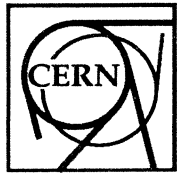


Bulletin ASSOCIATION du PERSONNEL STAFF ASSOCIATION



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REJUVENATION POLICY, RECRUITMENT, EARLY DEPARTURES

HOW FAR HAVE WE GOT???

**November 1989: the Management presented a rejuvenation plan
which the Finance Committee did not approve¹.**

On 15 November 1989, the Management submitted to the Finance Committee proposals for a rejuvenation policy comprising an early departure scheme intended to free the posts needed for the recruitment of younger staff and to reduce the overall staff complement to 2950 faster than provided for under the 1988 Council decision, i.e. between 1992 and 1994 instead of 1996 [To the Staff Association's knowledge, the implications of this staff reduction decided by the Council for the scientific programme and the launching of major new projects have never been investigated²].

The Finance Committee recognized the need for such a policy but considered that an in-depth examination of the proposed measures and of their medium- and long-term financial consequences was necessary. Consequently, the Committee recommended that TRACE or an ad-hoc working group examine all aspects of the matter and report to Council.

**December 1989: the CERN Council set up a Working Group,
the Staff Association wasn't included**

On 14 December 1989, the CERN Council decided to set up a Committee of Council working group with the task of examining the Management's proposals and other options for rejuvenation policy. The Staff Association was not invited to take part in the working group.

June 1990: the Working Group submitted its report to the CERN Council

On 11 June 1990, after three meetings, the working group submitted its final report (CERN/1800) to the CERN Council, the most important passages of which are :

¹ The subheadings are those of the Staff Association

² The remarks within square brackets are those of the Staff Association

"[...] The Working Group took note that the Management's working hypotheses [in various documents] complied with the complement ceilings set by the Council in 1988 and that the mechanisms envisaged to meet the Organization's future development needs would not themselves entail any increase in salary costs or additional financial obligations vis-à-vis the Pension Fund.³ [This sentence is ambiguous: will the Pension Fund be compensated for the technical deficit created by the reduction in staff numbers or not?] [...]"

The Working Group's conclusions: recruitment rather than rejuvenation

"Generally speaking, the Working Group approves the analysis and proposals set out in [the] document [...] "Statistical Information and Proposals by the Management" [which the Staff Association is unaware of]. However, it notes that the real challenge confronting the Organization is one of recruitment rather than rejuvenation. [...]"

Definition of objectives

"Over the next decade, the Organization will be confronted with the implementation of very large-scale projects and, at the same time, with significant and concentrated departures of staff reaching retirement age.³ As from 1997 about 100 staff will retire every year. The departure of staff of proven worth will have to be planned for and co-ordinated with the redeployment of resources available and the recruitment of new staff.

During the decade, approximately one thousand staff will either reach the compulsory retirement age of 65, or accumulate enough years' membership in the Pension Fund for them to leave the Organization with pensions close to the maximum. [...]"

The Working Group recognized that it will be difficult to achieve the objectives

- successfully launching major new projects, while
- maintaining the Organization's present standards of efficiency, and
- preparing for the replacement of supervisory staff,

if recruitment only continues at its present level of about 50 per year."

Faster reduction of staff numbers than planned to allow recruitment without additional cost

"On the other hand, it will not be possible to finance additional recruitment without raising the budget unless staff numbers are reduced further than provided for in the 1988 plan.³ The Working Group emphasized the need to maintain a careful balance between departures and recruitment at minimum cost.

The recruitment level must correspond to the long-term needs in terms of numbers and qualifications as required by the manpower planning for the scientific strategy of the Laboratory."

³ Our emphasis

**The manpower planning scenarios proposed by the Management:
rapid reduction of staff numbers**

"In the light of these observations, the Working Group is of the opinion that the manpower planning scenarios proposed in [the Management's] document [...] are in line with the Council's objectives. Provision is made for extra departures of 240 staff in addition to natural departures.³ Two hypotheses are considered concerning the rate of reduction of staff numbers to 2950 which, under the 1988 Plan, would have been reached in 1996; in the first hypothesis this target would be achieved in 1992/93, and in the second, in 1994.

The Working Group recommends Council to approve this approach."

**Resources to be applied
No new early departure scheme open to all**

"[...] the Council Delegates confirmed their opposition to a new blanket scheme open to all members of the personnel, aiming to encourage departures by substantial financial incentives³, as that would necessarily be expensive for the Organization and would create practical difficulties as the outcome of the 1988 Plan demonstrates."

but individual agreements

"The Working Group therefore recommends that departures take place in the framework of day-to-day management and the discretionary powers conferred on the Director-General under the Staff Rules and Regulations, as he is, in appropriate circumstances, empowered to grant certain benefits to members of the personnel wishing to leave CERN. The type and level of the payments should be decided in individual cases by the Management in agreement with each member of the personnel concerned, it being understood that no new budgetary allocation will be made available.

In addition, the Working Group took note that the Management intended to draw up and implement other measures to free posts in the framework of the Staff Rules and Regulations. [???

In conclusion

"The Working Group recommends that attempts should be made to redeploy and remotivate the 287 staff members whose applications for early departure were not accepted in 1988. In cases where this is not practicable, the Director-General should use his discretionary powers, as mentioned above, to facilitate the departure of the staff member."

**On 22 June 1990, the Council unanimously approved
the Working Group's recommendations**

namely, a rapid reduction in the complement from about 3300 staff members at present to 2950 [apparently a magic number] for 1992/1994, with 240 departures in addition to natural departures in the framework of day-to-day management and the discretionary powers conferred on the Director-General under the Staff Rules and Regulations.

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Départs Anticipés : négociations

- Le 16 août a eu lieu une première réunion entre la Direction (MM G.Vianés, G.Michel, H.Wenninger et Y.Pillier) et l'Association du Personnel (MM. M.Borghini, H.Atherton, D.Ball, G.Le Dallic et Ch.Roy).
- Des réunions sont prévues pour les 23 et 30 août, visant une formalisation des procédures lors d'une réunion du Comité de Concertation permanent le 5 septembre.

Early Departures : negotiations

- On the 16 August the first meeting between the Direction (G.Vianés, G.Michel, H.Wenninger and Y.Pillier) and the Staff Association (M.Borghini, H.Atherton, D.Ball, G.Le Dallic and Ch.Roy) was held.
- Further meetings are foreseen for the 23 and 30 August with the objective of reaching agreement on procedures to be formally agreed at a meeting of the Standing Concertation Committee on the 5 September.

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Monday 20 August 1990

NEGOTIATIONS WITH THE MANAGEMENT

On the 20 August, the Staff Association gave the Management a summary containing counter-proposals to the propositions contained in the document presented by the Director-General to the Staff Council at its meeting of **14 August**.

These counter-proposals were presented during a plenary negotiation meeting the same day, **20 August**. Subject to a final global examination, agreement was reached on a certain number of points. On others, the Management will reply during the next negotiation meeting of **27 August**.

On the 28 August, the Management and Staff Association will hold separate meetings with the President of Finance Committee, Prof. A.Graue, and the President of TRACE, Dr. M.Gigliarelli-Fiumi.

On the 29 August, separate meetings, as well as a joint full meeting will be held with the President of CERN Council, Dr. J.Rembser.

On the 31 August, a further closed session of the Staff Council will be held.

Next week therefore is clearly a very important one for the evolution of these negotiations !

lundi 20 août 1990

NÉGOCIATIONS AVEC LA DIRECTION

Le 20 août, l'Association du personnel a remis à la Direction un aide-mémoire contenant un ensemble de contre-propositions aux propositions contenues dans le document présenté par le Directeur général au Conseil du personnel lors de sa réunion **du 14 août**.

Ces contre-propositions ont été présentées lors d'une nouvelle réunion plénière de négociation le même jour, **20 août**. Sous réserve d'un examen final global, un accord a pu être obtenu sur un certain nombre de points. Sur les autres, la Direction répondra lors de la prochaine réunion de négociations, **le 27 août**.

Le 28 août, des rencontres séparées de la Direction et de l'Association auront lieu avec le Président du Comité des Finances, le Prof. A. Graue, et avec le Président de TRACE, le Dr. M.Gigliarelli-Fiumi.

Le 29 août, des rencontres séparées ainsi qu'une réunion plénière auront lieu avec le Président du Conseil du CERN, le Dr. J.Rembser.

Le 31 août, une nouvelle réunion à huis-clos du Conseil du personnel aura lieu.

La semaine prochaine s'annonce donc comme une semaine très importante pour l'évolution de ces négociations!

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