

Appraisal time!

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

Brussels, 8 January 2026

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

Before we start

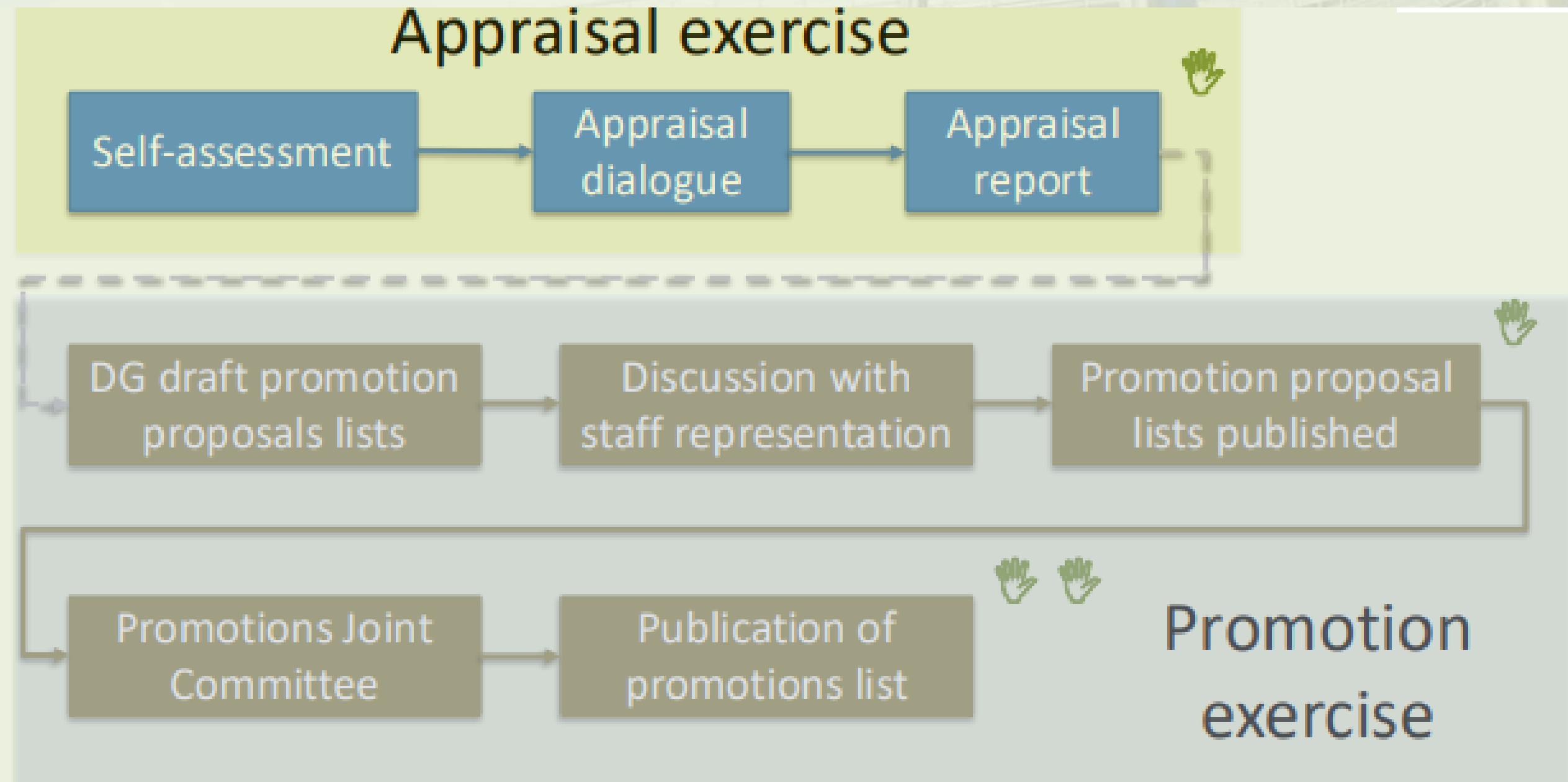
- We record the presentation part of this conference.
- We **do NOT record the Q&A part**; nor do we publish the chat.

Recordings and presentation available via the website article about this conference:
<https://generation2004.eu/conference-2026-appraisal-and-promotion-reclassification-exercises/>

→ No need to ask via chat/e-mail for it!

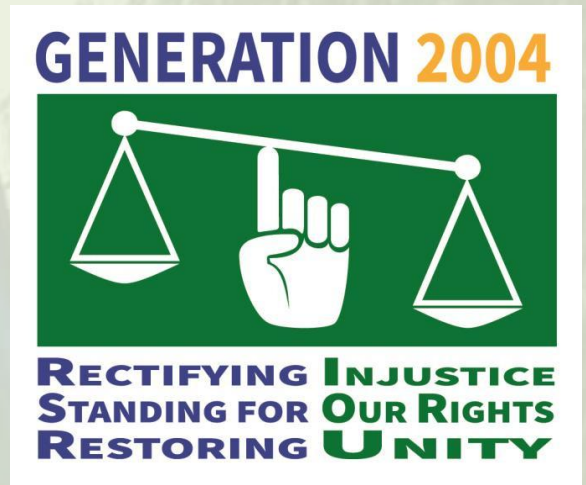
This announcement was brought to you by our (absolutely awesome) secretariat 😊

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.).

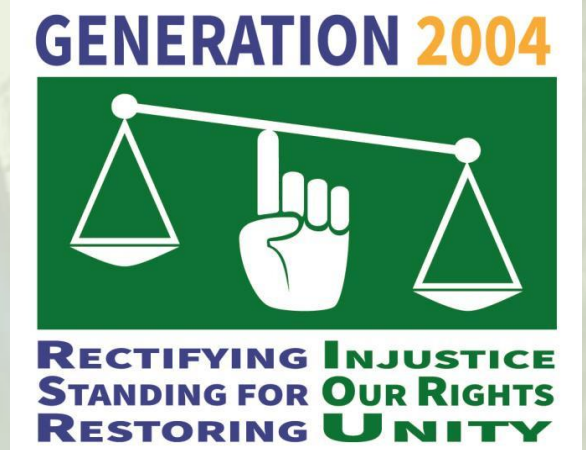
Contract agents 3b (temporary)

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 2026*

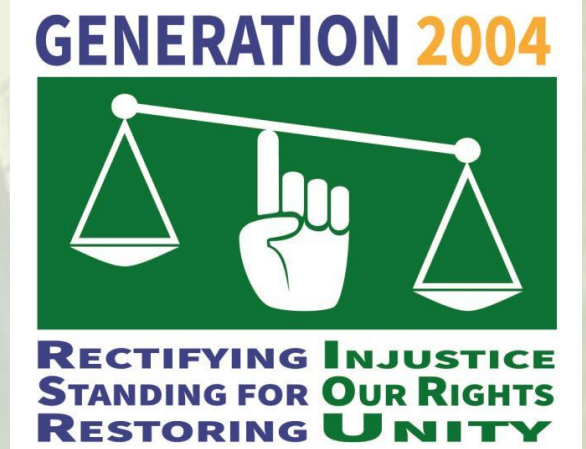


Timing	Step	Publication of the Administrative	Comments
January 2026	Notice		
7-9 January 2026	Launch of self-assessments		SYSPER open for self-assessment
From mid-January 2026	Dialogues		Where self-assessments are already complete and Reporting Officers/ Reporting Officers by Delegation are available to hold dialogues, they can be held as from mid-January.
21 January 2026	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 2026	Deadline for holding dialogues		Another deadline may be fixed by the DG, provided that the deadline of 19 February can be respected.
18 February 2026 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. We draw your attention that half-day of presence counts as a full entire day in the deadline of the 5 working days.
27 March 2025	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. (please note that the consultation of DG HR, in case of unsatisfactory report, suspends this 20 working days deadline).

* [Indicative timetable](#)

Appraisal exercise calendar 2026

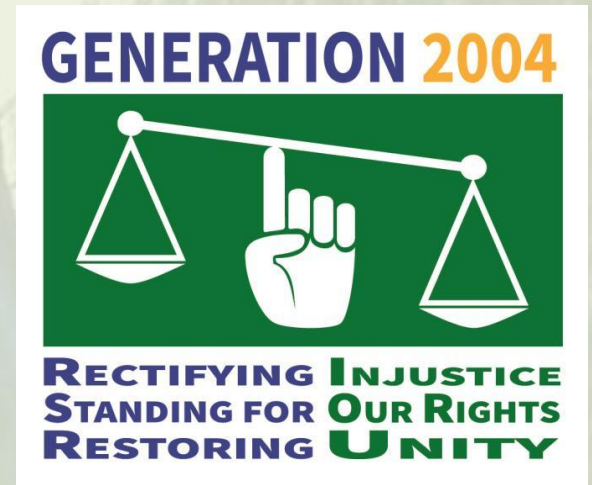
for contract agents



Timing	Step	Comments
7 January 2026	Publication of the Administrative Notice	
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21 January 2026	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.
25 February 2026	Deadline for holding dialogues	Deadline for the signature of the report Within 10
11 March 2026 at the latest	working days from the dialogue	
18 March 2026 at the latest	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. We draw your attention that half-day of presence counts as a full entire day in the deadline of the 5 working days.
14 April 2026	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. (please note that the consultation of DGHR, in case of unsatisfactory report, suspends this 20 working days deadline).

* [Indicative timetable](#)

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](#) no longer available)
- 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

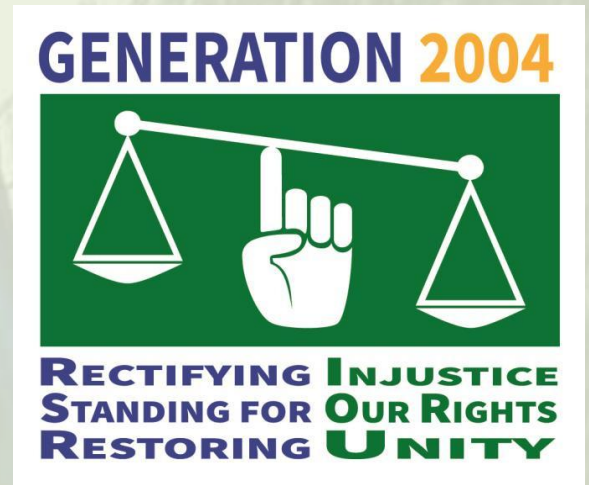
Since 2023: The “AEC” section: one free text zone covering ability, efficiency, and conduct (**slides 13** and **14** below)

- 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)

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

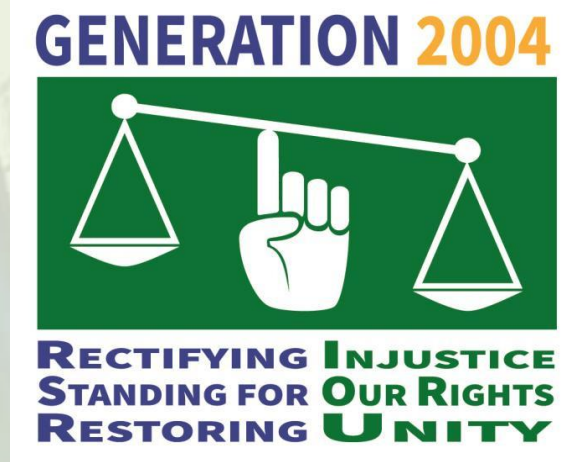
- Avoid any negativity or criticism towards others
 - Focus instead on your achievements
 - If you really must negatively comment on other's performance chose the right places to express them in a way that these will not find their way into your CDR report
- Remember, this may act as your business card



Self assessment tips

- Use adjectives (superlatives)!
- *I reached a smooth agreement on the chapters drafted by me.*
- *In the discussions with the Member States, I analysed **very quickly** their comments and was providing **targeted** answers, underpinned by **strong** arguments, showing thus my **analytical** capacity and problem solving skills. Agreement on the chapters I drafted was **smooth**, thanks to the quality of my drafting and **clear** analysis of available data.*

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 AECtab).

Ability

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

The AEC tab (2)

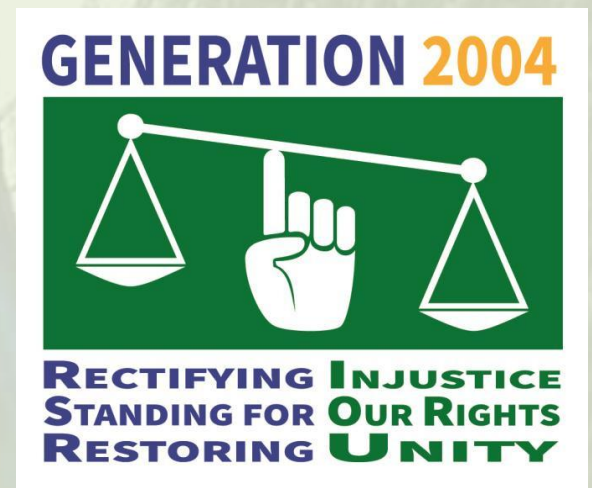
Efficiency

- 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

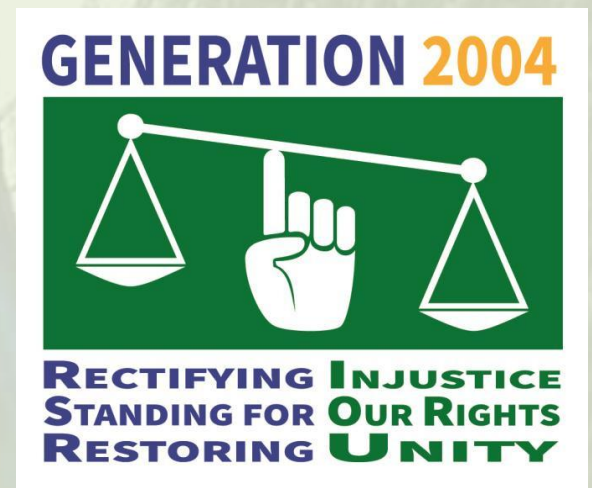
- Highlight good relationships to colleagues and other services
- Mention praise by internal and external stakeholders

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



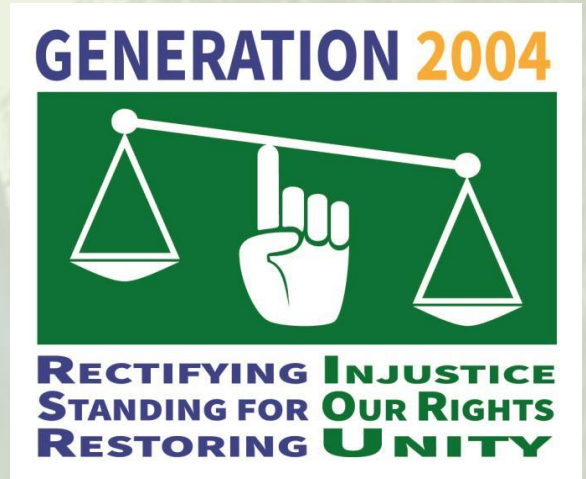
- Mention your languages separately in view of merit comparison
- Only languages used in the service are usually counted for merit comparison during appeal
- One or few sentences are sufficient !

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



- Mention interinstitutional tasks if any
- Representation duties:
 - at external events high-
 - level/political meeting
- Team leading Financial
- responsibility 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

- 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

 Your activities

- Now under AEC tab Please volunteer as this is important work that
- may also add to your report in a positive way

General comment and Qualitative assessment tab

Ability, efficiency and conduct (AEC) | Languages used at work | Level of responsibilities | **Conclusions / general comment** | Certification | Future development

Self-assessment

General comment (optional)

1500 characters remaining

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 *

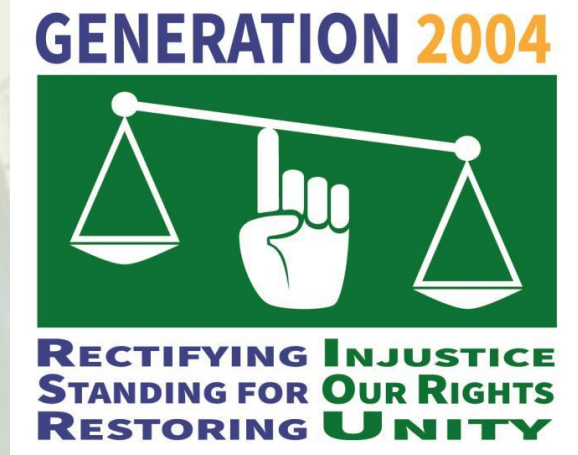
The dialogue took
place: yes

Date: 04/02/2015

General comment (optional)

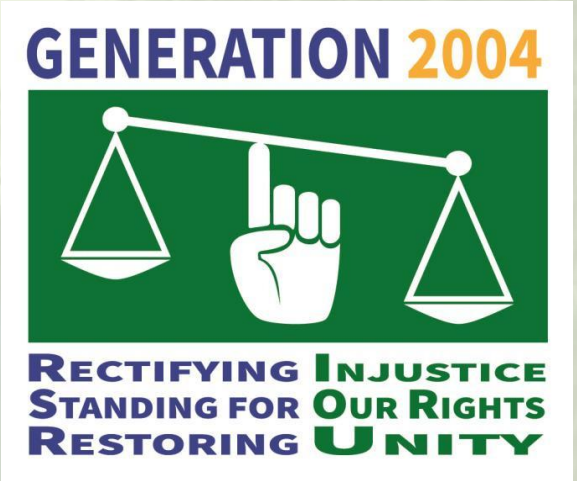
- Only **Satisfactory** or **Unsatisfactory**
 - HoU > Dir > D-G > D-G HR > performance plan > possibly no salary step
 - As per [Art. 51 of the Staff Regulations](#) implemented by [Commission Decision C\(2019\) 6855 Art. 4.2](#):
 - 3 Unsatisfactory : downgrading
 - 5 Unsatisfactory : dismissal

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



Ability, efficiency and conduct (AEC)

Languages used at work

Level of responsibilities

Conclusions / general comment

Certification

Future development

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

If yes, please describe briefly your potential and motivation to become an AD official, providing concrete examples.

3000 characters remaining

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 20)
- **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

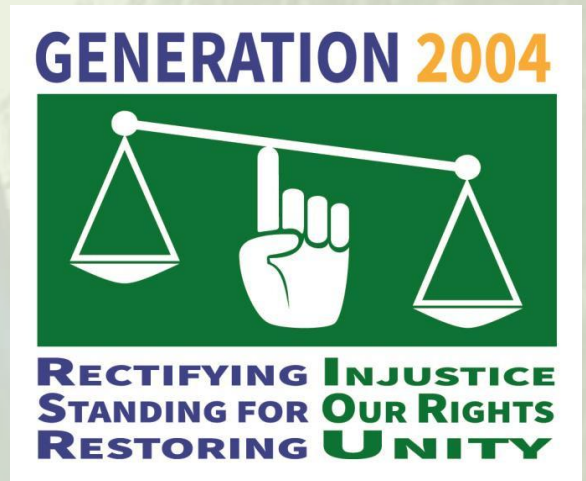


Appraisal Report

Try to steer your RO to write a report that:

- **is not too generic nor generalizes one-off negative situation**
- **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"> • Allows for integration or clarification if it 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!

Average promotion pace

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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](#)

Average reclassification pace

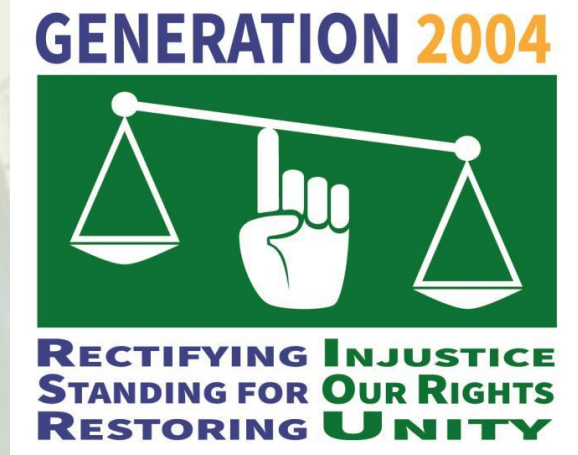
Function group	Grade	Average number of years spent in the grade before reclassification into the next grade
IV	18	-
	17	between 6 and 10
	16	between 5 and 7
	15	between 4 and 6
	14	between 3 and 5
	13	between 3 and 5
III	12	-
	11	between 6 and 10
	10	between 5 and 7
	9	between 4 and 6
	8	between 3 and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

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Repeatedly asked questions



- In case of mobility, can/will my former HoU contribute?
 - Answer: Yes, if the time was atleast 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, ...)
- “Istriveto/ I think/ I believe/ I am of the opinion that I am efficient ”
 - no, you 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!

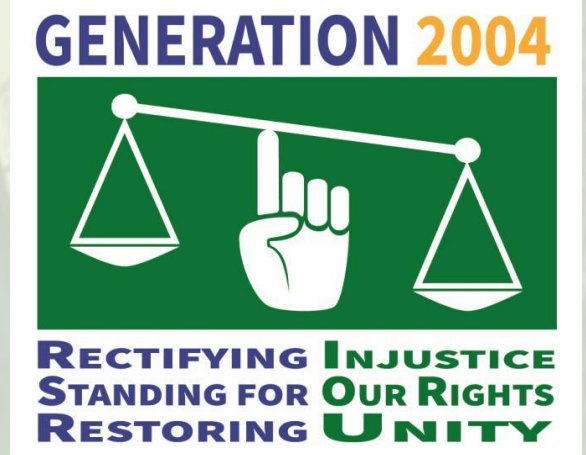
Further events

Help with your self-appraisal:

[Please register!](#)

05.02.2026: Conference about how to increase your chances to get a promotion in 2026?

Questions?



Email us:

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

<https://generation2004.eu/>

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