerator school is organizing a topical course on:



For the first time in the history of the CERN Accelerator School, a course on Mechanical engineering is organized. The focus of the course will be on mechanical engineering aspects that go beyond the general knowledge obtained during university education to include specific applications, which are specific for accelerator applications. In the mornings, complete lectures are organized covering a wide range of mechanical engineering aspects. These lectures are complemented by a series of application reports in the field of accelerators afternoons. Practical "hands-on" experiments are foreseen, during which the students will be guided to do practical work including visits of pertinent companies in close by.

Since a student without prior knowledge of mechanical engineering will not be able to follow the course, we have prepared a self-evaluation test on our website. We kindly ask every interested student to exercise this test and apply only for the course, if a sufficient high score is obtained in the test.

Contact: CERN Accelerator School
CH-1211 Geneva 23
cas.web.cern.ch
Accelerator.school@cern.ch



(Image: CERN)

Registration is now open for the CERN Accelerator School's course on Mechanical Materials Engineering for Particle Accelerators and Detectors, from 25 May to 7 June 2020, in Sint-Michielsgestel, Netherlands.

A course on Mechanical engineering is being organised for the first time. The focus of the course will be to orient mechanical engineers from their general knowledge obtained during their past education to techniques and solutions that are specific for accelerator applications. In the mornings, a complete lecture programme is foreseen, covering a wide range of mechanical-engineering aspects. These lectures are complemented by a series of application reports in the field of accelerators. In the afternoons, four blocks of hands-on experiments are foreseen, during which the students will be guided to do

practical work that will include visits of professional companies close by.

Since a student without prior knowledge of mechanical engineering will not be able to follow the course, we have prepared a self-evaluation test on our website. We kindly ask every interested student to take this test and only apply for the course if a sufficiently high score is obtained.

For more information and application, please visit the school website: <https://cas.web.cern.ch/schools/sint-michielsgestel-2020>

THEMATIC CERN SCHOOL OF COMPUTING 2020: APPLY NOW!

The 8th Thematic CERN School of Computing (tCSC 2020) will be held in the beautiful city of Split, Croatia from 7 to 13 June 2020

The 8th Thematic CERN School of Computing (tCSC 2020) will be held in the beautiful city of Split, Croatia from 7 to 13 June 2020.

The programme will focus on the theme of **Efficient Scientific Software for Heterogeneous Architectures**, covering areas such as computer architectures, parallel and optimized software, and het-

erogeneous programming (CPU, GPU, HPC etc.).

The School is aimed at postgraduate students, engineers and scientists with a few

years' experience in particle physics, in computing, or in related fields. We welcome applications from all nationalities, and encourage all qualified persons to apply. Limited financial support may be available.

Applications are open until Thursday 27 February.

For more details and **to apply**, please visit: <https://indico.cern.ch/e/tCSC-2020>.

Sebastian Lopienski, CERN School of Computing director



PARTICLES AND NUCLEI INTERNATIONAL CONFERENCE 2020 (PANIC2020)

PANIC2020 will be held in Lisbon from 31 August to 4 September 2020

PANIC2020 will be held in Lisbon from 31 August to 4 September 2020.

This conference is the 22nd in the series of triennial conferences which bring together the Particle and Nuclear Physics communities. PANIC2020 consists of plenary talks, a number of parallel sessions and a poster session. The scientific programme addresses a broad range of topics at the interface between particle, nuclear and astro-

physics. Special emphasis will be devoted to recent discoveries and results.

The conference is hosted by LIP, Laboratory for Instrumentation and Experimental Particle Physics, and FCUL, Faculty of Sciences of the University of Lisbon.

Important dates:

- Abstract submission deadline: 15 April 2020
- Abstract decision: 1 May 2020
- Reduced-fee early payment deadline: 15 May 2020
- Registration closes: 15 August 2020

Please apply here (<https://www.lip.pt/events/2020/panic/>) to register at PANIC2020.

More information on Indico.

Obituaries

ROBERT SIMPSON (1989–2020)

It is with great sadness that we have to announce the passing of our colleague and friend, Robert Simpson.

As a young student, Robbie developed a profound passion for science and the world of academia, which led him to take up studies in computing science at the University of Glasgow, graduating with a PhD on 'Formalised Responsibility Modelling for Automatic Socio-Technical Systems Analysis' in 2017.

Joining CERN as a senior research fellow in January 2018 allowed Robbie to further develop and extend his wide range of interests in computing science and the world of physics as part of our machine-protection software team. It was an

immense pleasure knowing and working alongside Robbie during these past two years where he became one of the main architects in the consolidation and development of a crucial framework for data recording and analysis for the operation of our entire accelerator chain. We have come to know Robbie as a bright and highly committed colleague, always eager to embark on discussions well beyond his daily technical work, sharing with us his passions for travelling, Eastern European architecture and politics.

He displayed great enthusiasm both as a facilitator of the team's software-development process and as a CERN guide to the many visitors he accompanied around our premises.

His much-too-soon passing due to a natural yet very rare cause leaves a massive hole in our hearts and our team, cutting short what was going to be a very promising career.

Our warmest sympathy and thoughts go to his family and friends. He will be immensely missed by all of us.

His colleagues and friends

We deeply regret to announce the death of Robert Simpson on 14 January 2020.

Robert Simpson, who was born on 17 December 1989, worked in the TE department and had been at CERN since 1 January 2018.

The Director-General has sent a message of condolence to his family on behalf of the CERN personnel.

*Social Affairs
Human Resources department*



Ombud's corner

THE APPRAISAL INTERVIEW... OR HOW TO ENCOURAGE LEARNING

Jim* comes to see me because he doesn't know how to approach his next appraisal interview with Simon*: "*Simon does good work, but I often have to pull him up on not being very well organised.*" How can Jim stay constructive during the interview?

Recent neurological studies have shown that the brain sees negative feedback as a threat and it therefore goes into defensive mode, focusing on survival and putting its cognitive and emotional faculties on hold.

Every human's brain is unique, each with denser synaptic connections in some areas than in others. But our greatest potential for learning lies in those dense areas: we learn more while also continuing to develop things we already do well.

Of course Jim will have to raise the subject of Simon's lack of organisation, but this discussion risks solving a problem without creating the conditions for Simon to be able

to take things a step further. However, if Jim and Simon focus their attention on what Simon already does well, this could build on his potential for learning and improve his skills. He will be more receptive and more creative, and will perform better in the long term.

In sport, for example, some football teams have understood the issue: instead of spending too long analysing the errors players have made during their matches, they focus on the strong points: "*There, look, your pass was decisive and allowed the team to score a goal. That's what you must learn to reproduce in future; that's how we'll be able to win!*" In the same way, at work, focus on what is already working: "*Your negotiations for this purchase allowed us to get the equipment sooner and at a better price. Carefully analyse what you did and how you can do the same again in the future, then you'll become even more efficient!*"

So, during your next appraisal interview, whether you're the supervisor or the supervisee, try to discuss the strong points as much as the areas for improvement. Your potential for development and learning can be found in the qualities that you already have. Devote plenty of time to this, since it will put you on the road to success and allow you to achieve your objectives.

**Names have been changed*

Note: this post was inspired by the article entitled "" The debate about feedback at work isn't new, which appeared in the March-April 2019 issue of the Harvard Business Review.

Pierre Gildemyn

If you'd like to comment on any of my articles or suggest a topic that I could write about, please don't hesitate to e-mail me at Ombuds@cern.ch .