

# 2015 Five-Yearly Review Status Report



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**Public Meeting  
October 1, 2015**



# Agenda

1. Aim of the Five-Yearly Review
2. Reminder of financial and social conditions to be reviewed
3. Basic salaries for staff members
4. Stipends for fellows
5. Subsistence allowances for associated members of personnel
6. Career structure
7. Diversity-related conditions
8. Conclusion
9. Next Steps



# 1. Aim of the Five-Yearly Review

- **Staff members**

- To ensure that the financial and social conditions offered by the Organization allow it to **recruit and retain** the staff members required for the execution of its mission **from all its Member States**.

- **Fellows**

- To ensure that the financial and social conditions offered to fellows remain **attractive compared to those in comparable research institutions**.

- **Associated members of the personnel (MPAs)**

- To ensure that the financial and social conditions offered by the **Organization allow it to host MPAs in its research facilities**, taking into account the highest cost-of-living level in the local region of the Organization.



## 2. Financial and social conditions to be reviewed



- Basic salaries for staff members
- Stipends for fellows
- Subsistence allowances for associated members of personnel
- Career structure
- Diversity-related social and financial conditions
- *Five-yearly review method (should the need arise after assessment at the end of the current exercise)*

Mandatory

Added by  
Council  
decision

### 3. Basic salaries for staff members – data collection



In line with Annex A 1 of the Staff Rules and Regulations (SRR), data on salaries must be collected from employers:

- **representing CERN's main recruitment market**  
currently the private sector, especially the high-technology sector\*
- **for career paths AA to B**  
« ...established in the local region of the Organization that offer salaries that are among the most competitive» (local survey)
- **for career paths C to G**  
« ...established in the Member States that offer the most competitive salaries...» (international survey)



\* CERN/FC/5830/RA : “Five-yearly review 2015 Report on recruitment markets for staff members”, June 2014

### 3. Basic salaries for staff members – results (1)



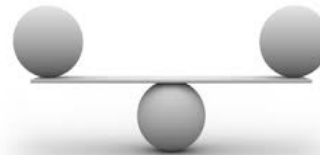
**Local survey:** Career Paths : AA to B

Following review of CH and FR employers, found that:

- Employers offering salaries that are **among the most competitive** are established in Switzerland (Geneva and Vaud) (CH/GEVD)
- Compared with the 2010 survey results, the differences (or “gaps”) between CERN and the comparison salaries have reduced

On average, **CERN = 100%, CH/GEVD = 101%**

→ overall CERN salaries in CP AA to B are in-line with Switzerland (Geneva and Vaud)



### 3. Basic salaries for staff members – results (2)



International survey: Career Paths : C to G

Following review of MS employers, found that:

- Employers established in the Member States that offer **the most competitive salaries** are located in Switzerland (CH)
- On average, CERN = 100%, CH = 131%

CP C : CH = 105% → CERN salaries are below CH

CP D : CH = 106% → CERN salaries are below CH

(Note: divergences identified between administrative and technical jobs)

CPs E - G : CH = 138% → CERN salaries are substantially below CH

- However, “gaps” have not widened over the past five years, and are in line with those found in 2010





### 3. Basic salaries for staff members – proposal



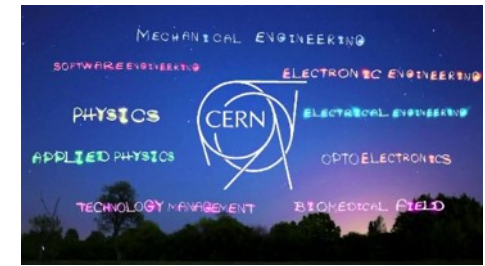
In view of:

- the disparities observed in CERN's positioning with respect to the comparators throughout the various career paths;
- the stabilisation, and even slight reduction, of the “gaps” with the comparators;
- CERN's overall ability during the current review period in attracting and retaining staff of the highest competence and integrity;
- the economic and financial conditions in the Member States;

#### Proposal :

1. **no adjustment** of the level of basic salaries
2. Maintain CERN's **competitiveness and attractiveness through other measures.**

## 4. Stipends for fellows



Within the framework of Annex A 1 of the SRR, the Organization must:

*“Ensure that the financial and social conditions offered to **fellows** remain attractive compared to those in comparable research institutions”.*

### Proposal:



As the stipends offered to CERN fellows remain attractive with respect to those in the comparator organisations\*, Management **proposes no overall adjustment to stipend levels.**



\* CERN/TREF/419

## 5. Subsistence allowances for associated members of personnel



Within the framework of Annex A 1 of the SRR, the Organization must: *“Ensure that the financial and social conditions offered by the Organization to **associated members of the personnel** allow it to host them in its research facilities, taking into account the highest cost-of-living level in the local region of the Organization”.*

- **Proposal:**
- As subsistence allowances for associated members of the personnel are in line with the cost-of-living in the local region, **Management proposes no adjustment** to their level.



## 6. Career structure – reasons for change



- **Modernise policy, streamline resources and increase motivation:**
  - Motivation not enhanced by the current system.
  - Current system found too resource intensive and not fully transparent.
  - Need to further enhance the recognition of merit when assessing performance.
- **Rationalise the career path structure and salary scale:**
  - Current structure (8 career paths, 21 salary bands and 500 step positions) is too detailed for the number of staff members.
  - Salary scale is compressed and overlapping.
- **Ensure CERN long-term sustainability by containing costs:**
  - Given the current financial and political climate in which CERN, as an intergovernmental organisation, is situated, a deceleration of the increase in staff costs is required.
- **Adapt to the Bologna process:**
  - The career structure is not adapted to recent evolutions in the employment market, in particular the harmonisation of diplomas as a result of the Bologna process.

## 6. Career structure – proposed changes

**Modernise policy, streamline resources and increase motivation**



- Clearly identified advancement principles : advancement driven by functions and objectives (→ enhanced consistency and feeling of recognition).
- Separate advancement and promotion process, budget and time window (→ increased clarity and perception of fair treatment).
- Lighter administrative process (→ less resource intensive), creating the opportunity for developmental interviews (→ increased long-term view).
- Clearer differentiation in performance levels : 4 performance levels : 'Outstanding, Strong, Acceptable, Insufficient' with clear outcome (→ increased granularity and transparency).
- Staff members having reached the maximum of their range will continue to be rewarded through a Performance Award (→ increased motivation).
- These awards can be used flexibly throughout the career depending on staff needs (→ increased flexibility).

# 6. Career structure – proposed changes



- Current salary grid metrics are not optimal (midpoint progression between salary bands and career paths is low, overlap is high, while spread is inconsistent), resulting in inconsistencies and different level of functions having similar remuneration.

Salary scale valid as of 1 Jan 2015

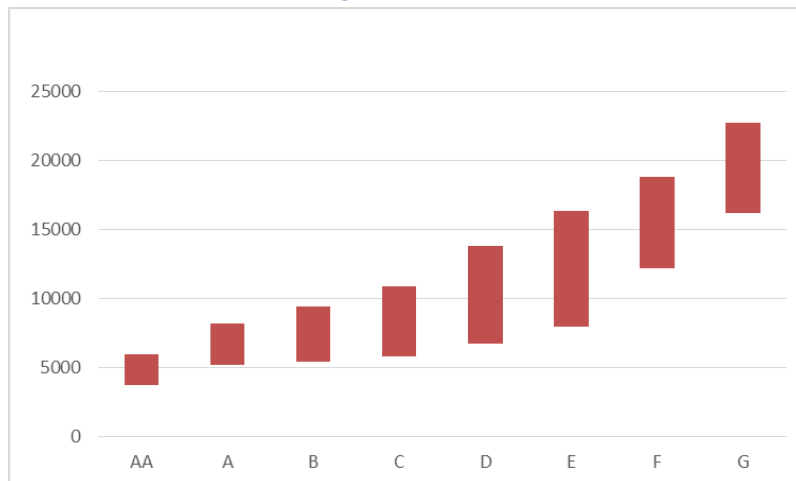
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# 6. Career structure – proposed changes



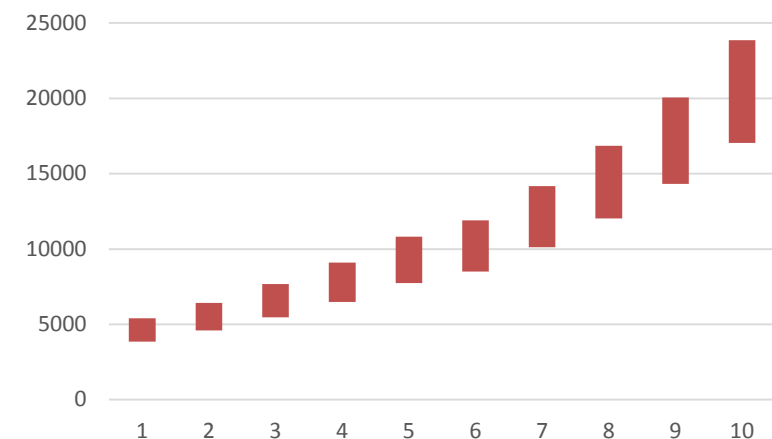
## - Current salary grid



CP	Min.	Max.	Midpoint	Spread	Overlap	Midpt. Prog.
AA	3750	5943	4847	58%		
A	5191	8170	6681	57%	13%	38%
B	5396	9389	7393	74%	34%	11%
C	5794	10925	8360	89%	38%	13%
D	6732	13810	10271	105%	38%	23%
E	7980	16328	12154	105%	42%	18%
F	12212	18819	15516	54%	25%	28%
G	16180	22727	19454	40%	14%	25%

Suboptimal salary grid metrics (ECE included)

## - Proposed harmonised salary grid



Grade	Min.	Max.	Midpoint	Spread	Overlap	Midpt. Prog.
1	3855	5396	4626	40%		
2	4587	6422	5504	40%	15%	19%
3	5458	7672	6565	40%	15%	19%
4	6496	9094	7795	40%	15%	19%
5	7730	10822	9276	40%	15%	19%
6	8503	11904	10204	40%	21%	10%
7	10118	14166	12142	40%	15%	19%
8	12041	16857	14449	40%	15%	19%
9	14328	20060	17194	40%	15%	19%
10	17051	23871	20461	40%	15%	19%

Streamlined salary grid metrics

## 6. Career structure – proposed changes

### Rationalise the career path structure and salary scale



- Simplify the career structure:** 4 career tracks and 10 grades only.

Career Track 1	Grade 1	←	CP AA
	Grade 2	←	CP A
Career Track 2	Grade 3	←	CP B
	Grade 4	←	CP C
	Grade 5	←	CP D
Career Track 3	Grade 6	←	CP Ea-Eb
	Grade 7	←	CP Ec – Ee
	Grade 8	←	CP Fa – Fb
Career Track 4	Grade 9	←	CP Fc – Ga
	Grade 10	←	CP Gb - Gf



- Progression in the salary scale through a more transparent process:**
  - Advancement within a grade based on performance
  - Promotion within a Career Track : based on performance and increased proficiency level
  - Promotion between Career Tracks : based on performance and meeting the criteria of a higher-level benchmark job
- Key Career Review promotion procedures** (e.g. D to E, Fb to Fc, Ga to Gb) are continued
- Career Track changes** can give rise to a salary increase.



[illegible]

- 

## 6. Career structure – Proposed changes



- The flat-rate step system is replaced with
  - a more granular salary increase, expressed as a percentage of the midpoint, and
  - a Performance Award, in case of strong and outstanding performance.

Performance Qualification	Insufficient	Acceptable	Strong	Outstanding
Suggested distribution range	0-1%	6-12%	57-63%	27-33%
Advancement (% of midpoint salary)	-	Aa %	As %	Ao %
Performance Award (% of midpoint salary)	-	-	PAs %	PAo %

← Salary increase

← One-off lump-sum Payment (non-pensionable)

## 6. Career Structure – proposed changes

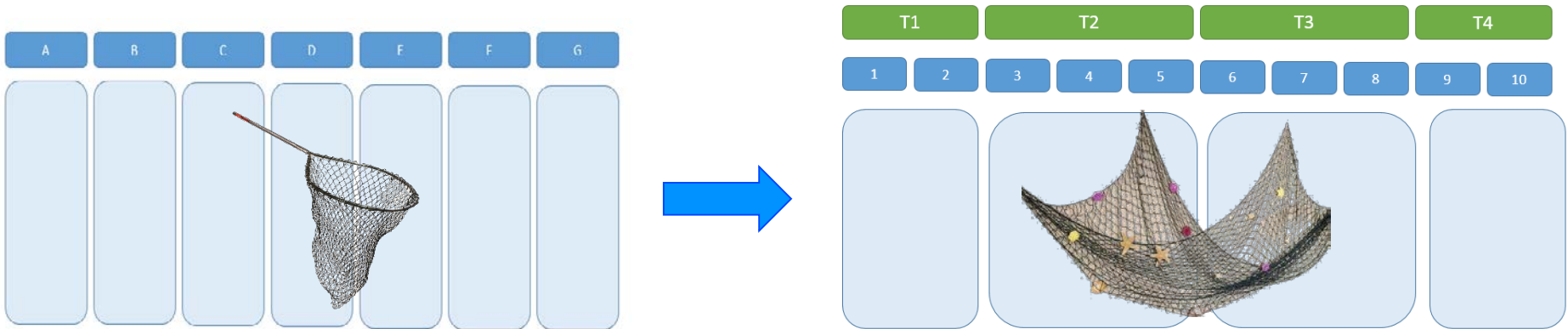


Performance Qualification	Insufficient	Acceptable	Strong	Outstanding
Suggested distribution range	0-1%	6-12%	57-63%	27-33%
Advancement (% of midpoint salary)	-	0.35 %	1.35 %	2.35%
Performance Award (% of midpoint salary)	-	-	1.15 %	2.15%

A% and PA% considered

## 6. CERN Career Structure – Proposed changes

### Bologna



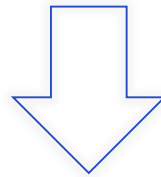
- Bologna process led to rationalisation across Europe of education system
- Fine-level granularity of current salary grid hinders some areas of recruitment, particularly when specific diplomas are sought
- Not all member states have diplomas corresponding to each level of the grid
- Broader-granularity of proposed grid may assist (e.g. by ‘widening the net’) for areas with recruitment difficulties
- May also enhance opportunities for recruiting junior professionals and less experienced candidates.



## 7. Diversity-related conditions - reasons for change

- **Modernise policies and social benefits to :**
  - Follow societal developments in CERN Member States.
  - Act on factors for attracting and retaining personnel of the highest level of competence and integrity.
- **Improve social benefit equality between different types of legal unions**
  - Only health insurance coverage is offered for registered partners of employed member of the personnel (MPE).
  - No benefits are offered for registered partners of associated members of personnel (MPA).
  - Several MPs see their family situation not recognised when they arrive at CERN.
- **Take families' expectations into account**
  - Dual careers are becoming the norm.
  - Parenthood must be supported to allow optimal transition and return-to-work.
  - Caring responsibilities come about at different stages of life (for children, partner or elderly).
- **Enhance professional/personal life balance**
  - Recognised as a source of wellbeing, motivation and enhances performance.
  - Now a competitive argument in the war for talents.
  - The “right balance” differs according to individual needs and stages of life.

## 7. Diversity-related conditions



- New family structures
- Parents and families
- Professional/Private Life balance
- Spouse/partner employment



**4 areas of study**

## 7. Diversity-related conditions - new family structures

### Proposal: Full recognition of registered partnerships



- Equal benefits for married and partnered couples during employment or association.
- Equal provisions regarding pension benefits, including survivor's pension, for MPEs.
- Partnership recognised by reference to the law under which it was established (as for marriage).
- Generic terminology for both type of unions.



## 7. Diversity-related conditions - parents and families

### Maternity leave – proposal

- Overall duration unchanged
- Part-time work possible up to between 6 and 2 weeks before due date.
- Extension by 3 weeks in case of illness or disability of the newborn (within the 23-week maximum).



### Maternity leave for Fellows – proposal

- Social support female fellows on maternity leave at the end of their contract by maintaining health insurance coverage until the end of the maternity leave



## 7. Diversity-related conditions - parents and families

### Parental leave – proposal

- Extension of leave duration from 3 to 4 months
- Parental leave remains unpaid, however, during the leave:
  - Payment of child, family and infant allowances.
  - Funding of health insurance coverage by the Organization.
- Guaranteed access to parental leave if a minimum of 2 months' notice period is given.



### Paternity leave - proposal

- Extend duration from 6 to 10 working days, and from 10 to 15 days in case of multiple births.

### Increased flexibility for parents - proposal

- To enhance parental presence with the child during the transition phase, guaranteed access (if requested) to part-time work (min. 80%; max. 6 months).

## 7. Diversity-related conditions – professional/private life

### Proposal - Increased flexibility in the Saved Leave Scheme (SLS)

- Reduction of the cost of the first SLS slice from 1.5% to 1% and of the second slice from 2.5% to 2%
- Suppression of the extra day granted annually to SLS participants
- Increased notice period flexibility for changing or cancelling participation
- Possibility to use the long-term saved leave for specific needs throughout the career (e.g., caring for sick or aging family members)

### • Proposal - Possibility to donate leave days for well-defined compassionate reasons

### • Proposal - Flexibility in the teleworking programme

- Exceptional second day of teleworking under certain conditions (health condition, family circumstances).
- Introduction of teleworking for fellows.
- Possibility of occasional teleworking if approved by the hierarchy.
- Possibility of teleworking from another location than home.



## 7. Diversity-related conditions – spouse/partner employment

### Proposals:

- New measures to ease social integration of families
- Measures to facilitate professional integration of spouses/registered partners
- Equal treatment for installation irrespective of spouse/registered partner moving to local area





## 8. Conclusion

- Given the data collection results, difficult economic times and the wish to move with the times, a balanced package is being proposed.
- No overall adjustments to salaries or stipends are proposed, however a series of other measures are proposed to maintain the Organization's attractiveness.
- Changes to the career structure will enhance transparency and motivation while streamlining processes and containing costs in the medium-term.
- Diversity-related measures will allow CERN to support better social and professional integration of families and further promote private/professional life balance.

**=> ultimately this package will enable CERN to remain a competitive employer, able to recruit and retain staff of the highest competence and integrity.**





## 9. Next Steps



# 9. Proposed implementation calendar



## Timeline

