



A WELL-ATTENDED WORKING MEETING

A meeting, attended by most members of the Staff Council, was held on Tuesday 9 February 1988 to work on aspects of a new staff policy. The subjects under discussion were career paths, performance appraisal and remuneration policy.

An old story...

During the past ten years or more, a number of study groups were set up to consider various aspects of CERN's employment policy. The main point of reference has been the "Report of the Working Group on the Implementation of CERN Staff Policy", better known as the "Darriulat Report", published in July 1982. This report surveys various aspects of the existing system in detail and goes on to make a series of recommendations for their improvement. Its first recommendation was put into practice in 1986 when a Director of Human Resources was appointed to co-ordinate the definition and introduction of a new staff policy and to ensure continuity in the future.

A new system to improve...

While it may be acknowledged that certain elements of the current system are likely to induce demotivation among some members of staff (for example, the 25% who are stuck at the top of a grade) it is quite clear that there is no point in **changing** the system unless it leads to **better personnel management for all**.

Several important points emerging from the discussions on 9 February are set out below, along with some ideas which have been developed within CREPCE (Comité de Réflexion sur la Politique du Personnel et les Conditions d'Emploi, or Think Tank on Staff Policy and Employment Conditions), one of the Association's study groups.

Opening up new career paths with modulated advancement ?

The introduction of a limited number of **career paths** each linked to a given category would have the effect that, as a general rule, members of staff could **advance only along** a single path throughout their careers. Only who changed jobs would be **promoted into a new path**.

The paths should be devised in such a way as to minimize the end-of-career stagnation effect which is a major cause of demotivation in the present system. Path changes should be made easier and encouraged by a **continuous vocational-training programme** within the context of a planning policy designed to enable the Organization to meet the new challenges which constantly arise in its various fields of activity.

Within a single path, employees would have the opportunity of **modulated advancement** based on their **performance**, not just length of service. Some kind of **balance** should be established between these two elements.

The **career of supervisor** should be considered as fundamentally important and supervisors should devote a considerable portion of their time to personnel management, which is not always the case at present.

How to appraise performance ?

In order to anticipate staffing needs more accurately and to obtain **objective, written** reports for personnel management, **a performance appraisal system should be introduced. All staff, from the top downwards, should be subject to this procedure.**

The system would be based on an annual interview between each member of staff and his direct supervisor. This would involve drawing up a chart, clearly showing the **management structure** of the entire organization.

The aims and conduct of the annual interview should be **clearly explained to all staff** beforehand. In addition, **suitable training schemes** should be run **for all senior supervisors.**

To supplement the interview, **group or section meetings** could be held to discuss **collective aims.**

Clarity, justice and frankness should be guaranteed and, as far as possible, **uniform criteria** should be applied throughout CERN. An **Appeals Board**, with clearly defined terms of reference, should be set up to deal with disputes.

In practice, it is possible that this interview would replace the periodic interview introduced two years ago.

How to link remuneration with performance ?

Salary increases would become partially dependent on performance assessment. As the Association has already stated on several occasions, it believes that annual cost-of-living salary adjustments should be **totally unrelated to advancement.**

One **possible solution** would be for each supervisor to assess each member of his team on the basis of the annual interview. The Staff Association and Management will be holding talks on how such a system could be introduced. We shall be keeping you informed of the progress of these talks in the coming months.

Some questions are still unresolved

- . How to establish objective criteria for comparing a physicist's work with that of a driver, a secretary or an operator ?
- . How to ensure that the system is not biased in favour of the Management ?
- . How many appraisal levels (**five**, the number often used in industry, or **three**, which the Association considers an easier number to introduce at CERN) would be required to guarantee an acceptable level of uniformity and a smooth transition from the current system ?
- . How should team aims and achievements be taken into account ?
- . Why not make the direct supervisor responsible for the quantitative appraisal which determines advancement ?
- . Why not incorporate into the new system the means by which the present system rewards good work (double increment and/or bonuses) and remotivates employees stuck at the top of a career grade (for example, by adding some steps to the scale and awarding a step every two or three years) ? In addition, this kind of approach would ensure a fairly smooth transition from the current system.

The personnel budget must be guaranteed

In order to introduce such an employment policy, the CERN Council should guarantee that the **Personnel Budget** will be at a **level compatible** with that of the Organization's **scientific programme.**

Why abolish the existing periodic interview ?

An annual interview between supervisors and their staff would be the central element in an adjusted advancement system. The Association believes that this interview should not necessarily replace the **periodic interview**, whose main purpose is to provide an opportunity for **communication and clarification of aims.** To give us a more accurate picture of the situation in the various divisions we will be asking you at coming electoral groups meetings to tell us how your periodic interview has been conducted and whether it has made a positive contribution to your working life within your group.

Let's work together to meet the challenges of the year 2000

The introduction of **changes** to the existing advancement procedures must be **well-defined, gradual and carefully monitored**, with a sufficiently long **transition period**.

In addition, a new system should maintain a certain **correlation** with comparable careers in European industrial and scientific circles. As far as possible, it should **eliminate arbitrary decision-making and excessive subjectivity**. All members of CERN staff will have to **work together** to build a coherent structure, based on the best possible use of the **complementary skills** of individuals. It is only in such a spirit of **harmony** that we will be able to improve CERN policy with respect to conditions and prepare the Organization for **whatever lies ahead as it enters the 21st century**.

Original text : French

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COLLECTE SUR LE SITE

Message de M. J.P. MONCHALIN

“Le CERN est une réussite sur le plan de la coopération scientifique ; il est réconfortant de ressentir que son personnel fait aussi preuve de solidarité, de coopération humaine.

Merci aux Cernois de tous grades, aux instances genevoises, aux collègues d'entreprise, pour leur aide et leur soutien financier.

Merci à l'Association du Personnel qui attire l'attention de la Direction, du personnel du CERN, des Instances genevoises, des Syndicats, sur la situation souvent précaire du personnel d'entreprises, soumis aux aléas des contrats au moins-disant.

Merci enfin à l'entreprise Brun & Sorensen qui a accepté de me donner un travail dans des conditions honnêtes.”

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ON-SITE COLLECTION

A message from Mr J.P. MONCHALIN

“CERN is a success as far as scientific co-operation is concerned; it is comforting to feel that it is also successful in terms of solidarity and co-operation between members of its staff.

I should like to thank CERN personnel of all grades, the Genevese authorities and my colleagues for their help and financial support.

I am also grateful to the Staff Association, which makes CERN Management and staff, the authorities and the trade unions aware of the often precarious situation of many firms' employees, who are subject to the hazards of contracts awarded to the lowest bidder.

Finally, I should like to thank Brun & Sorensen, the firm which has agreed to allow me to work in reasonable conditions.”

EXPOSITION DU JARDIN D'ENFANTS

du
18 au 23 AVRIL 1988

Bâtiment Principal du CERN

Au Jardin d'Enfants du CERN, nous avons de multiples activités : *peinture, rythmique, musique, cuisine, jeux, poterie, etc....*

Si vous désirez venir visiter notre école ou avoir des renseignements, téléphonez-nous au **3604 et 2819**.

- . 4 classes le matin : 2^{1/2} à 6 ans (8h.30 - 12h.30)
- . 1 classe l'après-midi : 2^{1/2} à 6 ans (13h.30-17h.30)

Garderie :

- . 2 à 6 ans **Mardi, vendredi** (13h.30 - 17h.30)
et le **Mercredi matin** (8h.30 - 12h.30) dès le 1er mai

We are happy to invite you to an arts and crafts
EXHIBITION :

from **April 18th to 23rd**
Main Building

At our **Nursery School** we enjoy several enjoyable learnings activities : *painting, pottery, music, cooking, games, etc...*

If you wish to visit our School, please call at the following number **3604 or 2819**.

- . 4 mornings classes : 2^{1/2} to 6 (8.30 - 12.30)
- . 1 afternoon class : 2^{1/2} to 6 (13.30 - 17.30)

A Garderie :

- . 2 to 6 **Tuesday, Friday** (13.30 - 17.30)
from 1st of May **Wednesday** (8h30 - 12h.30)

POUR INFORMATION

CREDIT SOCIAL DES FONCTIONNAIRES

Prochaine permanence :

Vendredi et 22 avril 1988, de 14h.00 à 16h.00

Association du Personnel CERN - Bât. 64-R-002

Pour prendre rendez-vous, ☎ 2819.

CLUBS

RECORD

New.... New.... New.... New....

Yet more compact discs on the shelves of the Record Club. As promised another 50 classical compact discs are now available in the Record Club, this brings the total of compacts discs both pop and classical to well over 600. If you wish become a member of the Record Club or would like more information please contact :

Stan Cannon ☎ 5036 or 13-5502.

ANNUAL GENERAL MEETING

TUESDAY 10th MAY, at 17.45

Salle "B" Building 61

All members are encouraged to take part in the meeting.

GAMES-BRIDGE SECTION

The results of last week's duplicate were :

1. G. CAMERON and G. LAFFERTY 63%
2. D. BARMES and R. BARMES 57%
3. G. GRAJEW and D. KEMP 54%
4. D. CLARK and R. CLARK 53%

Please send to D. KEMP / DD

.....

I will be playing **Wednesday 20th April 1988**

Name :

Partner :

.....

Restaurant No.2 - 7.55 p.m. sharp.

Everybody welcome.

CRICKET

The cricket season is here again ! All fans of cricket & cricket write-ups should note that the first game is scheduled on 24th April against Basel C.C. First nets are scheduled for **Thursday 20th** (groundsmen, take note !).

Further information will be available in due course and at ☎ 2923 or 2719.

SUBAQUATIQUE

Les séances du mardi soir sont maintenant terminées. Les séances d'entraînement à la Piscine de Divonne, commencent **samedi 28 mai, à 9h.00, pour 5 samedis**.