Simplification of the appraisal report

Update on the new features discussed in July

Social dialogue meeting

12 December 2022

Abbreviations

- JH = job holder
- RO = reporting officer
- HRC = HR correspondent
- SA = self assessment
- MM = middle manager
- HRS = HR strategy adopted on 5 April 2022
- SR = Staff regulations
- GIPs = General implementing provisions on appraisal (Article 43/44 SR) and promotion (Article 45 SR)
- SMART = Sustainable, measurable, achievable, relevant, time-bound.

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The HR strategy (HRS) and performance management

- **Review and simplify appraisal reports**, following a consultation of reporting officers
  - ⇒ Implementation in time for the 2023 appraisal exercise
  - ⇒ Focus on quick wins
  - ⇒ Limited IT budget (EUR 60K)

- **Regular feedback meetings** to set clear objectives and discuss staff career aspirations/mobility plans

- Recognition of **mobility and functions performed across unit/DG boundaries** (Task forces, project groups, etc.)

- Update **Reporting officer's corner**

- Increased support and scrutiny in the follow up of cases of **low or unsatisfactory performance and probationary periods** (for COM : Performance team in HR.C2: HR-RRH-PERFORMANCE@ec.europa.eu)

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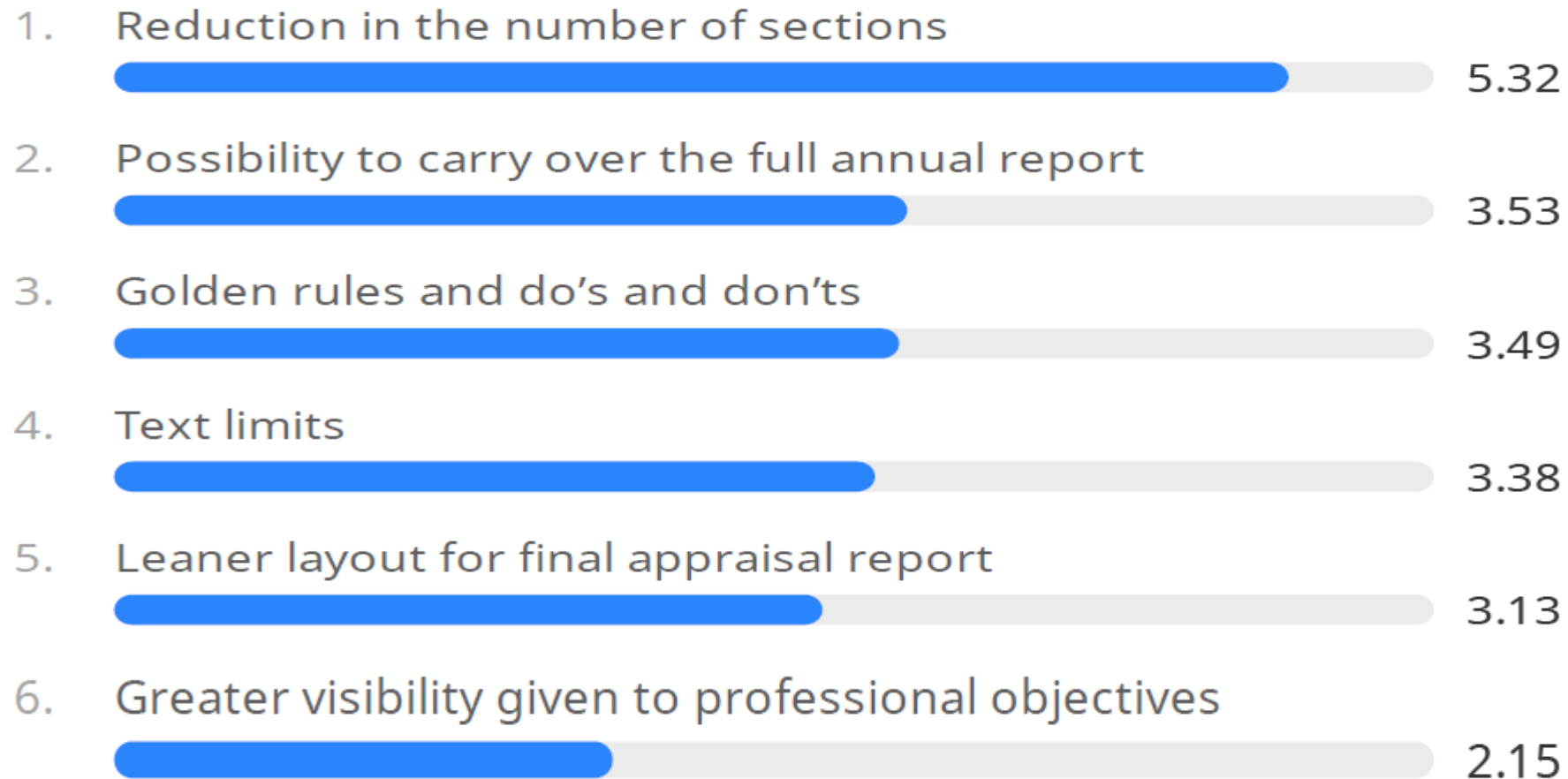
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Consultation on revamped appraisal report

- May/June : Middle management network and discussions with managers and stakeholders

- 41 written contributions received from Commission DGs and executive agencies

- June : Analysis of appraisal reports from other EU institutions

- 17/6 : Focus group with HR correspondents and Reporting officers

- 7/7 : social dialogue meeting

- 12/7 : Group of resource directors (GDR)

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Priorities expressed by HRC and RO

16. Please rank these changes from most (1) to least (6) desirable :
(1/2)

`0` `5` `3`

1. Reduction in the number of sections

    5.32

2. Possibility to carry over the full annual report

    3.53

3. Golden rules and do's and don'ts

    3.49

4. Text limits

    3.38

5. Leaner layout for final appraisal report

    3.13

6. Greater visibility given to professional objectives

    2.15

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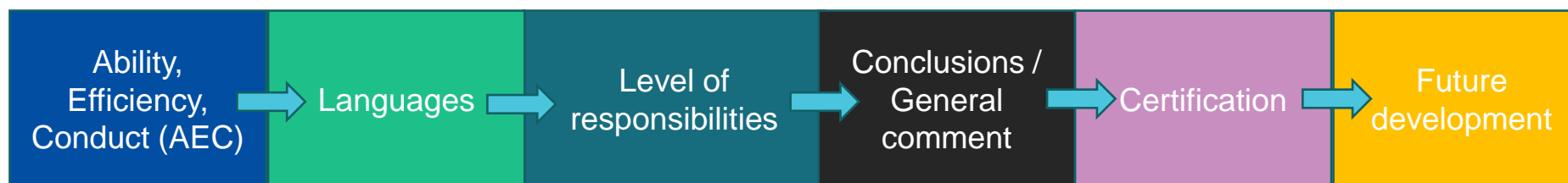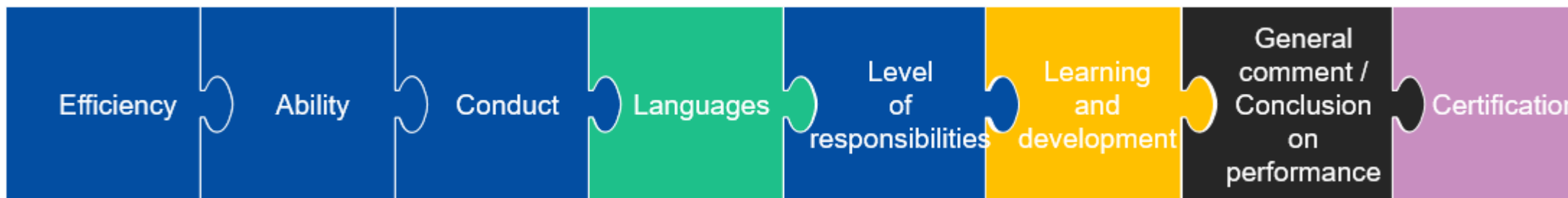# Overview of new features

Appraisal report : new features

Simplification
- Reduce number of sections
- Carry-over of previous report

Leaner layout
- Appraisal report as core element
- All other elements in annex

Support in drafting & dialogue
- Golden rules
- IT text limits
- Recommended lengths
- Check list for dialogue
- Check list for regular meetings
- Support from HR.C2 for underperformance cases

Management skills
- Greater focus on management skills (Management competency framework)
- On management of staff performance
- On support given to other entities

Other HR Strategy actions
- Tasks performed outside the remit of the RO (e.g. TF, ad hoc groups, etc.)
- Greater visibility to professional objectives
- Future development (incl. L&D, mobility)

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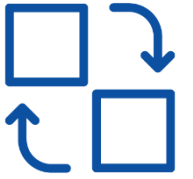
I) Reduce the number of sections
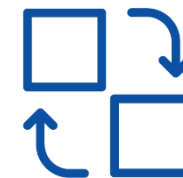
Carry-over of previous report

Agreement of both the jobholder and his reporting officer => If no agreement, standard process starts with self-assessment.

IT System will check :

- No change of reporting officer
- Satisfactory general and managerial performance for both reporting periods
- No certification section in previous report. No appeal in previous report
- No contribution in year N
- Max. one carry-over consecutively

Jobholder to confirm :

- No change in the jobholder's tasks
- Regular and sufficient feedback received from hierarchy during reporting period
- If carry-over accepted by RO, report closed without comments (no appeal)

III) Greater help in drafting the report

- Guide for the jobholder including :
  - Golden rules
  - Recommended length for the SA and appraisal report
  - Definition of "Efficiency", "Ability" and "Conduct" – Linked to EPSO competency framework
  - Competency framework for managers

- Guide for the reporting officer including the above and :
  - Guidance and Check-list for annual dialogue
  - Guidance and check-list for regular feedback meetings
  - Greater visibility given to Performance team in HR.C2 for any question on underperformance

- IT text limits in Sysper

IV) Leaner layout

- Single screen corresponding to each actor : RO's report, self-assessment, contribution, comments, appeal

- Printed report :
  - Appraisal report of the RO as core element
  - Information on career, job description, objectives, validation workflow, etc. in annex
  - Self-assessment and contributions in annex

V) AEC section

- Covers : Ability, efficiency, conduct in a single screen and free text area

VI) Management competencies

- More visible link made to the established competency framework for managers (> in guide)

- As part of the main AEC section (no separate section)

+ Special emphasis on :

  - The manager's ability to manage the motivation and performance of his staff, including probationary periods and management of lower performance cases.

  - How the manager supported other entities outside the remit of his entity's mission

  (e.g. by allowing staff to perform tasks for other entities, delivering with lower staffing levels, or welcoming staff with lower performance levels)

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VII) Tasks performed by the JH outside the remit of the RO

- To be covered by the JH and usual RO as part of the AEC section => instructions for the self-assessment and appraisal report

- No change in the well-established procedure for staff representation (contribution from ad hoc group).

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VIII) Professional objectives

- Objectives recommended but not mandatory.

- Specific cases :
  - Mandatory for underperformance (support plan)
  - Strongly recommended during probationary period.

- Objectives screen refreshed and made more visible in Sysper

- Assessment of objectives attained/not attained/exceeded, where applicable, as part of the AEC section in the appraisal report

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IX) Future development

Two yes/no questions

- "During the dialogue, the JH and RO have discussed the JH's L&D needs, taking into account the JH's career aspirations"
- "During the dialogue, the JH and RO have discussed the JH's perspectives for mobility"

Free text : "The jobholder and reporting officer have agreed that the jobholder will work on the development the following competencies (skills or technical knowledge) - Identify at least one: "
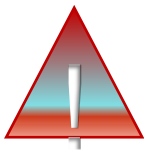
Specific instruction that the content of the 'Future development' section may not be taken into account for the comparison of merits in the context of promotion.

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