

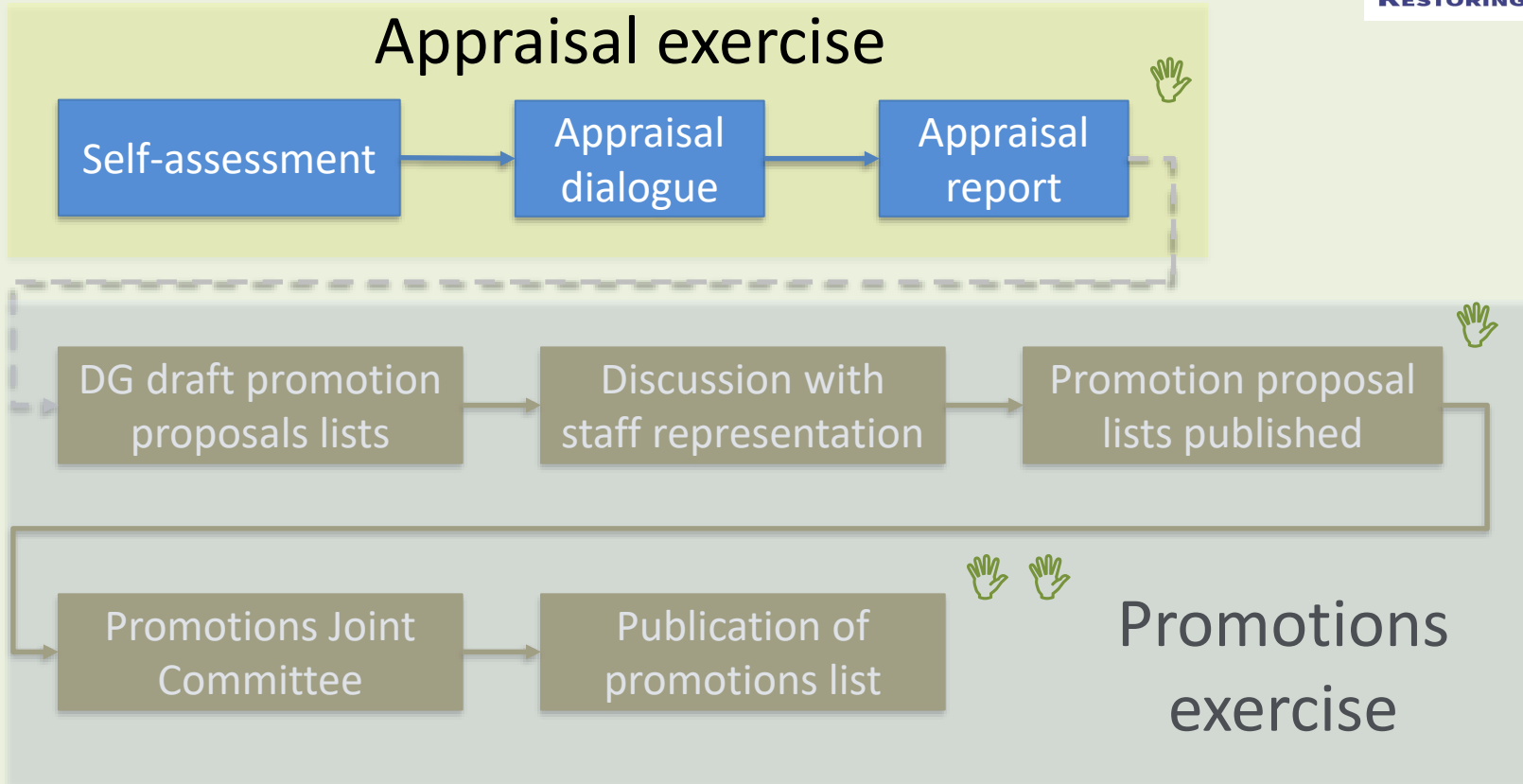
# Appraisal time!


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

Brussels 9 January 2024

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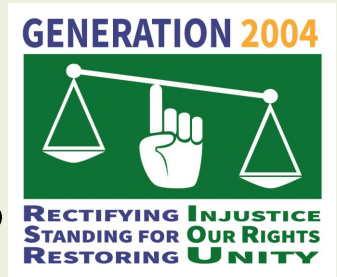
# Overview of the appraisal and promotion exercise



 - May be appealed in Sysper2

  - May be appealed using Art. 90.2 (Complaint)

# Appraisal (reclassification ) exercices of contract agents



## Contract agents 3a (permanent)

### Annual Appraisal

- Starting from a period of engagement for **a year or more**
- Covering all the professional activities for the period from 1 January to 31 December of the previous year.
- Satisfactory/unsatisfactory conclusion

### Reclassification

- The annual report must include a conclusion on whether the jobholder's performance has been "satisfactory" (*An agent cannot advance to the next step in his/her grade if his/her last finalised appraisal concludes that his/her performance is unsatisfactory.*).

## Contract agents 3b (temporary)

### Annual Appraisal

- Starting from the **3rd year** of engagement
- Covering all the professional activities for the period from 1 January to 31 December of the previous year.
- Satisfactory/unsatisfactory conclusion not relevant

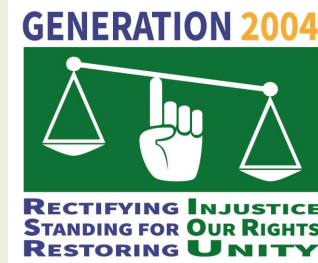
### Feedback - Look to the future

# Appraisal exercise calendar 2024\*

Timing	Step	Comments
8 January 2024	Publication of the Administrative Notice	
8-10 January 2024	Launch of self-assessments	SYSPER open for self-assessment
From mid-January 2024	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 mid-January.
22 January 2024	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 SYSPER, for example due to leave or illness.
2 February 2024	Deadline for holding dialogues	Another deadline may be fixed by the DG, provided that the deadline of 19 February can be respected.
19 February 2024 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.
	Deadline for comments and appeals	Jobholders have 5 working days, not including days without access to SYSPER, to make comments or to appeal (with the possibility to request a dialogue), starting from the date of transmission of the report.
28 March 2024	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.

# Appraisal exercise calendar 2024

## for contract agents



Timing	Step	Comments
From 8 January 2024	Self-assessment starts	SYSPER open for self-assessment.
From 15 January 2024	Dialogues	Where self-assessments are already complete and Reporting Officers are available to hold dialogues, they can be held as from mid-January 2024.
From 18 January 2024	Deadline for signature of self-assessments	All staff should have at least 8 working days to complete their self-assessment, not including days without access to Sysper, for example due to leave, illness or mission.
23 February 2024	Deadline for the holding of dialogues	Another deadline can be fixed by the DG, provided that the deadline of 8 March can be respected.
8 March 2024	Deadline for the signature of the last report.	Within 10 working days of dialogue.
	Transmission of reports to Jobholders	Reports are transmitted to Jobholders as soon as they are written by the Reporting Officer.
15 March 2024	Deadline for comments and appeals	Jobholders have 5 working days, not including days without access to Sysper, to accept their report, make comments or appeal (with the possibility to request a dialogue), starting from the date of transmission of the report.
12 April 2024	Deadline for decisions on appeals	Comments, adjustment or confirmation of the report by the Appeal Assessor, after a dialogue if requested, within 20 working days of the appeal.

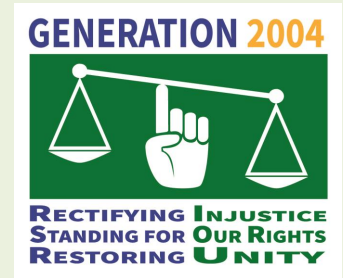
# Changed guidance to draft self-assessment (2023)



On 9 January 2023, a new guide for jobholders has been diffused by HR, the main changes are the following:

- **Simplified appraisal:** two options: (1) **Re-use** of the previous report (it can be used as a basis for drafting your self-assessment) and (2) **carry over** the previous report (report of the previous year will be reproduced unchanged, without any changes or comments made by you or your reporting officer) - **Generation 2004 does not recommend to take option 2;**
- **New single tab** on ability, efficiency and conduct ('AEC') (slide 8 below);
- New tab on **future development** (replaces 'Learning and development' tab), see slide 18 below.

# Two independent exercises!?



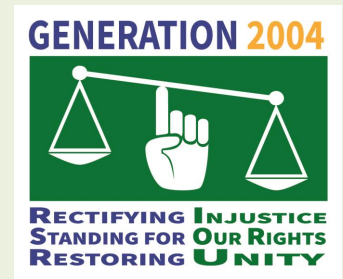
- Is there a separation of the appraisal and promotion exercises?
- *"We are used to consider them as a whole, but the evaluation and promotion processes are different. They are clearly separated since 2012."* (source: [Staff Matters Appraisal and Promotion page](#))
- At **Generation 2004** we believe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

# Two independent exercises!?

- Yearly appraisal (Staff Regulation [Art. 43](#) + [GIP](#))
  - Ability
  - Efficiency
  - Conduct

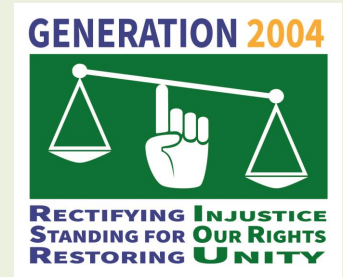
**Since 2023:** The “AEC” section: one free text zone covering ability, efficiency, and conduct (**slides 13** and **14** below)
- Promotion “by merit comparison” ([Art. 45](#) SR + [GIP](#))
  - Based on:
    - all **appraisal reports** since last promotion
    - level of responsibilities (as stated 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 business 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's (RO) "qualitative appraisal" is largely an individual appreciation of your performance

# Self assessment tips



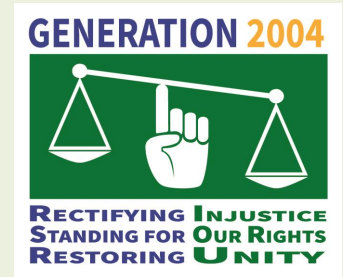
- Take the time to make a comprehensive self-evaluation
  - it is well worth it
- Do not simply “cut short” to last year's achievements
  - put your performance in the context of your last couple of years or future goals
  - A project may last several years which would not be covered by a single year 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



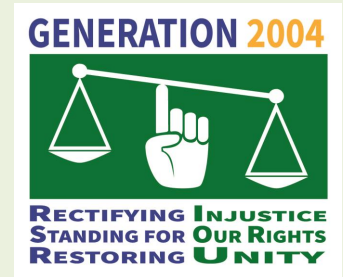
- "Sell" yourself and present your “added-value” to your team
  - If you don’t, no one will!
  - Many persons are not comfortable with self praise but using some when it is true is half way for your manager to agree with it or even repeat it in the final report
  - In any case, do **not make negative 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 business card

# The AEC tab (1)



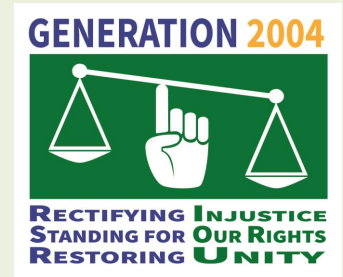
**Since 2023:** *The AEC tab merges the former 'Ability', 'Efficiency' and 'Conducts' tabs, avoiding repetitions and allowing for a more focused description of your performance over the reporting period.*

**Recommended length:** between 2,500 characters and preferably no more than 7,000 characters for this tab. Sysper now includes IT text limits (e.g. 10,000 characters for the AEC tab).

## Ability

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

# The AEC tab (2)



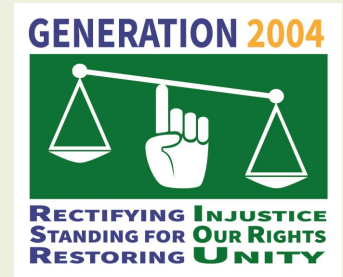
## Efficiency

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

## Conduct

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

# Languages tab (**unchanged compared to pre-2023**)



- Mention your languages separately in view of merit comparison
- Only languages used in the service are usually counted for merit comparison during appeal
  - One or few sentences are sufficient !

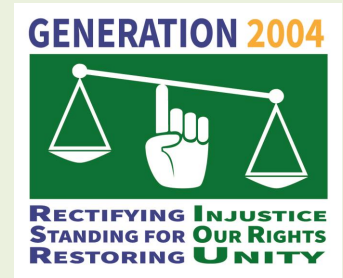
# Responsibilities tab

(**unchanged compared to pre-2023**)



- 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
  - In most cases no more than 1,000 characters (the length will vary depending on the elements already covered in the AEC tab and the responsibilities exercised).

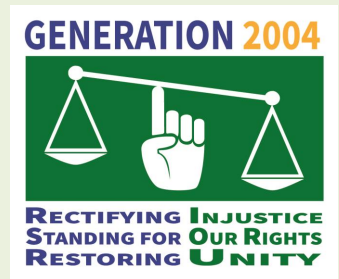
# Since 2023: Future development tab



The new tab aims to better use the appraisal report and dialogue as an opportunity for enhancing staff future performance.

- Not part of the evaluation according to Art. 43 SR (does not form part of the quality assessment of past performance during the reporting period). It may **NOT** be used for comparison of merits at any stage of the promotion exercise;
- New tab since 2023: we have to see how this is used in reality
- *Previous exercises:*
  - *Better to indicate what has been learnt than expressing what should be learnt;*
  - *Beware!!! Positive intentions often turned into reasons for non-promotion.*
  - *Previous exercises: As regards future development, appraisal dialogue will focus on your learning and development needs and aspirations in terms of mobility ('career aspirations').*
- Be concise: 300 to 800 characters are generally adequate.

# Activities in the interest of the Institution



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

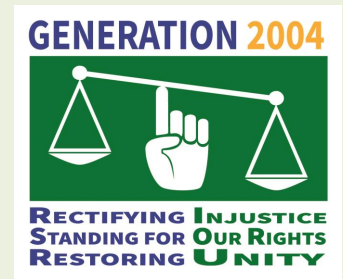
Yes : I confirm that during the reporting period I was elected or appointed by the staff representation. My reporting officer must consult the ad hoc Group (for Commission staff) / the Staff Committee (for Executive Agencies' staff). The ad hoc Group's / the Staff Committee's opinion must be taken into 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 a 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 \*

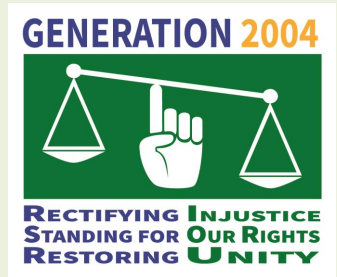
The dialogue took place: yes

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 \*

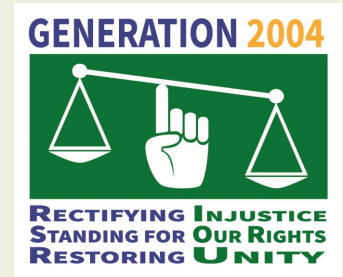
The dialogue took place: yes

Date: 04/02/2015

General comment (optional)

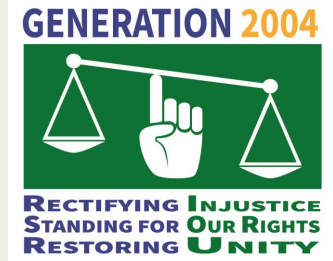
- Only **Satisfactory** or **Unsatisfactory**
  - HoU > Dir > D-G > D-G HR > performance plan > possibly no salary step
  - As per [Art. 51 of the Staff Regulations](#) implemented by [Commission Decision C\(2019\) 6855 Art. 4.2:](#)
    - **3 Unsatisfactory : downgrading**
    - **5 Unsatisfactory :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

# Attachments



- *Sysper: “This possibility has been disabled for jobholders. In case you would like to attach document(s) to your appraisal report, please ask your DG appraisal officer.”*
- Answer we got from HR:  
“only formal contributions can be attached to an appraisal report, such as in case of mobility, place at the disposal, etc.”
- Bottom line: in most cases, you **cannot add attachments**

# For ASTs: Certification



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

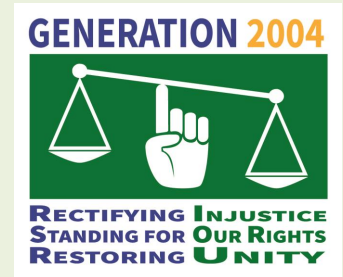
## Self-assessment

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 learning and development need and wish/need for career **progression/mobility (future development)** – **Since 2023** (slide 18)
- **Content** of dialogue should be **reflected in report**
  - nothing not mentioned during the dialogue should be added
  - In no way 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

# 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'**

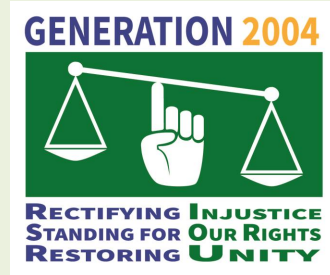
# Appeal against Appraisal vs. Comments in report

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

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

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

# Average promotion pace



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

These are collective, not individual guarantees!

[Data from the Staff Regulations](#)

# Average reclassification pace

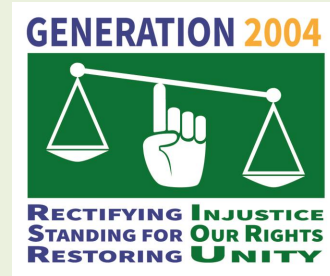
<i>Function group</i>	<i>Grade</i>	<i>Average number of years spent in the grade before reclassification into the next grade</i>
<b>IV</b>	18	-
	17	between 6 and 10
	16	between 5 and 7
	15	between 4 and 6
	14	between 3 and 5
	13	between 3 and 5
<b>III</b>	12	-
	11	between 6 and 10
	10	between 5 and 7
	9	between 4 and 6
	8	between 3 and 5
<b>II</b>	7	-
	6	between 6 and 10
	5	between 5 and 7
	4	between 3 and 5
<b>I</b>	3	-
	2	between 6 and 10
	1	between 3 and 5

• [reclassification-contract-agents-gips-87-3-consolidated-en.pdf](http://reclassification-contract-agents-gips-87-3-consolidated-en.pdf) (europa.eu)

# Repeatedly asked questions

- In case of mobility, can/will my former HoU contribute?
  - Answer: Yes, if the time was [at least 4 months](#).
- What is “Your activities” for (under AEC section)
  - Work in the interest of the service, if you have been nominated by the staff representation for something (selection panel, committees, work as part of the promotion exercise, ...)
- “I strive to / I think / I believe / I am of the opinion that I am efficient”
  - no, your ARE efficient
- Avoid super-generic terms like “I contributed / participated / was involved in X”. If you draft a 500-pages report and I register it in ARES, we have both contributed – the difference should be obvious!

# Further events

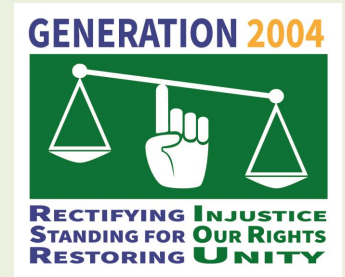


Help with your self-appraisal:

[Please register!](#)

30.01.2024: Conference about how to increase your chances to get a promotion in 2024?

# Questions?



Email us:

[REP-PERS-OSP-GENERATION-2004@ec.europa.eu](mailto:REP-PERS-OSP-GENERATION-2004@ec.europa.eu)

<https://generation2004.eu/>

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