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Evaluation of MOAS System

In 1991, the Management presented to the CERN Council, a new merit- oriented system of advancement based on career paths¹, better known as MOAS ("merit oriented advancement system").

The Council unanimously approved this policy. It also approved the necessary modifications to the Staff Rules and Regulations. In addition it asked the Management

"to report on the implementation of the new policy within two years to allow the Finance Committee to review its success".

It is this report and this review which is under consideration here.

One of the most important elements of MOAS is the compulsory annual interview between each staff member and his direct supervisor². This interview fixes the objectives and resources for the next 12 months, objectives which can be measured as much as possible, the comparison of the results obtained over the last 12 months with the objectives previously set, and discusses personal aspirations, training needs, plus questions of health and safety.

In reality 1993 has been the first year where it is possible to compare for all staff members the results achieved against the formal objectives defined 12 months previously. In this sense, it is the first year of the operation of MOAS.

Another essential aspect of MOAS is the grouping of several grades into career paths, associated with the functions performed and with advancement in the paths modulated according to merit.

Within the framework of the preparation of the report to the Finance Committee for December 1993, the Staff Association considers that it is essential to compare, as much as possible, the results of MOAS with the aims which were fixed.

These aims have been defined in the document already cited as:

"The aims of the proposed policy by creating new means of motivation for merit-oriented career path advancement are to correct these shortcomings³ while introducing minimum necessary changes to present practice".

"The present system is based on the application of job evaluation criteria to individual posts in conformity with the General Definition of grades [...]. This method considers exclusively the tasks performed in each post. It does not explicitly recognize the different levels of individual merit and effort, which have a major impact on the efficiency of the Organization, but do not necessarily translate into tasks of different nature. The proposed policy remedies this

¹ The Council approved the document A MERIT-ORIENTED ADVANCEMENT POLICY BASED ON CAREER PATHS (CERN/CC/1858 - CERN/FC/3430).

² Two interview exercises called periodic have been launched on an experimental basis since 1986, following the proposal of the Personnel Policy Group, chaired by Gordon Munday. These interviews, designed to improve communications between supervisors and those they supervised, were recommended, but optional; they consisted of a discussion on objectives, but no formal evaluation of results.

³ These shortcomings were described as: "With the ageing of the CERN staff member population and the evolution of employment conditions generally, some weaknesses of the present system have become apparent and the Organization is now confronted with increasing difficulties."

weakness by taking this latter aspect into account when dealing with the advancement."

Thus it can be said that the desired aims were to improve efficiency for the Organization by rewarding individual merit and effort, thus creating new factors of motivation.

The aims of MOAS have been reported by the Director General in a letter to the personnel dated 19 September 1991:

"The main objectives of the new advancement policy are that staff:

- will have a clearer view of their career prospects and how decisions are taken;*
- will be rewarded advancement which takes greater account of personnel merit;*
- will continue to have career prospects for as long as possible during their CERN service."*

Very recently, the Administration has questioned the Division Leaders and their Group Leaders on their estimation of MOAS. The Staff Council considers that it is desirable to have as well a representative viewpoint of all the Staff Members. That is why it decided to carry out its own enquiry. It contacted Prof. Rousson, Head of the Applied Psychology Group in the Economic and Social Division at Neuchatel University, who has already carried out two general enquires amongst the personnel, for the Staff Association in 1982 and 1985.

The aims of the new enquiry will be to measure the level of motivation and of satisfaction, to evaluate how the personnel view the new system relative to the old one, to compare theory with practice, to judge the results of the annual interview, and to examine possible changes to the system as it is now.

Following the proposal of Prof. Rousson and his colleagues, it has been decided that the most professional and scientific method of carrying out the enquiry is to submit a questionnaire to a representative sample of nearly 400 staff members, stratified according to career paths. The confidentiality of the replies will be guaranteed by a system of double envelopes, as is used for our elections.

The timetable is as follows:

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| • production and verification of the questionnaire | mid-September |
| • mailing of questionnaire and receipt of replies | beginning of October |
| • analysis of replies and production of report | beginning of November |

The results of this enquiry will allow us to present to the Management, during future discussions on the production of the report for the Finance Committee and on possible modifications to the system (the Association is now invited to the Management's MOAS Working Group), your opinion on these important questions.

If you are selected as one of the representative sample, we count upon your collaboration to make this enquiry a success. You will be informed by a personal letter.

Otherwise, the chance will be given to those of you who are not part of the representative sample to also reply to the questionnaire, the text of which will be communicated to everyone.

In all events, the Staff Council believes it is indispensable to be able to compare scientifically the results of MOAS against the stated aims, before proposing any modification whatsoever to MOAS itself.

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INVITATION A LA FETE

Le Conseil du Personnel vous invite à participer à la fête
qui suivra l'Assemblée générale extraordinaire

DU 29 SEPTEMBRE 1993 !

Musique avec 2 orchestres

Danse

Divertissements

Boissons offertes !

Restauration possible à la COOP

(jambon chaud - gratin dauphinois)

VENEZ NOMBREUX

vous amuser jusqu'à 21h00

Restaurant No. 1 - Bâtiment principal

ASSOCIATION DU PERSONNEL

Ordre du jour provisoire

ASSEMBLEE GENERALE EXTRAORDINAIRE

MERCREDI 29 SEPTEMBRE 1993, à 14h.00

Amphithéâtre du Bâtiment Principal
(retransmission et possibilité de vote:
Salle du Conseil,, Amphithéâtre SL)

1. Election du Président de séance
2. Adoption de l'ordre du jour
3. Approbation des modifications des Statuts de l'Association
4. Présentation du Programme de travail du Conseil du Personnel 1993/1994
5. Approbation du budget 1993/1994
6. Approbation des taux de cotisation pour 1994
7. Divers

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REUNION EXTRAORDINAIRE du CONSEIL DU PERSONNEL

Mardi 28 Septembre 1993, à 14h.00
Amphithéâtre Bâtiment Principal

Ordre du jour

- Préparation finale de l'Assemblée générale extraordinaire du 29 septembre.

Les réunions **sont publiques** et vous pouvez y assister.

STAFF ASSOCIATION

Provisional Agenda

EXTRAORDINARY GENERAL ASSEMBLY

WEDENESDAY 29th SEPTEMBER 1993

at 2 p.m.

Main Auditorium
(retransmission and opportunity to vote :
Council Chamber, SL Auditorium)

1. Election of the Chairman of the meeting
2. Adoption of the Agenda
3. Approval of the modifications to the Statutes of the Staff Association
4. Presentation of the Programme of Work of Staff Council 1993/1994
5. Approval of the budget 1993/1994
6. Approval of the subscription rates for 1994
7. Miscellaneous

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GROUPEMENT DES FRANÇAIS DU CERN

ASSEMBLEE GENERALE ORDINAIRE

LUNDI 4 OCTOBRE 1993, à 16h.30
Salle du Conseil

Ordre du jour

1. Adoption de l'ordre du jour
2. Compte rendu d'activité
3. Rapport financier
4. Cotisation 93-94
5. Divers

Le compte rendu de l'assemblée générale ordinaire de 1992 vous sera remis à l'entrée.

Vous recevrez le bulletin d'été de la délégation aux Fonctionnaires Internationaux Français.

Lors de l'assemblée, nous présenterons les accords intervenus entre le Groupement des Français du CERN et des agences de voyages, sur les réductions offertes à nos membres cotisants.