New contract policy

CSAIO-16

European Central Bank
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

[Charts and data tables related to survey responses and analysis]
2013 Staff Survey: Priorities

- Politique contractuelle/Contract policy
- Évolution carrière/Career evolution
- Motivation au travail/Motivation at work
- Assurances maladie/Health insurance
- Salaire des salaires/Salary levels
- Pension
- Qualité de vie au travail/Quality of life at work
- Politique hygiène et sécurité/Health and safety policy
- Politique famille/Family policy
- Équilibre vie professionnelle-vie personnelle/Work-life balance
- Allègement des charges/Annual salary adjustment
- Politique de formation/Learning policy
- Diversité et égalité de chances/Diversity and equal opportunities
- Alignement des organisations/scientific organisations
- Non-résidence et indemnité internationale/Non-residence and international indemnity

2.a. Career structure-related
2.b. Diversity-related
Historical perspective of HR planning

- 1960s Introduction of Indefinite & Limited Contracts (ID & LD)
- Staff members peaked at 3788 for SPS construction (1975)
- Council voted for LHC commissioning & operation to be at 2000 FTEs by 2005.
- Plan allowed for FTE increase during LHC construction period followed by reduction to 2000 by 2010
- Council approved insourcing (~300 FTEs) – “Local Staff” Programme, but target remained 2000 FTEs
- White paper foresaw a gradual decrease from 2650 to 2250 FTEs in 2009
- Decision to stabilise CERN at 2250 Active FTEs
- Flexibility posts (+5% in MTP 113 posts) - Commitment to not increase number of ICs
# Recent history of contract policy

DCRB: Departmental Contract Review Board  
CCRB: CERN Contract Review Board  
DCEC: Departmental Contract Extension Committee

<table>
<thead>
<tr>
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<tbody>
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<td>Duration LD</td>
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<td>4 + 2 years</td>
<td>5 years</td>
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<td>Extra 3 years</td>
<td>Possible under conditions</td>
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Suppose steady state with 50 IC leaving each year (indicative numbers):
- 5-year contract: $750 \text{ LD/5} = 150 \text{ LD/year} \rightarrow 33\% \text{ LDtoIC conversion rate}
- 8-year contract: $750 \text{ LD/8} = 94 \text{ LD/year} \rightarrow 53\% \text{ LDtoIC conversion rate}
Propositions HR

- End of contract

ILD (5 ans) → CLD (Planning indicates long term possibility) → IC

- End of contract

ILD (Exceptional (project delays, external funding)) → IC

CLD

Senior, Specialised Roles/Hard Recruit
Process & retention rates

- Positions published, Competition possible,
  - Stronger shortlisting, Interviewing of peers etc...

Proposition Staff Association

- 4/5 or 80%
- 2/3 or 67%

ILD, CLD, IC

- 50% CCRB
- 90% DCRB

DCRB: Departmental Contract Review Board
CCRB: CERN Contract Review Board
## Break the 1750 limit

<table>
<thead>
<tr>
<th>Year</th>
<th>IC contracts/Contrats IC</th>
<th>Users/Utilisateurs</th>
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Facts and figures

• 2009: Council decides to stabilize CERN staff: 2250
• 2011: Flexibility posts added (+5% in MTP): + 113
  ➔ Total CERN Staff: ~2500 (including external funding)
• 2012: DG commitment: keep Indefinite Contracts (IC) at current number: 1750
  ➔ Number of Limited Duration (LD) contracts
  2500–1750=750
• From 2013: one staff who retires ➔ one IC slot for LD staff...
Conclusions

• No opposition
• Attract and retain talent CERN needs to achieve its mission
• Real limit: 1750 IC
  • No micro management
• Points of importance
  • Increase total contract length: minimize uncertainty
  • Contract extension: need for transparency
    o Include professional potential and versatility
    o Discuss with staff member upstream