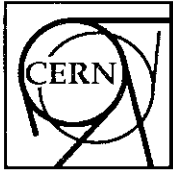


Bulletin ASSOCIATION du PERSONNEL STAFF ASSOCIATION



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A MERIT-ORIENTED ADVANCEMENT POLICY BASED ON CAREER PATHS (continued)

Recently you have received a letter from the Director General, dated 19 September, announcing "*the introduction of a new personnel policy on advancement, the Merit-Oriented Advancement Scheme*" (based on career paths). This policy, with the objective of correcting the deficiencies of the previous system by creating new motivation factors, was approved by the CERN Council at its meeting in June and applies only to Staff Members.

The **main objectives of this policy**, as recalled by the Director General in his letter are:

- a clearer view of career prospects and how decisions are taken,
- a greater importance attached to personal merit,
- career prospects over a longer time span.

are commendable and we support them.

Their implementation however will require much work and great care: **during this summer** the Working Group set up by the Management (the **MOAS Group**¹) drafted a number of documents on: (i) designation of career paths to present staff members, (ii) annual advancement and future changes of career paths. The Management presented these documents, approved by the Directorate and the Management Board, to the Standing Concertation Committee on the **10th of September**.

Last week, after 20 hours of discussions, which at times were very tense, between representatives of the CERN Management and the Staff Association in a SCC ad hoc sub-group², a joint document, dealing only with the designation of career paths to the present CERN staff, was produced.

As reported in last week's Bulletin, the Executive committee of the Staff Association had received a mandate from the Staff Council to negotiate a number of points. **A certain pragmatism** must be envisaged in order to assure the **continuity** with the previous system, and

¹ W. Middelkoop, J.F. Barthélémy, J. Cuthbert, P. Darriulat, G. Lindecker H. Piney, H. Wenninger and D.O. Williams

² W. Middelkoop, H. Wenninger, M. Borghini, M. Vitasse

within this framework the Staff Council defined a number of important points to be discussed by the ad hoc group. The Staff Association representatives in this sub-group managed to have the majority of those points accepted, namely:

- the actual designation of the staff members into career paths will be **clearly separated** from the future annual advancement exercises which will start from 1992;
- every staff member **whose post has been formally classified at a certain grade** will be placed in a career path where that grade belongs to the **range of normal advancement** (and not in the exceptional range);
- an interview will take place between **every staff member and his supervisor** **before any decision** regarding his designation to a career path;
- if the staff member so wishes, a **written report** of this interview shall be added to his personal administrative file;
- if problems occur during the implementation period, the MOAS Group acting as a **Career Path Advisory Commission**, will be asked to give its opinion;
- the Staff Council had pointed out at its meeting that in the new Staff Rules and Regulations the **definitions of the functions** of the new career paths are **extremely brief**, making it very difficult for the **Appeals Boards** when examining possible appeals (individual or collective). Conforming to the concept of pragmatism mentioned previously, it has been accepted that the Boards **can refer to previous practices and documents (Regulations, job classification)** and a careful analysis will be made after the exercise to draw conclusions;
- the procedure foresaw a **first stage** where Personnel division proposes a **provisional designation**, according to criteria, e.g. the actual grade and professional category and in some cases, in order to ensure pragmatically a certain continuity with previous career possibilities, **the age of the staff member when his post was designated to a specific grade** would be taken into account. The Staff Association pointed out the **risks of arbitrariness associated with this criterion** as that age could depend upon a great number of circumstances unrelated to the work and to the merit of the individual. It was agreed to **use this criterion only at the initial designation stage** and in no case is it to be used during the following stages of divisional proposals and decision taking;
- all references to the **appreciation of the staff member's future performances**¹ have been suppressed (the appraisal of past performances is already quite difficult enough).

The presentation of the adopted criteria is slightly different for the professional categories 1, 2 and 5a from that of the other categories. This has been accepted by the Staff Association for the following reasons :

- the structure of the paths themselves is different: for the professional categories 1, 2 and 5a no grade exists, in the normal advancement range, in more than one of the three paths (8/9/10 in VII, 11 in VIII and 12/13/14 in IX)

¹ present judgement of the person's future possibility of entering the exceptional advancement range, supposed to reward the quality of his future work

- this is not the case **for the other categories**, where the same grade can be found within the normal advancement range of several paths (e.g. grade 5 in paths II, III and IV, grade 6 in III, IV and V, etc.).

It has been agreed that **every staff member has the right to consult the "Instructions for the designation of a career path to the present CERN staff members"** so as to have a more accurate knowledge of the new system before its implementation.

However, these instructions which were agreed upon in the SCC sub-group, and later in the SCC itself¹, are only very **general directives**, which must be applied to **each person individually**.

There are most certainly problems to come.

If you have a problem, do not hesitate to write to Staff Association - Career paths and we will try to help you.

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¹ see the minutes of the SCC in the Official News of this Bulletin