The New Career Structure

Hendrik Courtens, James Purvis, Marie-Laure Rivier
A little bit of history…

MOAS

1992-2001
- Introduction of ‘Merit’ Based advancement
- Possibility of 1 additional step for up to 20% population
- Exceptional Performance Awards
- 1.6%

2001-2006
- Increased recognition of Merit
- Possibility of 1 or 2 additional steps for up to 30% of population A-E, 15% in F & G
- Financial Awards
- Orange zone
- 1.6%

MAPS

2007-2016
- Further focus on merit
- 75% ‘particularly meritorious”, with different amounts of steps
- Financial Awards
- 1.8% → 1.9% → 2.1%

MARS

2017+
- ...

?
Why a new career structure?

7 years of MARS analysed (2013),
Staff feedback (via staff survey in 2011 and subsequently)
Department head input (via interviews & SWOT in 2013)

- **Cost** of the yearly MARS advancement and outside MARS advancement is significant & increasing, triggering the question whether tax payer’s money is spent in the right way (10mCHF)
- **15 FTEs** estimated (audit)
- Opportunity to change MARS every 5 years only (as part of 5YR)
- Some feel MARS is not aiding development.
- Supervisors find the formal system too time-consuming, and supervisees want more regular informal contact.
- Managers are implementing MARS with varying success.
- Many feel MARS does not help with poor performance.
- The distribution of steps is seen as unfair by many.

+ overall difficult context (audit reports, exchange rate, questioning from Member States)

“...There’s a high (increasing) cost, while there’s a perception people get less and less. The cost is too high for what we get back...”

“...We need to show to the MS that we are doing something to address the cost...”
A little bit of history…

**MOAS**
- 1992-2001
  - Introduction of ‘Merit’ Based advancement
  - Possibility of 1 additional step for up to 20% population
  - Exceptional Performance Awards
  - 1.6%

**MAPS**
- 2001-2006
  - Increased recognition of Merit
  - Possibility of 1 or 2 additional steps for up to 30% of population A-E, 15% in F & G
  - Financial Awards
  - Orange zone
  - 1.6%

**MARS**
- 2007-2016
  - Further focus on merit
  - 75% ‘particularly meritorious”, with different amounts of steps
  - Financial Awards
  - 1.6% → 1.9% → 2.1%

**MERIT**
- 2017+
  - Harmonisation of career structure
  - Salary increase and Performance Payment
  - 60% Strong, 30% outstanding, with well-defined outcome
  - 1.6% (recurrent)
  - 1.35% (non-recurrent)
  - Financial Awards
HOW it has been a long journey…

Problem to Solve?
- MARS dissatisfaction
- Cost of process
- Increasing personnel Costs
- Poor distribution

Design Principles
- Merit based reward for FUNCTIONS and OBJECTIVES
- Non-recurrent & recurrent element
- Cost Containment
- No implementation costs

Evaluate Possible Solutions
- Remove detailed ‘job descriptions’ & replace with benchmark jobs
- Clearer link between performance rating and objectives & functions
- Simplify (e.g. Remove competency evaluation)
- Re-evaluate distribution and abolish steps

Simulate & Test
- Simulate career evolution & costs
- Simulate various distributions
- Try out ‘real use-case’ in departments

Implement
- Map existing Staff
- Algorithm for newcomers
- Update MARS, promotion guide, AC, SR&R, e-guide …
- Communication

Management (over 30 breakfast meetings)
Regular meetings with SA
Formal process ED, CCP, TREF, FC, Council
Informal

2013
2014
2015
2016
Many solutions evaluated
### Example negotiation / evolution

#### Salary scale valid as of 1 Jan 2015

<table>
<thead>
<tr>
<th>Step 2015</th>
<th>Step 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td>73</td>
<td>73</td>
</tr>
</tbody>
</table>

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### Starting proposal (spreads 35%-45%, midpoints 20%, good 1.25%)

- **First iteration (spreads 40%)**
- **Second iteration (midpoints 19% & good 1.35%)**
- **Final iteration (transitory measures)**

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### Slide courtesy of SA
Arbitration – November 2015

- Request to abolish ‘tracks’  
  - Agreed
- Request of transition measures to go to 4 years  
  - Agreed
- Duration of initial merit budget  
  - Integrated in AC26
- Introduction of Talent Management tools  
  - Agreed as of 2017
- Request for actuarial studies on CHIS impact  
  - Done
- Fellows maternity leave coverage at end of contract  
  - Agreed for exceptional circumstances
WHAT: New Career structure

- Simplified to 10 grades
- No change in salary
- Salary bands discontinued
- ECE zones discontinued
- New simplified Mars form
- Introduction of Benchmark jobs
- All staff members notified of new position by 1 Sep
New Salary Grid

Mapping of current staff

Salary Grid: 1st September 2016

Harmonised spread, overlap & midpoint progression

83.33%

Spread 40%

116.67%
Grades are not paths

Currently we have career paths, Job codes & professional codes (see HRT)

Moving to Grades & BMJs
MERIT: A lighter form

2016 PERFORMANCE APPRAISAL
2017 OBJECTIVES SETTING

Sara STAPPERS (CERN ID 46546) - HR-C-B-C

Role: HR Professional; Section Leader
Grade: 6

Eligibility for advancement: Yes
Contract start date: 04-Sep-2002
Interview date: 17-Mar-2017
Interview by: Hendrik COURTENS
Supervisor: Hendrik COURTENS
Others present: Group Leader: Hendrik COURTENS
Department Head: Ante-Sylvia CATHERIN

2016 Benchmark Job & Roles

During 2016, your benchmark jobs were:
1. HR Professional, Grade 6. The benchmark job description can be found here: link to HR Professional BMJ
2. Section Leader. The benchmark job description can be found here: link to Section Leader BMJ

During 2016, your applicable post was:
- Compensation & Benefits Professional
- Diversity Professional
- Human Resources Advisor
- Learning & Development Professional
- Talent Acquisition Professional
- HR Professional

Drop-down list

During 2015, your roles were (free-text field to be completed by staff member/supervisor):
- Departmental Safety Officer, AD Dept, since 01.03.2012
- CERN Panel Member since 01.06.2016

Changes during 2016

Yes / No

Comments (field only appears where “Yes” selected)

Aspects related to health, safety and working conditions

Staff and supervisor have discussed and updated form

Yes / No

Sara has been ISO since March 2012 and takes this responsibility very seriously. Sara feels her workload is acceptable, however, had to cancel training this year due to other priorities.

2017 Benchmark Job & Roles

During 2017, your benchmark jobs are:
1. HR Professional, Grade 6. The benchmark job description can be found here: link to HR Professional BMJ
2. Section Leader, Grade 6. The benchmark job description can be found here: link to Section Leader BMJ

During 2017, your roles are:
- Departmental Safety Officer, AD Dept, 01.03.2012
- CERN Panel Member, 01.06.2016

Change of functions foreseen 2017

Yes / No

2017 Objectives Setting

2017 Objectives

<table>
<thead>
<tr>
<th>3 objectives max</th>
</tr>
</thead>
</table>

Expected results

Objectives (including leadership objectives where applicable)

1. Participation in the working group for the 3D prints project with the aim to ensure that health and safety considerations are taken into account in the design of the 3D prints.
2. Coordinate the Point 2 incident database to all other Points, in collaboration with the respective Health & safety representatives, by the end of the first quarter 2016.

3. Objective three
4. Objective four
5. Objective five

Link to CERN Competency Model

2017 Development Objectives

| 3 objectives max |

Expected results

Objectives

1. In order to streamline incident databases and provide a new assessment tool, a training course on Windows Access is needed.
2. Sara would benefit from an advanced French course, with technical aspects included, in order to prepare technical writer reports in French.

LDH Routing
Changes

What does *not* change

- Annual interview
- Dialogue between staff and supervisor
- Evaluation of results of objectives and definition of future objectives
- Developmental objectives
- Reporting in an appraisal form
- Departmental collegial discussions

What changes

- "MERIT" form is lighter
- BMJ used as a reference framework
- Assessment of objectives and functions
- No more overall narrative evaluation
- No compulsory identification of a competency per objective
- More granular performance qualifications with defined reward
- Separate advancement / promotions calendar
Evolution

Current

- Basic Salary Increase (steps)
- Change of Salary Band
- Change of Career Path
- Exceptional Career Extension
- 1 July

Future

- Basic Salary Increase (%)
- Performance Payment
- 1 May

- Grade change within BMJ
- Change of BMJ with grade change
- Change of BMJ without grade change
- 1 July

One Process & Time Window

Separate Process & Time Window

Departmental Ceilings

Centralised Equity budget for exceptional requirements (currently being defined)
Annual interviews take place

1 Dec – 15 Feb

End Feb

Form completed by GL

End Feb - mid-March

Collegial consultations in depts

Mid-March - April

Validation and approval of proposals

Enlarged Directorate

Information to staff members via supervisor

1 May

Advancement increase in % and Performance Award under new system

End May

Notification via pay slip and fully approved form

May - June

Promotions proposed, analysed and approved.

Information to staff members by end June

1 July

Promotions effective date

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Advancement

Promotions
## Yearly Performance Reward

**Steps are replaced with**

- a salary increase, expressed as a percentage of the midpoint, **AND**
- a Performance Payment, in case of strong and outstanding performance.

<table>
<thead>
<tr>
<th>Performance Qualification</th>
<th>Insufficient</th>
<th>Fair</th>
<th>Strong</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggested distribution range</td>
<td>0-1%</td>
<td>6-12%</td>
<td>57-63%</td>
<td>27-33%</td>
</tr>
</tbody>
</table>

**Salary increase**

| Salary increase (% of midpoint salary) | - | 0.35 % | 1.35 % | 2.35% |

**Performance Payment**

| Performance Payment (% of midpoint salary) | - | -    | 1.15 % | 2.15% |

**BOTH**

- Salary increase
- Annual lump-sum Payment (non-recurrent)
An example of advancement

Particularly Meritorious – 2 steps in CP C

<table>
<thead>
<tr>
<th>Salary &amp; position</th>
<th>7231 CHF</th>
<th>Cb.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 steps</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New salary &amp; position</th>
<th>7389 CHF</th>
<th>Cb.10</th>
</tr>
</thead>
<tbody>
<tr>
<td>158 CHF monthly salary increase</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>158</td>
<td>105</td>
</tr>
<tr>
<td>158 + 0</td>
<td>105 +90</td>
</tr>
<tr>
<td>244</td>
<td>252</td>
</tr>
</tbody>
</table>

With a Strong rating in Grade 4:

<table>
<thead>
<tr>
<th>Salary &amp; position compared to midpoint</th>
<th>7231 CHF</th>
<th>92.669%</th>
<th>Midpoint salary 7803 CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong rating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement  1.35% (% of midpoint salary)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Payment 1.15% (% of midpoint salary)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New salary &amp; position compared to midpoint</th>
<th>7336 CHF</th>
<th>94.015%</th>
</tr>
</thead>
<tbody>
<tr>
<td>105 CHF monthly salary increase</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance payment</td>
<td>90 CHF</td>
<td>Converted to annual sum</td>
</tr>
<tr>
<td>Converted lump-sum payment</td>
<td></td>
<td>1080 CHF</td>
</tr>
</tbody>
</table>

Overhead = 1.545

Overhead = 195 CHF
Benchmark Jobs

An up-to-date and evolving cartography of the various job families present in the Organization.
A reference framework for recruitment, mobility, promotion...

<table>
<thead>
<tr>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronics Technician</td>
<td>Electronics Engineer</td>
<td>Electromechanical Technician</td>
<td>Electromechanical Technical Engineer</td>
<td>Health, Safety &amp; Environment Technician</td>
<td>Health, Safety &amp; Environment Tech Eng</td>
<td>Mechanical Technical Engineer</td>
<td></td>
</tr>
<tr>
<td>Material Science/Chemical Technician</td>
<td>Material Science/Chemical Engineer</td>
<td>Mechanical Technician</td>
<td>Mechanical Engineer</td>
<td>Radiation Protection Technician</td>
<td>Radiation Protection Physicist</td>
<td>Firefighter</td>
<td></td>
</tr>
<tr>
<td>Firefighter</td>
<td>Firefighter</td>
<td>Nurse (Occupational Health)</td>
<td>Physician (Occupational Health)</td>
<td>Site Security Professional</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Grade changes inside BMJ:** 1-2, 2-3, 3-4, 4-5, 6-7:
  - Dept + HR
  - No interview (only if changing BMJ)

- **BMJ and Grade changes 2-3, 3-4, 4-5, 5-6:**
  - Dept + HR
  - Interview
  - Consultation at Sector level

- **Grade changes 7-8:**
  - Sector + HR
  - Interview

- **Grade changes 8-9, 9-10:**
  - CERN-wide (SSAC) + HR
  - Interview

*NB: also possible to change BMJs without change of grade*
Equity Budget

Context:
- Separate time-windows for Advancement & Promotion
- While the budget/ceiling for advancement is defined, there’s **no budget for promotions**, following the cancellation of career tracks and arbitration by the DG
- Advancement algorithm “caps” advancement at 2.35 % salary increase and 2.15% performance payment
- A CERN-wide budget, equal to 0.1% of the salary mass has been set aside
- 2017:
  - Transition year – use of equity budget in exceptional circumstances,
  - Assess budget requirements (0.1% or more) in line with the desired Talent Management framework
- 2018:
  - Further usage to be defined / studied (e.g. for high-potentials)

*Equity budget solves age-old problem of using ‘steps’ during advancement for ‘rattrapage’*
Rewards outside annual exercise

End of probation steps

- 1 % salary increase to 50% of the eligible population

Change of function steps

- To be discontinued

Steps at the end of 24 months’ service

- To be discontinued

Responsibility Award

- Guidelines for harmonised proposals:
  - Group Leaders* – equivalent min Grade 9
  - Section Leaders* – equivalent min Grade 7
  - For other roles, on request of Department Head (maintain current practice)

* RA not automatic, but only on request of Department Head
WHEN: 18th August

- No promotion, no demotion
- Based on current job title and professional code listed in the HR database
- Staff on so-called “generic” codes will be mapped to the closest relevant BMJ

Notification letter

All Staff members will receive a notification letter informing them about their:

- Position in the salary grid
- Grade
- Provisional Benchmark Job Title

Annex: Information Sheet

- Initial mapping
- Notification to staff member, 18 August
- If required discussion/review
- Final confirmed BMJ title by 1 May 2017 at the latest
Initial/Automatic Mapping

- Mapping is based on professional code, professional title and career path.
- Staff mapped to the direct equivalent BMJ to their current professional code/title, where this exists.
  - e.g. Technician (Mechanics) are mapped to Mechanical Technicians.
- Where no direct equivalence exists in the new BMJs, staff are mapped to the nearest equivalent BMJ.
- All staff members with generic codes and that cannot be mapped automatically (e.g. “Engineer”- 200) will be mapped manually.
- All CP D technical staff* are pre-mapped to the Technical Engineer BMJs.
- All Secretaries are mapped to Personal/Team Assistant.
- All 5b) admin staff with a specific title (e.g. Administrative Assistant (Finance)) are mapped to Process/Service Assistant.
- All 5b) admin staff with no specific title are mapped to Personal/Team Assistant.
- *exceptions carefully studied

<table>
<thead>
<tr>
<th>Current professional title</th>
<th>Current prof code</th>
<th>Career Path</th>
<th>Grade</th>
<th>New BMJ title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design-Draughtsman / Designer (Civil Engineering)</td>
<td>345</td>
<td>C</td>
<td>4</td>
<td>Civil Engineering Technician</td>
</tr>
<tr>
<td>Design-Draughtsman / Designer (Mechanical)</td>
<td>341</td>
<td>B, C</td>
<td>3, 4</td>
<td>Mechanical Technician</td>
</tr>
<tr>
<td>(Senior) Designer (Mechanical)</td>
<td>341</td>
<td>D</td>
<td>5</td>
<td>Mechanical Technical Engineer</td>
</tr>
<tr>
<td>Design-Draughtsman / Designer (Electrical)</td>
<td>343</td>
<td>C</td>
<td>4</td>
<td>Electrical Technician</td>
</tr>
<tr>
<td>Designer (Electrical)</td>
<td>343</td>
<td>D</td>
<td>5</td>
<td>Electrical Technical Engineer</td>
</tr>
<tr>
<td>Design-Draughtsman (Heating &amp; Ventilation)</td>
<td>342</td>
<td>C</td>
<td>4</td>
<td>Mechanical Technician</td>
</tr>
<tr>
<td>Foreman (Sheet Metal Work Welding)</td>
<td>310</td>
<td>C</td>
<td>4</td>
<td>Mechanical Technician</td>
</tr>
<tr>
<td>Foreman (Sheet Metal Work Welding)</td>
<td>310</td>
<td>D</td>
<td>5</td>
<td>Mechanical Technical Engineer</td>
</tr>
<tr>
<td>Laboratory Technician (Electro-Mechanical)</td>
<td>303</td>
<td>C</td>
<td>4</td>
<td>Electromechanical Technician</td>
</tr>
<tr>
<td>Nurse</td>
<td>309</td>
<td>C, D</td>
<td>4, 5</td>
<td>Nurse (Occupational Health)</td>
</tr>
<tr>
<td>Technician (Accelerator Operations) / (Operation)</td>
<td>361, 360</td>
<td>C</td>
<td>4</td>
<td>Accelerator / Industrial Process Operations Technician</td>
</tr>
<tr>
<td>(Senior) Technical Assistant OR Technician OR Technical Engineer (Accelerators Operation) / (Experimental Areas Operation) / (Operation)</td>
<td>361, 362, 360</td>
<td>D</td>
<td>5</td>
<td>Accelerator / Industrial Process Operations Technical Engineer</td>
</tr>
<tr>
<td>Technician OR Technical Assistant (Computing) / (Programming)</td>
<td>308</td>
<td>B, C</td>
<td>3, 4</td>
<td>Computing Technician</td>
</tr>
<tr>
<td>(Senior) Technical Assistant OR Technician OR Technical Engineer (Computing) / (Computer Operation) / (Computing Systems) / (Programming)</td>
<td>308</td>
<td>D</td>
<td>5</td>
<td>Computing Technical Engineer</td>
</tr>
<tr>
<td>Technician OR Technical Assistant (Mechanical) / (Cooling) / (Heating &amp; Ventilation) / (Vacuum)</td>
<td>301, 319</td>
<td>B, C</td>
<td>3, 4</td>
<td>Mechanical Technician</td>
</tr>
</tbody>
</table>
... and WHAT about New Staff?

Entry salary algorithm similar to current system

No higher entry salaries than today

Simplify current system by grouping years of experience (e.g. 0-2 yrs, 3-7 yrs…)

Introduce more flexibility by experience “cluster” to address candidate’s profile (range of entry salaries)

International Indemnity (new Staff)

- Current staff keep their existing International Indemnity.
- For new staff, International Indemnity will be calculated on the minimum of the recruitment Grade.
- Staff hired as of 2007 in Career Paths A & B may now be entitled to International Indemnity (if they fulfil the general eligibility criteria).
Communication

- 7 July: SA Echo Bulletin 5-yearly Review - First step completed

- 1 October: joint HR/SA Public Meeting 5-yearly review proposals, joint HR/SA public meeting
- 19 October: SA Echo Bulletin Outcome of the 2015 five-yearly review: decision time
- 14 December: HR Bulletin article Find out more about cern's 5-yearly review

- 18 January: HR Bulletin article Sustainable Development
- 11 February: HR Public Meeting 5-yearly measures on Diversity and Career Structure
- 13 June: HR Bulletin article
- 28 June: HR Public Meeting Career Structure and Benchmark Jobs
- HR web page is under construction for Benchmark Jobs
- BMJ on-line tool will be released in August 2016 to all Staff members
- Notification letters will be sent to Staff members with contextual information on 18 August 2016
- Prior to the official notification, the dept mapping will be sent by HR to the DHs. DHs in turn will send it to their Group Leaders and report back to HR in case of modifications/errrors.

- **GLM Information sessions on career structure**
- Admin e-Guide will be updated as of 1st September
- AC 26 to be presented at CCP in September
- e-learning module for staff is being prepared
- Further training/information for MARS Coordinators

DH  
SA

Management (over 30 breakfast meetings)
Questions?
PROCESS FOR A BMJ CHANGE REQUEST

Staff member requests

- Via GL (& SV)
  - GL informs & discuss with HRA
- Via HRA
  - HRA informs & discuss with GL

GL requests

Discussion with HRA

DH consulted

Frontline & C&B analyse

DH in consultation with HR DH decides

Recommendation to DH and HR DH

Feedback to staff during meeting with HRA, GL /Sv, staff member