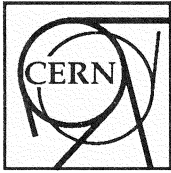


Bulletin ASSOCIATION du PERSONNEL STAFF ASSOCIATION



Les informations paraissant dans la rubrique "Association du Personnel" sont publiées sous la seule responsabilité de l'Association du Personnel du CERN.

The information presented in the Staff Association section of the Bulletin is published under the sole responsibility of the CERN Staff Association.

Siège: Genève, Suisse
Seat: Geneva, Switzerland

STAFF_ASSOCIATION@MACMAIL.CERN.CH

Tel. 2819/4224

29 November 1990

FIVE-YEARLY SALARY REVIEW - ADVANCEMENT ON MERIT DELIBERATE CONFUSION OF THE TWO ISSUES ?

What does the Management's new document entitled "Remuneration and career policy", which the Staff Association has never seen, contain ? ()**

It appears that the Organization is preparing to amend the entire package of measures negotiated this summer by rejecting adjustments to the planned salary scales for 1992 and 1993 and replacing them with a vague policy of advancement on merit. Below is a brief summary of recent events which indicates a certain inconsistency in the positions of some of the parties concerned.

A merit-based advancement policy is always a sensitive issue for which concertation with the staff and its representatives is essential. The Staff Association has always been prepared to discuss career paths and an advancement on merit scheme (provided that it is done properly) and is still ready to do so as soon as the measures negotiated this summer have been approved as they stand by the CERN Council. Otherwise, there can be no resumption of that confidence between social partners which is a prerequisite of concertation.

* * * * *

Beginning of 1989: No deliberate confusion

April 1989: The Management submitted to the CERN Council a "Preliminary Report on Personnel Policy Issues" which discusses, among other things, advancement on merit in career paths. The Committee of Council stated that it was in favour of such a scheme.

Same date: The Management submitted to the Committee of Council the draft terms of reference for the five-yearly salary review for the period 1984-1989 which made reference to adjustment of the salary scale but not to advancement on merit. These two issues are therefore not linked.

These terms of reference were intended for the tripartite committee TRACE. The Committee of Council approved them. Decisions would be taken in December with a view to implementation from 1 January 1990 (!!!).

May 1989: The Management forwarded to TRACE the results of the review conducted in accordance with these terms of reference. The results showed that CERN salaries were about 20% lower than those of the organizations chosen as references by the Council.

June 1989, first meeting of TRACE: The minutes state that "The Management would therefore submit any proposals for adjustments [to the salary scale] to the TRACE meeting in September or October [1989]."

September 1989: No Management proposals, the TRACE meeting is cancelled.

October 1989, second meeting of TRACE: Still no Management proposals; the meeting scheduled for November is cancelled.

**End of 1989: the Management attempts to sow the seeds of confusion
The Member States and the Staff Association reject this attempt**

5 December 1989: A Management document, but still no proposals. The Management stated in the document that it was going to examine a new policy for remuneration and advancement on merit which should take into account the results of the five-yearly salary review and that it would submit detailed proposals "during the first half of 1990".

11 December 1989, third meeting of Trace: the Staff Association protested at the Management's shillyshallying and its attempts to mix up the five-yearly review with advancement on merit. This linking was not in compliance with the terms of reference proposed by the Management and approved by Council.

The Staff Association's position was supported by the Member State Delegations: TRACE requested specific salary adjustment proposals which were in compliance with the terms of reference given, without any linking with advancement on merit.

March 1990: No deliberate confusion

March 1990, fourth meeting of TRACE: the Management (at last!) submitted salary adjustment proposals: no link with advancement on merit; proposals for overall adjustments to the salary scale of at least 8.8% spread over the years 1990 to 1994 or 1996 (to make up for the increased gap between 1984 and 1989!). Most Member States considered that excessive. The Staff Association considered that it was inadequate and at any rate over far too long a period.

May 1990, fifth meeting of TRACE: No consensus on the CERN Council's recommendations. The Management therefore reaffirms its March proposals.

June 1990: Position of the Member States: Deliberate confusion?

22 June 1990: The CERN Council refuses to approve the Management's proposals, grants a preliminary 1% adjustment of salaries and instructs the Management and the Staff Association to enter into direct negotiations. Did the Member States request that the five-yearly review be linked to an advancement on merit scheme? We don't know as the discussions were held *in camera*.

July 1990: The Director-General indicates that there is no deliberate confusion

4 July 1990: Meeting of the Standing Concertation Committee between the Management and the Staff Association to determine the framework and draw up the agenda for the negotiations. At the Director-General's request, advancement on merit was not included on the agenda for the negotiations: "Performance assessment, careers and promotions (...) would have to be dealt with inside the Organization by the usual procedure, starting as soon as possible and in parallel with these negotiations (...)", since they did not require a Council decision.

August 1990: Results of the negotiations: no deliberate confusion

31 August 1990: End of negotiations under the auspices of the President of Council; agreement on a package of measures comprising overall adjustments of the salary scales and increases in social contributions; there was no mention of advancement on merit.

3 and 4 October 1990: The Finance Committee and the Committee of Council refuse to recommend approval of the negotiated package. Strong reaction from the Staff Association.

October 1990: The Director-General: deliberate confusion?

11 October 1990: the Director-General writes to all staff members. In his letter, he states that "*the package of measures worked out over the summer with the Staff Association and the President of Council [...] is and remains for us both fair and honest; we strongly support it.*" So far so good.

But further on he adds: "*The remaining issues - which relate to the size and nature of a second step of salary increases (we have proposed +1.5% both in 1992 and in 1993) - are due to be taken up by Council in December. Preparatory procedures are delicate. In particular, they may involve the formulation of a remuneration and career policy geared more to individual merit and which should be the subject of wide concertation within CERN.*"

In other words, the Member States (with the Management's consent?) wish to refuse the increases in the salary scale negotiated for 1992 and 1993 and replace them with vague promises of an advancement scheme which is supposed to be based on merit.

So here again the five-yearly salary review is being linked to advancement on merit, a procedure which was rejected in December 1989 both by the Staff Association and by the Member States and then declared out of the question in July 1990 by the Director-General!

Latest news

22 November 1990: The Staff Association has received the agendas of the Finance Committee and the CERN Council for the December meetings. It notes that the document setting out the results of the summer negotiations is indeed tabled but also notes the inclusion of a document entitled Remuneration and Career Policy (CERN/CC/1842 - CERN/FC/3393) which has not been discussed with the Staff Association and which it has never seen.^(*)

Following the staff survey and the Darriulat report in 1982, the Staff Association has always declared itself open to a clearly defined career path and advancement policy which takes account of experience and properly assessed merit. It has been discussing the matter for years with the PEP group of Personnel Division, with the Personnel Policy Group (before it was dissolved), with the Director of Human Resources (before his resignation), with the new Leader of the Personnel Division (before he too resigned) and was equally prepared to discuss the matter with the present Management.

But to draw up and successfully implement such a policy, several conditions must be satisfied:

- this policy must be better than the one it is replacing: it should be aimed at improving staff motivation as a whole and not at making everybody uneasy;
- openness, fairness and objectivity must be guaranteed, and that is no easy matter;
- mutual trust must exist between employer and employee, **AND IT DOES NOT.**

WE AFFIRM THAT THE MUTUAL CONFIDENCE BETWEEN THE STAFF ON THE ONE HAND AND THE CERN COUNCIL AND THE DIRECTOR-GENERAL ON THE OTHER CANNOT BE RE-ESTABLISHED UNTIL ALL THE MEASURES NEGOTIATED THIS SUMMER HAVE BEEN APPROVED AS THEY STAND BY THE CERN COUNCIL.

WE CAN THEN TALK ABOUT CAREER PATHS AND ADVANCEMENT ON MERIT.

^(*) Since the original French version was published, the Staff Association has at last seen a copy of this document.

NEGOCIATIONS

Comme annoncé dans le FLASH du 30 novembre, le Conseil du Personnel a déposé des préavis de grève pour le **11 décembre, de 14h.00 à 16h.00, et les 12, 13 et 14 décembre, de 9h.00 à 11h.00.**

Pendant ces arrêts de travail, le personnel titulaire sera appelé à venir au Bâtiment Principal pour soutenir les délégués de l'Association et pour prendre connaissance des derniers développements.

Pendant ces arrêts de travail, les faisceaux pour la physique et les grands ordinateurs seront arrêtés. **Pour le 11 décembre**, le Conseil du Personnel a décidé de ne pas appeler à détruire le faisceau d'antiprotons accumulé dans le AA, mais de le "garder sous le coude", sans l'augmenter ni l'utiliser pour la physique. Pour la suite, le Conseil du Personnel se réunira le 11 décembre au soir et prendra des décisions en fonction des résultats du Comité des Finances.

NEGOTIATIONS

As announced in our FLASH of 30 November, the Staff Council has placed strike warnings for the **11th December, from 14.00 to 16.00, and the 12, 13 and 14 December, from 09.00 to 11.00.**

During these work stoppages, staff members are asked to come to the Main Building to support the Staff Association delegates and to learn about the latest developments.

During these work stoppages, the beams for physics and the large computers will be stopped. **For the 11 December** the Staff Council has decided not to call for dumping of the antiprotons accumulated in the AA but to keep them "on hand" without increasing them or using them for physics. For the following days, the Staff Council will meet on the evening of December 11 to make decisions as a function of the results of Finance Committee.