

Bulletin ASSOCIATION du PERSONNEL STAFF ASSOCIATION



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MERIT-ORIENTED ADVANCEMENT BASED ON CAREER PATHS

• As you probably learnt from the article published by the Staff Association in n^o 29/91 of the weekly bulletin dated 15th July, the CERN Council approved, at the end of June, a document presented by the Management on **A MERIT-ORIENTED ADVANCEMENT POLICY BASED ON CAREER PATHS** (CERN/CC/1858 - CERN/FC/3430, dated 21 MAY 1991).

You have been given very little information by the Management about this policy, and many of you have told us that you would like to know more; those who have read the document have told us of their anxieties on how this policy will be implemented. It therefore appears useful to explain here what we know, whilst it is clear that the Association cannot take the place of the Management in explaining to the Personnel what it should do.

• In the article which we published in n^o 23/91 of the weekly bulletin dated 3rd June, we have already given some indication of the contents of a draft by the Management (**A MERIT-ORIENTED ADVANCEMENT POLICY, CERN/CC/1858 - CERN/FC/3430/Rev.8, dated 30 April 1991**); in particular, we have given the table of the proposed nine career paths, which remained unchanged in the final document approved in June. Please refer to that article to consult this table.

We have also indicated the position taken by the Association at the **Standing Concertation Committee meeting of the 14th May**, and the requests we formulated (**COMMENTAIRES DE L'ASSOCIATION DU PERSONNEL SUR LE PROJET DE LA DIRECTION INTITULÉ UNE POLITIQUE D'AVANCEMENT AU MÉRITE, CERN/CCP/91/7, dated 10 May**): after having recalled that advancement at CERN was never purely automatic, the Association found that the proposal contained positive elements, but also certain backward steps relative to previous practice and to another Management document, dating back only to December 1990.

In particular, the Association had requested the suppression of a proposed new article of the Regulations, an article limiting advancement in the so-called exceptional advancement grades to one step at most every two years; despite this request, the Management kept this article in its final document and we will return to this another time.

The Association had also noted the absence of criteria for taking important decisions: the placing of Staff Members in career paths, the awarding of annual steps as a function of performance (it was noted however, that normal advancement remains a step per year in normal career path grades), advancement in career paths VII, VIII, IX, how new staff will be placed within a career path commensurate with their previous experience etc. ...

Recognizing this absence, the Management representatives had replied that the document in question defined only the broad outline and that precise details would be part of an administrative circular to be discussed during the summer, if the CERN Council approved the proposed policy. See further on.

At the same **meeting of the SCC on the 14th May**, and in view of the little time available for a thorough discussion, the Association had requested guarantees in the form of a minimum advancement budget for the next four years and the creation of four Boards for setting up and following up of the new system, whose members would be chosen by mutual agreement in the SCC.

- **In another meeting of the SCC on the 28th May**, the Management replied that it was not prepared to give these guarantees. The Association therefore decided not to support the proposal and informed the members of the CERN Council and Finance Committee to this effect in a document called **THE CERN STAFF ASSOCIATION'S POSITION ON THE ITEMS CONCERNING THE PERSONNEL IN THE DOCUMENTS SUBMITTED TO COUNCIL AND FINANCE COMMITTEE IN JUNE 1991**, published *in extenso* in n° 25/91 of the weekly bulletin dated 17th June.

- As we recalled above, the CERN Council approved the new policy presented by the Management. The modifications to the Staff Rules and Regulations are formally in force from the 1st August 1991. The Finance Committee and the CERN Council requested to review the situation after two years. We give here some additional details, without trying to cover all the aspects of the new system.

The scale of basic salaries, with its grades 2 to 14 and its steps are not changed. Each staff member will be placed on a career path consisting of several normal grades. Annual advancement will normally be one step and the changing of grade will be made, without a special examination, at the crossover point, i.e. where the salary reaches that of step zero of the next grade.

A special decision will be necessary to go from the top step of the last normal grade of a career path to a "exceptional advancement grade".

The annual advancement will be based on a performance appraisal interview, and can be zero (in the case of bad performance), one step, or two steps (in the case of very good performance); it is possible for the award of one step to be postponed for six months (in the case of mediocre performance). In the case of refusal or postponement the member of the personnel must be notified in writing of the reasons thereof.

- **On the 25th June, at another meeting of the SCC**, the Management announced that its working group (where the Association is not represented) would prepare, during the summer, a draft administrative circular specifying how the new articles of the Staff Rules and Regulations would be applied, for discussion at the end of August and the beginning of September in the Directorate, at the Management Board and the SCC (10th September). Personnel Division announced a draft schedule: completion of the procedures before the end of September 1991, placing present personnel in their career paths before the end of the year, performance appraisals between the 1st of January and the 31st of March 1992.

The Staff Association has expressed its doubts relative to this timetable and has reminded the Management that to be credible and efficient, the system of fixing key objectives and of evaluating the results must start at the highest level, with the General Management setting the example.

- Since then the Personnel Division has informed us of a **complementary projected schedule** during the period October to December, of a programme of obligatory training for all supervisors on performance appraisal, and information meetings for Division Leaders, for Group Leaders and for the personnel of each division.

The Association has also received, for the time being informally, a certain number of **draft documents concerning the implementation of the new policy**. While a certain number of points are now defined, the Association notes the absence of criteria for a good number of important decisions, already raised before the summer, and mentioned above.

- The Staff Council will discuss these aspects with the Personnel Division Leader, at its next meeting on the 27th August, and will insist that the stated objective, a better motivation of the personnel by an improvement in the policy of advancement, is finally reflected in the implementation.

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CONSEIL DU PERSONNEL

La prochaine réunion du Conseil se tiendra le

MARDI 27 AOÛT 1991, à 14h.30
Amphithéâtre du LEP - Bâtiment 30, 7ème étage

Cette réunion aura pour thème la discussion du MOAS (Avancement au mérite selon des filières de carrière) et la mobilité interne.

Les autres sujets du Conseil seront reportés lors de la réunion supplémentaire qui aura lieu le **jeudi 12 septembre 1991, à 14h.30**. L'ordre du jour sera publié dans le Bulletin No.37 du 9 septembre 1991.

Nous vous rappelons que les réunions du Conseil sont publiques et que **vous pouvez y assister**.