

Appraisal time!

The written and unwritten rules of
the Career Development Review (CDR)

Brussels 9 January 2020

REP-PERS-OSP-GENERATION-2004@ec.europa.eu

Overview of the appraisal and promotion exercise

Appraisal exercise



Self-assessment

Appraisal
interview

Appraisal
report

DG draft promotion
proposals lists

Discussion with
staff representation

Promotion proposal
lists published



Promotions Joint
Committee

Publication of
promotions list



Promotions exercise

 - May be appealed in Sysper2

 - May be appealed using Art. 90.2 (Complaint)

CDR exercise calendar 2020*

Timing	Step	Comments
7 January 2020	Publication of the Administrative Notice	SYSPEP open for self-assessment.
7-9 January 2020	Launch of self-assessments	
From mid-January 2020	Dialogues	Where self-assessments are already complete and Reporting Officers / Reporting Officers by Delegation are available to hold dialogues, they can be held as from the second week of January.
20 January 2020	Deadline for signature of self-assessment	All staff should have at least 8 working days to complete the self-assessment, not including days without access to SYSPEP, for example due to leave or illness.
31 January 2020	Deadline for holding dialogues	Another deadline may be fixed by the DG, provided that the deadline of 17 February can be respected.
17 February at the latest	Deadline for the signature of the report	Within 10 working days of dialogue
	Transmission of reports to jobholders	Reports are transmitted to jobholders as soon as they are written.
28 February 2020	Deadline for comments and appeals	Jobholders have 5 working days, not including days without access to SYSPEP, to make comments or to appeal (with the possibility to request a dialogue), starting from the date of transmission of the report.
30 March 2020	Deadline for decisions on appeals	Comments, adjustment or confirmation of the report by the Appeal Assessor, after a second dialogue if requested, within 20 working days of any appeal.

* This calendar is tentative

Two independent exercises!?

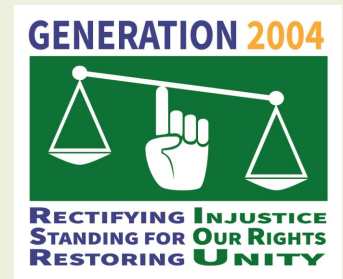


- Is there a separation of the appraisal and promotion exercises?
- *"We are used to consider them as a whole, but the evaluation and promotion processes are different. They are clearly separated since 2012."* (source: [Staff Matters Appraisal and Promotion page](#))
- At **Generation 2004** we believe this is an incorrect and even dangerous statement...

Two independent exercises!?

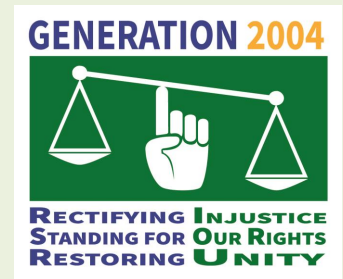
- Yearly appraisal (Staff Regulation [Art. 43](#) + [GIP](#))
 - Efficiency
 - Ability
 - Conduct
- Promotion "by merit comparison" ([Art. 45](#) SR + [GIP](#))
 - Based on:
 - all **appraisal reports** since last promotion
 - level of responsibilities (as stated in **appraisal reports**)
 - use of languages (as stated in **appraisal reports**)
- Therefore: **strictly interlinked**

The self evaluation and appraisal reports



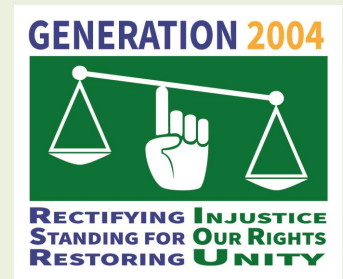
- The **self evaluation** report is your own evaluation of your performance
- The **appraisal report** is your line manager's report on your performance
- The report is **key for your career progress** and it is also **your professional visit card**
- They are confidential, but may be read by
 - your hierarchy
 - staff representatives appointed by the Central Staff Committee to challenge promotion proposals by DGs before publication
 - members of the Joint Promotion Committees and Workgroups (during the appeals phase)
 - Members of selection panels (in case of job applications)

The self evaluation and appraisal procedures



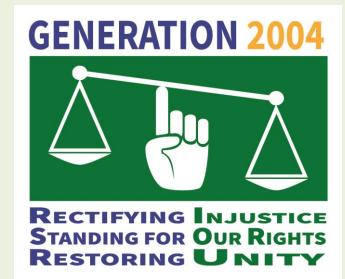
- The Sysper forms are the same for everyone
- Regarding the content there are **no mandatory, indicative or forbidden words to qualify and quantify your performance at all**
 - In short, whatever you may have heard about your manager not being allowed to write that you are brilliant, is false...
 - It should however, reflect reality
- The Reporting Officer (RO) “qualitative appraisal” is largely an individual appreciation of your performance

Self assessment tips



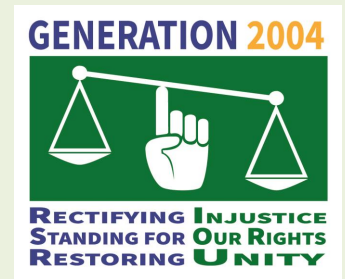
- Take the time to make a comprehensive self-evaluation
 - it is well worth it
- Do not simply "shortcut" to last year's achievements
 - put your performance in the context of your last couple of years or future goals
 - A project may last several years which would not be covered by a single year report
- Do not ramble: be concise... really. Too long descriptions:
 - Generally include repetitions
 - Are often inconclusive and dilute important points
 - And most annoyingly... Irritate readers!!!
- Therefore, stay short and sweet and focus on your main achievements

Self assessment tips



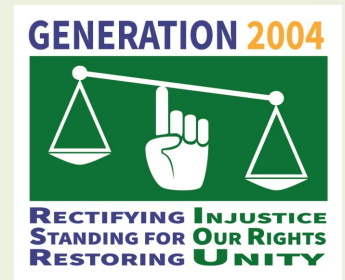
- "Sell" yourself and present your “added-value” to your team
 - If you don’t, no one will!
 - Many persons are not comfortable with self praise but using some when it is true is half way for your manager to agree with it or even repeat it in the final report
 - In any case, do not make negative comments about your own work
- Structure your text according to
 - your job description and objectives
 - and to areas you would like your RO to address in the interview and in the report

Self assessment tips



- Avoid any negativity or criticism towards others
 - Focus instead on your achievements
 - If you really must negatively comment on other's performance chose the right places to express them in a way that these will not find their way into your CDR report
 - Remember, this may act as your visit card

Efficiency tab



- Describe your achievements and outputs according to job description and objectives
- Highlight any extra activity on top of the above
- Qualify the results
- Use positive tone

Ability tab

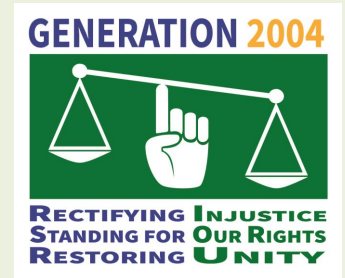


- Highlight what you can do
- Don't limit yourself to communication and negotiation, or resilience

Conduct in the service tab

- Highlight good relationships to colleagues and other services
- Mention praise by internal and external stakeholders

Languages tab



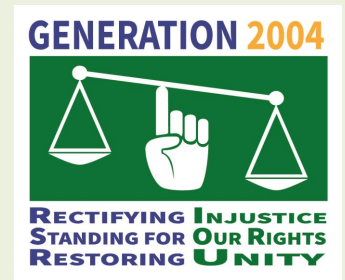
- Mention your languages separately in view of merit comparison
- Only languages used in the service are usually counted for merit comparison during appeal

Responsibilities tab



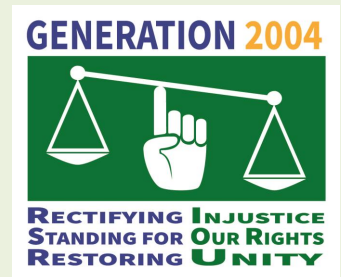
- Mention interinstitutional tasks if any
- Representation duties:
 - at external events
 - high-level/political meeting
- Team leading
- Reference to tasks vs grade?
 - Not a good practice

Learning and development tab



- Not part of the evaluation according to Art. 43, but still included in GIP...
- Better to indicate what has been learnt than expressing what should be learnt
- Beware!!! Positive intentions often turned into reasons for not promotion

Activities in the interest of the Institution



Efficiency	Ability	Conduct	Languages	Responsibilities	Learning and development	General comment / Dialogue	Certification
------------	---------	---------	-----------	------------------	--------------------------	----------------------------	---------------

- What key message would you like to pass, in one sentence?
- Is there anything else that you would find essential to add, which has not been covered by the other sections of the report?

Self-assessment

General comment (optional)

Have you been nominated by the administration for certain tasks (i.e. as member of a joint committee or member of a competition board) which you have undertaken during the appraisal period? *

☐ Yes: I confirm that during the reporting period I was appointed by the administration.

☐ No

Have you been elected or nominated by the staff representation for certain tasks (i.e. as member of a joint committee or member or assessor of a competition board) which you have undertaken during the appraisal period? If this is the case, you are entitled to request a contribution from the Ad hoc group (for Commission staff) / the Staff Committee (for Executive Agencies' staff). Please click the box below and describe your activities in the free text field. *

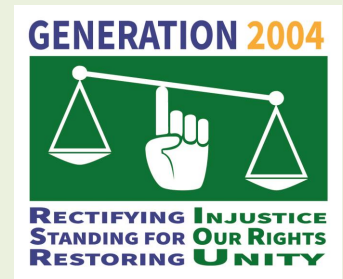
☐ Yes : I confirm that during the reporting period I was elected or appointed by the staff representation. My reporting officer must consult the ad hoc Group (for Commission staff) / the Staff Committee (for Executive Agencies' staff). The ad hoc Group's / the Staff Committee's opinion must be taken into account in finalising the report and must be attached to the report.

☐ No

i Your activities

- Please volunteer as this is important work that may also add to your report in positive way

General comment and Qualitative assessment tab



Qualitative assessment of the period by the reporting officer

The jobholder's general performance is *



Satisfactory



Unsatisfactory



N/A (as the jobholder was unable to carry out his/her duties for an extended period, the Reporting Officer is not in a position to conclude on whether the jobholder's general performance has been satisfactory)

Dialogue *

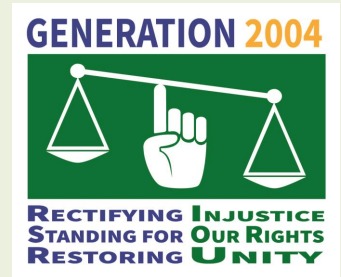
The dialogue took place: yes

Date: 04/02/2015

General comment (optional)

- Colleagues tend to write more freely on the general comment field and this may lead to talk that doesn't relate to your performance or professional activities.
- A standardised and **dimmed down qualitative assessment...**

General comment and Qualitative assessment tab



Qualitative assessment of the period by the reporting officer

The jobholder's general performance is *



Satisfactory



Unsatisfactory



N/A (as the jobholder was unable to carry out his/her duties for an extended period, the Reporting Officer is not in a position to conclude on whether the jobholder's general performance has been satisfactory)

Dialogue *

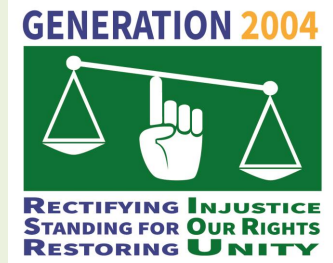
The dialogue took place: yes

Date: 04/02/2015

General comment (optional)

- Only **Satisfactory** and **Unsatisfactory**
 - HoU > Dir > D-G > D-G HR > performance plan > possibly no salary step
 - As per [Art. 51 of the Staff Regulations](#) implemented by [Commission Decision C\(2019\) 6855 Art. 4.2](#):
 - 3 Unsatisfactory : downgrading
 - 5 Unsatisfactory : dismissal

For ASTs: Certification



Efficiency	Ability	Conduct	Languages	Responsibilities	Learning and development	General comment / Dialogue	Certification
------------	---------	---------	-----------	------------------	--------------------------	----------------------------	---------------

Assessment of demonstration of potential to be an AD official.

As stated in the Article 43 of the Staff regulations : As of grade AST 5, the report may also contain an opinion as to whether the official, on the basis of his performance, has the potential to carry out an administrator's function.

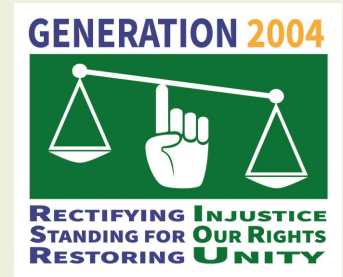
Self-assessment

If you are an official in the AST function group and if you are interested in the possibility of becoming an AD official through the certification procedure, you must ask your Reporting Officer to complete the "certification" section to assess your potential to become an AD.

Do you want your Reporting Officer to complete the "certification" section? *

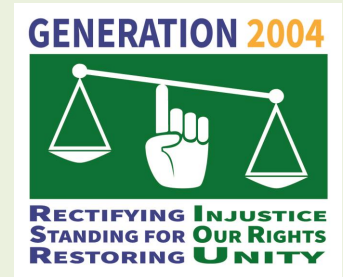
☒ yes ☐ no

Dialogue with RO



- A good dialogue is key for a **positive** appraisal
- Prepare your most important **points**
- Be positive and remind your RO of the **importance of using adjectives** when writing your Appraisal Report
- Explain your wish/need for career **progression**
- **Content** of dialogue should be **reflected in report**
 - nothing not agreed during the dialogue should be added
 - Especially not, negative comments that were not discussed during the evaluation period and at the dialogue
- If you are confident with your RO suggest that he/she sends you a draft of the report before submitting it to avoid surprises
- You may request from your RO that a staff-representative attends the dialogue

Appraisal Report



- Try to steer your RO to write a report that:
 - is **not too generic nor generalises one-off negative situations**
 - **does not include comparison with other jobholders**
 - **highlights your extra contribution** to the organisation (unit, Directorate, DG, etc.)
 - **Mentions praise** by external stakeholders
 - **Does not dismiss extra-work as 'normal'**

Appeal against Appraisal vs. Comments in report

- 5 working days to accept, comment or appeal against the appraisal

	Pro's	Con's
Comment on report	<ul style="list-style-type: none"> • Allows for integration or clarification • Can be agreed with RO 	<ul style="list-style-type: none"> • Weak, no legal value
Appeal on report	<ul style="list-style-type: none"> • Basis for further action, if needed • Clearer signal for discontent 	<ul style="list-style-type: none"> • A strong means that may generate a strong reaction • Risk of Director confirming report

- Preferably refrain from commenting the report
- In case of appeal, seek assistance from staff representatives!

Appeal against non-proposal

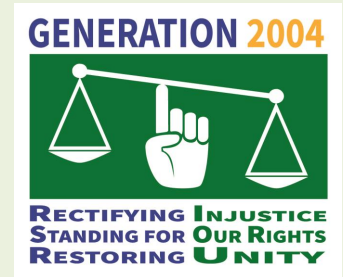
(May - June)



- 5 working days from publication of proposals
- Write a factual, concise text
- Highlight extra merits and responsibilities
- Point to procedure shortcomings, if any
- Seek assistance from staff representatives
 - Generation 2004 will announce the exercise...
 - and offer help again

Appeal against non-promotion

(Art. 90(2)) (by mid-Feb y+1)



- 90 days from publication of administrative notice on promotions in November
- Use templates
- Essential before a court case
- Seek assistance by staff representatives

Average promotion pace

Grade	Assistants	years	Administrators	years	Assistants/Clerks	years
13	—		15%	6,5		
12	—		15%	6,5		
11	—		25%	4		
10	20%	5	25%	4		
9	8%	12,5	25%	4		
8	25%	4	33%	3		
7	25%	4	36%	2,8		
6	25%	4	36%	2,8	—	
5	25%	4	36%	2,8	12%	8,3
4	33%	3	—		15%	6,5
3	33%	3	—		17%	5,8
2	33%	3	—		20%	5
1	33%	3	—		25%	4

These are collective, not individual guarantees!

[Data from the Staff Regulations](#)

Questions?



Email us:

REP-PERS-OSP-GENERATION-2004@ec.europa.eu

<https://generation2004.eu/>

[Join G2004](#)