PUBLIC MEETING

1st October 2015 at 10:00
Main Auditorium

1er octobre 2015 à 10h00
Amphithéâtre principal

Coordinated Information Meeting
Staff Association and HR Department

2015 Five-Yearly Review Proposals
Salaries, career structure, diversity

Réunion d’information coordonnée
Association du personnel et département HR

Propositions Examen Quinquennal 2015
Salaires, structure des carrières, diversité

Coffee and tea will be served prior to the meeting as of 9:30 a.m.
Café et thé seront servis avant la réunion dès 9h30
Overview

• Getting ready
• Basic salaries
• New career structure
• Diversity-related measures
• Conclusion

Staff Association

SA/HR Coordinated Staff Meeting 1 October 2015
Getting ready
Five-yearly review 2015 process

- List of subjects: concertation
- Staff Survey
- Data collection
- Data analysis and internal proposals
- Proposals and concertation
- DG proposals: Council decision

Timeline:
- Oct. 2013: Staff Survey
- Mar. 2014: List of subjects: concertation
- Jun. 2014: Data collection
- Dec. 2014: Data analysis and internal proposals
- Jun. 2015: Proposals and concertation
- Dec. 2015: DG proposals: Council decision

SA/HR Coordinated Staff Meeting 1 October 2015
2013 Staff Survey: Representativeness

1463 answers (1382 completed: 55% of all staff members)
A lot of valuable comments → Source of proposals

Most participants provided personal details

More detailed analysis answers

Staff Association

SA/HR Coordinated Staff Meeting 1 October 2015
2013 Staff Survey: Priorities

2.a. Career structure-related
2.b. Diversity-related
5YR 2015

• Compulsory
  • Basic salaries (stipends, subsistence allowances)
    • Local survey (AA to B) by hkp/// and international survey (C to G) by ISPR (OECD)
    • Fellows and Associates: comparative studies by CERN

• Optional
  1. New career structure
    • Modernize and rationalize, increase motivation of staff, ensure less resource-intensive system, implement long-term cost control
    • HR department experts (outside consultants)
      Iterations between Management (Department Heads) and Staff Association
  2. Diversity
    • Modernize diversity-related areas to increase attractiveness of CERN
    • OECD study: comparison with situation in other international organizations
      Registered partnerships, spouse/partner employment, family-friendly structures, work/life balance aspects
5YR 2015: we keep you informed
5YR 2015: we consult you

MARS / Contract policy
Staff Survey 5YR 2015
General information
Elections 2013

Public Meetings 1 – 8 October 2013

Public Meetings October 2014
Contract policy
5YR review 2015
MARS 2014
Pension fund
General information

Public Meeting 26 January 2015
Contract policy
Five-yearly Review 2015
Pension fund

SA/HR Coordinated Staff Meeting 1 October 2015
Basic salaries
Results of salary surveys

Local survey (AA to B)

Employers that offer salaries that are among the most competitive are established in CH/Geneva and Vaud

CH closing gaps to CERN

On average: CH/CERN = 101%

CERN salaries in line with CH/GEVD

International survey (C to G)

Employers established in MS that offer the most competitive salaries → CH

Gaps have not widened over past five years → in line with differences found in 2010

On average, CH/CERN = 131%

CP C : CH = 105%  CP D : CH = 106%

→ CERN salaries below CH

(Differences between administrative and technical jobs)

CPs E – G : CH = 138%

→ CERN salaries substantially below CH
New career structure
## Salary Grid: grades

**February 1955 to May 1958**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Basic</th>
<th>1</th>
<th>2</th>
<th>3</th>
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**Grade system introduced in June 1958**

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<tr>
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**Branch I**

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**Branch III**

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</tr>
</tbody>
</table>

*Grade 1 abolished in 1973*
Salary Grid: MOAS

Merit Oriented Advancement System
1991–1995

SRR 9
CA26 0 + Rev. 1
## Salary Grid: MAPS

### Merit Advancement and Promotion Scheme

**1996–2006**

**SRR 10**

**CA 26 Rev. 2 to Rev. 6**

<table>
<thead>
<tr>
<th>Career path</th>
<th>Field of activity</th>
<th>General level definition of major functions</th>
<th>Educational requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Specialised work Skilled crafts Skilled office work</td>
<td>Specialised manual, office or support service work; or qualified craft or office work involving a variety of problems of execution; or responsibility for a specialised work unit.</td>
<td>Apprenticeship¹</td>
</tr>
<tr>
<td>B</td>
<td>Technical Clerical/administrative Master craftsman/ship Skilled craft/office work supervision</td>
<td>Technical or administrative work in a given field; or development work requiring mastery of a trade; or responsibility for a skilled work unit.</td>
<td>Technical certificate³</td>
</tr>
<tr>
<td>C</td>
<td>Higher technical Higher administrative</td>
<td>Technical or administrative work involving the study of complex and specialised problems; or administrative work involving analysis of principles; or precedence; or responsibility for an organic work unit.</td>
<td>Higher technical diploma³</td>
</tr>
<tr>
<td>D</td>
<td>Technical engineering Executive administration</td>
<td>Technical or administrative work involving the study and implementation of complex and highly specialised projects/services; or responsibility for a large organic unit.</td>
<td>Technical engineer diploma³</td>
</tr>
<tr>
<td>E</td>
<td>Scientific Engineering Professional administration</td>
<td>Research, development or professional work including academic study and/or supervisory responsibility.</td>
<td>University degree¹</td>
</tr>
<tr>
<td>F</td>
<td>Scientific Engineering Professional administration</td>
<td>Leadership of research, development, or professional work involving a wide range of academic study and/or strategic responsibility.</td>
<td>University degree¹</td>
</tr>
<tr>
<td>G</td>
<td>Responsibilities of the highest level of scientific and/or management complexity, originality and wide distinction.</td>
<td></td>
<td>University degree¹</td>
</tr>
</tbody>
</table>

¹ or equivalent
Salary Grid: MARS

Merit Appraisal and Recognition Scheme
2007–2016

SRR 11
CA 26 Rev. 7 to Rev. 10

2007-2013 Step Distribution (Total population)

Advancement – Step distribution by years of service – Eligible staff only

Minimum and maximum values for career paths

Staff Association

SA/HR Coordinated Staff Meeting 1 October 2015
Making a CERN-specific solution

Grades  MOAS  MAPS  MARS

New system 2017
Towards a new salary grid

Mix seniority, diploma and function

Spread: 35 %, 40 %, 45 %
Midpoints: 20 % (10 %)

Streamlined Salary Grid metrics

Spread: 40 %
Midpoints: 20 % (10 %)
### Salary Scale as of 1 Jan 2015

<table>
<thead>
<tr>
<th>Step</th>
<th>70</th>
<th>73</th>
<th>79</th>
<th>91</th>
<th>110</th>
<th>124</th>
<th>220</th>
<th>231</th>
<th>234</th>
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</thead>
<tbody>
<tr>
<td>ECE min up</td>
<td>5453</td>
<td>5437</td>
<td>7367</td>
<td>5362</td>
<td>9742</td>
<td>11810</td>
<td>14344</td>
<td>18119</td>
<td>20464</td>
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<tr>
<td>ECE max up</td>
<td>5943</td>
<td>8170</td>
<td>5389</td>
<td>10925</td>
<td>11810</td>
<td>16328</td>
<td>18119</td>
<td>19915</td>
<td>22727</td>
</tr>
</tbody>
</table>

**Starting proposal (spreads 35%-45%, midpoints 20%)**

**First iteration (spreads 40%)**

**Second iteration (midpoints 19%)**

**Final iteration (transitory measures)**

### Advancement (original)
- Insufficient: 0%
- Acceptable: 0.25%
- Strong: 1.25%
- Outstanding: 2.5%

### Award (original)
- Insufficient: 1.25%
- Acceptable: 2.5%
- Strong: 3.5%
- Outstanding: 2.5%

### Advancement (final)
- Insufficient: 0%
- Acceptable: 0.35%
- Strong: 1.35%
- Outstanding: 2.35%

### Award (final)
- Insufficient: 1.15%
- Acceptable: 2.15%

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**SA/HR Coordinated Staff Meeting 1 October 2015**
Final proposal vs. First proposal

Entrance salary

Midpoints: 20% → 19%

Advancement “strong”

Midpoints: 20% → 19%
Advancement: 1.25% → 1.35%
People mapped into personal positions

Midpoints: 20% → 19%
Transitory measures further improve situation
Budget

<table>
<thead>
<tr>
<th></th>
<th>Insufficient</th>
<th>Acceptable</th>
<th>Strong</th>
<th>Outstanding</th>
<th>Grade2grade</th>
<th>Track2track</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidelines</td>
<td>1%</td>
<td>9% [6%–12%]</td>
<td>60%</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement</td>
<td>0%</td>
<td>0.35%</td>
<td>1.35%</td>
<td>2.35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Award</td>
<td></td>
<td>1.15%</td>
<td>2.15%</td>
<td></td>
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<tr>
<td>Promotion</td>
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<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

- Slight increase of advancement and change in percentages (0.5%, 1.5%, 2.5%)
  - Impossible for budget constraint (limit increase in advancement budget) -> simulation shows that this will not control the budget increase
- Advancement budget fixed until next 5YR in a DG memo
  - HR is OK for 3 years (until 2019) -> as last time in MARS (2013–2015)
- Promotions
  - Grade2Grade at 0% and Track2track at 2% → keep 1% for grade2grade
- Obligatory written report for Acceptable performance
  - In “MARS form”; also for Outstanding
### Comments

<table>
<thead>
<tr>
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<td>30%</td>
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<td></td>
<td>[6%–12%]</td>
<td>[54%–66%]</td>
<td>[24%–36%]</td>
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<tr>
<td>Advancement</td>
<td>0%</td>
<td>0.35%</td>
<td>1.35%</td>
<td>2.35%</td>
<td>Pensionable</td>
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<td>Award</td>
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<td>1.15%</td>
<td>2.15%</td>
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<td>Promotion</td>
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<td>0%</td>
<td>2%</td>
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</table>

- **Staff Council does not want part of salary (Award) to be non-pensionable**
  - **SA proposal:**
    - Put Advancement to 1.4% (Strong) and 2.4% (Outstanding) and eliminate Award
    - Mgt.: Cost-control not guaranteed (not enough differentiation with 1.5%)
  - Mgt. wants to keep Award and as a percentage of salary
Comments

Evolution

• Career progression should be fair between all career paths (w.r.t. MARS)
  • Career progression in Track “2” limited whereas prolonged in Track “4”
  • Introduction MARS: CP “D” extended to allow technical engineers to progress along career path without change in function (CERN-specificity)

• Assign the highest priority for a career interview to staff in a personal position

• Grant advancement to staff in personal position until next 5YR
  • Transitory measures over three years (2017–2019)

• Career interview at least once every 5 years with HR involved
  • Transparent evolution via benchmark jobs
  • CERNwide view of the needs
  • Promote internal mobility
  • Validation of acquired experience

• Benchmark jobs with enough detail in agreement with all stakeholders

Importance of implementation.
To be monitored in 2016 to 2017, and beyond.
Diversity-related measures
Diversity-related items

Partnership

Work Life balance
- Saved Leave
- Work from home
- Flexible working hours

Family
- Leaves
- Fees

Senior
- Voluntary career extension
- Recognition of seniority

Age baseline
- ~ 25 years
- 67 years
Diversity-related items (1)

- Registered partnerships
  - Full recognition for MPEs and MPAs (i.e., treated as married couples)

- Maternity leave
  - Part-time work possible in the period 6–2 weeks before due date
  - Extension by 3 weeks in case of illness or disability of the newborn (within the 23-week maximum)
  - For female Fellows on maternity leave at the end of their contract social security coverage maintained until the end of the maternity leave period (100% paid by the Organization)

- Parental leave
  - Payment of child, family and infant allowances during parental leave
  - Funding of health insurance coverage by the Organization
  - Right to parental leave with minimum of 2 months’ notice
  - Extension of parental leave duration from 3 to 4 months
Diversity-related items (2)

• Paternity leave
  • Extend duration from 6 to 10 working days, and from 10 to 15 days in case of multiple births

• More flexibility for new parents
  • Right to part-time work at [min 80%] up to 6 months after new parenthood

• SLS improvements
  • “DG Additional Leave Day” replaced by exchange for reduction of cost of first SLS slice to 1% and of second slice to 2%
  • Suppression of anniversary date – changes or cancelation of participation possible with two months’ notice
  • LTSLS entitlements can be used for specific needs throughout the career, e.g. for parental or compassionate leave

• Donate leave days for well-defined compassionate reasons
Diversity-related items (3)

- **Teleworking improvements**
  - Possibility of occasional teleworking
  - Second day under certain conditions (health, family circumstances)
  - From locations other than home
  - Also for Fellows

- **Spouse/partner integration**
  - Ease social integration of families
  - Facilitate professional integration of MPEs’ spouses / partners
  - Installation irrespective of spouse moving to Geneva area

- **Flexitime**
  - No improvements proposed
  - “Clocking in” and “Counting hours” would kill “CERN culture”
  - “CERN Culture” already allows implicit flexibility since a long time
Conclusion

• Salaries
  • To guarantee competitiveness and attractiveness CERN must reduce gap observed between its basis salaries and those of the comparators

• New career structure
  • All elements related to the recognition of the performance must remain pensionable
  • Implementation to be monitored with respect to declared goals

• Diversity-related measures
  • Must be financed by additional resources
Referendum

- TREF meeting 13 October 2015
- Public staff meetings in departments
  - Amphi TH: Wednesday 14 October 10:30 a.m. (FR)
  - Amphi TH: Thursday 15 October 9 a.m. (EN)
  - Amphi IT: Thursday 15 October 2 p.m. (FR)
  - Amphi BE (Prévessin): Friday 16 October 10 a.m. (FR)
- Staff Council meeting 20 October 2015
- Referendum (all staff members) 21–28 October
- SCC meeting 29 October
- TREF meeting 10 November
Thank you

Questions?