



## APPRAISAL AND PROMOTION VADE MECUM 2024

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## Introduction

The principles governing the appraisal and promotion exercise are laid down in the Staff Regulation.

The annual appraisal is both a right and a duty.

The rules laid down in the Staff Regulation obviously remain in force, but new approaches aimed at simplification and clarification were introduced in 2022<sup>1</sup>.

To fit with these changes, DG HR has prepared two guides, one for jobholders and the other for evaluators<sup>2</sup>.

## Phase I: Self-assessment

### General principles

At the beginning of January, you received an automatic notification from Sysper informing you that the appraisal procedure had been launched. You then have 8 working days to complete your self-assessment. This deadline may be extended to take account of justified absences (leave, illness, missions) during this period.

The starting point for writing your self-assessment is:

- a) Your job description; if this does not match the tasks you perform, you must describe the variations between the tasks performed and the tasks set out in the job description.
- b) Your personal objectives, which were set for you, if applicable, during the previous year's appraisal procedure, as well as those which may have been added or modified during the year.

To prepare your self-assessment, you need to be **concise, precise and factual**. Don't be too long in your description and limit yourself to the format available in Sysper. Half a page of A4 for each of the headings to be completed in Sysper (or a little more for the "competence, performance and conduct" heading, which covers 3 different dimensions) can often suffice.

Avoid any controversy. Don't talk about your life or your health. Don't express any judgement on your colleagues or superiors, and don't compare your performance with your peers.

Instead, focus exclusively on your own professional performance, skills and human qualities (conduct) in the workplace.

You will then need to fill in a series of fields in Sysper. We'll go through them below.

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<sup>1</sup> DG HR , Simplification of the evaluation report, December 2022

<sup>2</sup> [EN Guide for jobholders 2024 final.pdf \(europa.eu\)](#)

## First heading: Abilities, Efficiency, Conduct (AEC)

The first section covers 3 different areas of assessment.

These areas are:

1. **Efficiency:** this is undoubtedly where you'll want to start.

This is what you produced during the previous year.

As far as your performance is concerned, we advise you to start with a general assessment such as "in 2023, I achieved all my objectives " or "I met and, in some cases, exceeded all my objectives ".

If some of your objectives have not been met, mention this honestly but without devaluing yourself any more than necessary (for example, with a phrase like "I have met most of the objectives set for me"). In this case, also take the time to explain why certain objectives were not met (change of priorities, lack of resources, etc.).

Furthermore, if you have carried out projects or tasks that are not included in your job description or objectives, mention this clearly and explicitly.

In this section, even more than elsewhere, use precise language for facts that can be observed. Don't hesitate to describe any obstacles encountered (downsizing, replacement of a colleague, change or addition of new tasks, reorganisation).

If there are any particular features of your successes that should be mentioned (very high level of quality, production of a deliverable in an exceptionally short time, savings in time or resources due to your work, etc.), don't hesitate to highlight them.

2. **Skills:** not only your specific professional skills, but also your interpersonal and organisational skills (communication, personal effectiveness, etc.) should be highlighted. Are there any particular skills you would like to highlight?

Don't highlight any training courses you'd like to take (these should be included in the "future development" tab and won't be taken into account when considering your merits for promotion).

Instead, emphasise the qualities that your managers and colleagues recognise in you: do they see you as an excellent communicator? A talented negotiator? An innate organiser?

3. **Conduct:** here you are invited to mention the way in which you work as part of a team, your proactivity and what you bring to the team.

## Second section: languages used at work

Under this heading, you are invited to list all the languages you use, even occasionally, in the course of your work. For example, if you usually speak English or French with your colleagues and work partners, but you

sometimes read documents in Italian and Spanish at work, you should mention all these languages and briefly explain how you use each of them at work. For this section, only the languages used at work should be taken into account.

Note that this criterion of language use at work is taken into account for your promotion.

Please also note that officials are only eligible for a first promotion if they have demonstrated sufficient knowledge (level 6 of the European Commission's language courses or level B2 of the European reference framework) of a third language, from among the official languages of the Union (regardless of whether this third language is used at work or not). This knowledge of a third language is mentioned elsewhere in Sysper and is not part of what must be mentioned under this heading.

However, if you have not yet reached the required level in this third language, you may mention it under this heading, indicating the progress you have made in the current year.

### Third heading: level of responsibility

Under this heading, list all the responsibilities you have assumed during the year. These responsibilities may be managerial, but may also relate to team management or the management of important files (e.g. relating to political priorities or budgetary responsibilities), or to representing the institution or DGt, etc.

### Fourth section: general comments

This fourth section gives you the opportunity, if you wish, to highlight your most important achievements of the current year by summarise them briefly, or to highlight important facts about the past year.

### Fifth and final section: future developments

This section, which is not taken into account when awarding promotions (in order to avoid, in particular, a request for training being interpreted as a lack of qualifications or skills), allows you to express your requests for training, professional development, coaching, etc. It may also allow you to express your wishes for mobility.. You can also underline and motivate your wish for career development, both in terms of level of responsibility and possible promotion.

### Question: should I renew my assessment from the previous year?

If you consider your previous appraisal report to be satisfactory, you can ask for its carry overwith the agreement of your reporting officer . However, apart from exceptional cases (for example, if you carry out repetitive tasks that do not vary significantly from one year to the next), we recommend that you take the opportunity of the appraisal exercise to clarify your activities and put them into perspective, or even to highlight new tasks or changes in the quality of your work.

### And if the opportunity of certification appeals to you?

If you would like to apply for the certification exercise (from grade AST5 upwards), tick the appropriate box

and describe the AD tasks you already perform. Don't forget to indicate your responsibilities! If you have already taken on AD tasks at grade AST 3 or 4, don't hesitate to mention this too in this part of your assessment report.

### What about my work in the interests of the institution?

And don't forget to mention any work you may have done in the interests of the institution (joint committees, juries, correction of written tests, etc.). This applies equally to colleagues appointed by the administration or by the Staff Committee for this type of work.

### How can I find help to write my self-assessment?

If you need any help or advice on your self-evaluation project, please contact us via the [u4unity.eu/services](https://u4unity.eu/services) page or by writing to us at [HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu](mailto:HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu).

## Phase II: Dialogue

Your reporting officer, usually your head of unit, will invite you to a formal discussion. Under no circumstances should you refuse to take part to it. You may ask for the date of the discussion to be changed if you are experiencing work-related difficulties or for health reasons.

If you report to an intermediate hierarchical superior (head of sector, etc.), the evaluator may ask him/her to be present during the dialogue, with your agreement. On the other hand, you may be accompanied during the dialogue, with the prior agreement of your reporting officer.

For units with more than 20 staff, the head of unit may delegate the appraisal function to an AD-grade official in his/her unit, in agreement with the Director General. In the case of large units, Heads of Unit may also delegate the preparatory work of evaluation (organisation of the dialogue and the report) to an official in the same unit (regardless of his/her grade). The Head of unit remains the reporting officer and signs the evaluation report. As a general rule, the Director remains the appeal assessor.

### **The appraisal interview: an important stage**

The appraisal interview precedes the adoption of the final report and is based on your self-assessment. It is a substantial stage in the appraisal system. This interview involves a direct dialogue between the job holder and the evaluator. This dialogue must take place in a structured manner. It is therefore important to prepare and engage in the discussion in order to get the most out of it.

The appraisal interview only concerns this procedure. Under no circumstances can it replace interviews scheduled under other procedures (termination or end of contract, indiscipline, professional inadequacy, etc.).

The purpose of the dialogue is to evaluate the job holder's performance over the previous year. In the best of cases, this dialogue is an opportunity to take a constructive look at the past and the future, mentioning the jobholder's efficiency, competences and conduct in the unit.

During this dialogue, pay particular attention to the following points:

Write down the points you really want to discuss and come back to them if they haven't been covered.

Among these points, you may wish to address, for example:

- Your training needs. The dialogue is an opportunity to indicate all your needs, to plan them and also to ask your assessor for help with any guidance you may need.
- Objectives for the following year. These are recommended, but not compulsory, except in cases of under-performance or probationary period. Ideally, these objectives should be SMART. This is not always possible. In that case, you should make sure that this is recognised. Do not hesitate to challenge unrealistic objectives or whose achievement depends on external conditions (e.g. position of Member States, availability of sufficient resources) over which you have no control.
- Your career prospects (promotion, mobility). Find out what your evaluator appreciates about your career development: also discuss your promotion prospects, bearing in mind that these are not decided during this interview.

The dialogue should take place in a calm and serene atmosphere. If this is not the case, you must remain calm, polite and correct at all times.

If the dialogue did not take place in a respectful, calm and courteous atmosphere, you may consider appealing your assessment or mentioning any incidents in the notes to your report if you deem it justified

If this is the case, don't hesitate to ask for our help: [u4unity.eu/services](http://u4unity.eu/services) or [HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu](mailto:HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu).

**Important:** the qualitative assessment by the evaluator concerns, on the one hand, intermediate conclusions on each of the AEC criteria (abilities, efficiency, conduct), responsibilities, languages actually used at work, and on the other hand, an overall conclusion on the appraisal exercise as a whole.

- If your evaluator informs you that your performance is not satisfactory for one or more criteria, discuss the difficulties encountered and the solutions to be envisaged. Take this discussion very seriously, in a constructive way, i.e. by really looking for elements that will enable you to better understand the situation. If necessary, schedule an interim review meeting during the coming year to discuss the progress made.
- If your evaluator informs you that your performance will be marked "inadequate", this should be a wake-up call! Take this assessment very seriously, especially as this rating is often given after consultation with DG HR, and discuss the difficulties encountered and the solutions to be considered, including quick mobility. In this case, contact us to take stock of the situation and see

#### SMART criteria

**Specific:** the action and its results must be clearly described and defined.

**Measurable:** The results must be measurable, and the quantified indicators must be indisputable and recognised as such by the person being assessed.

**Achievable:** The objective must be reasonably attainable, it must be achievable and rely solely on the motivation of the employee or be readjusted if the context changes.

**Realistic:** It must be directly linked to the activity of the official, who must be able to achieve it without having to rely on external factors.

**Time bound:** it must be time-bound, with an end date and possibly intermediate targets.

what needs to be done. Unsatisfactory performance must be based on factual elements and confirmed by a validator. This validator is generally the Director. The measures applicable in the event of professional incompetence<sup>3</sup> are set out in article 51.2 of the Staff Regulation and the General Provisions for Implementing the Staff Regulation.

## Phase III: The appraisal report

The qualitative assessment report will be drawn up by the reporting officer within 10 working days of the dialogue. It must reflect a truly personalised assessment of the jobholder's efficiency, abilities and conduct. The level of responsibility should also be assessed, or even confirmed.

Your assessment report will be sent to you in Sysper, and you will then have 5 working days to take one of the following actions:

- 1) Accept the report ;
- 2) Add comments in the relevant section of the report (be factual and avoid emotional reactions);
- 3) Refuse the report and appeal to the appeal evaluator explaining the reason for your disagreement. Please note: it will not be possible to add new elements that were not present during the self-assessment or dialogue phase.

This deadline is extended to take account of justified absences (leave, illness, missions) during this period.

**Don't face a problem alone!**

Contact U4U for help and advice:

[u4unity.eu/services](http://u4unity.eu/services) or [HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu](mailto:HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu)

## Specific measures on the performance of managers

For jobholders occupying a function with the job title "Head of Unit or equivalent", the annual report must include a conclusion indicating whether or not the jobholder's managerial performance has been satisfactory. This will appear in Sysper in the "General comment / Dialogue" section. For seconded heads of unit, the conclusion will also appear. If they have not exercised a managerial function during the reference period, evaluators should select the alternative "N/A" for managerial performance.

Managerial performance should be assessed in relation to the jobholder's objectives/tasks and the competencies set out in the EPSO framework for managers. In particular, the ability to motivate and lead a team and the management of probationary periods and periods of professional incompetence will be assessed. An unsatisfactory conclusion on a jobholder's managerial performance should also be based on factual elements which must be reflected in other sections of the appraisal report.

The main purpose of an unsatisfactory management performance appraisal is to draw the jobholder's attention to certain difficulties and to put in place appropriate support to remedy the situation.

If the managerial performance of middle management staff is considered unsatisfactory in the last annual report, a procedure with a view to reassignment to a non-managerial function may be launched by the

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<sup>3</sup> See a tutorial on this procedure: [http://u4unity.eu/document3/U4U\\_FORM\\_insuffisance.pdf](http://u4unity.eu/document3/U4U_FORM_insuffisance.pdf)

Director-General concerned. Such a procedure must be launched if managerial performance has been considered unsatisfactory in two of the last three annual reports. For more information on the procedure, please consult Article 14(1)(b) of Decision C(2016)3288 concerning middle management staff.

Please note that the assessment of managerial performance is complementary to the assessment of general performance. The two aspects do not necessarily have to be linked, i.e. unsatisfactory managerial performance does not automatically lead to a similar conclusion with regard to general performance.

## Phase IV: The appeal dialogue

- If you reject your assessment report, the appeal evaluator (usually the Director) will invite you for a second discussion within ten working days of your appeal.

You can be accompanied by a colleague or a member of U4U. You can contact us via the website: [u4unity.eu/services](http://u4unity.eu/services) or [HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu](mailto:HR-REP-PERS-U4U-ASSISTANCE-INVIDUELLE@ec.europa.eu), documenting your request. Your appeal evaluator may also invite another member of staff, except your first evaluator.

The appeal dialogue is limited to the elements that are already included in your self-assessment or that were mentioned during the first dialogue or when you requested the appeal.

The appeal evaluator will enter his decision in Sysper (amendment of the first report or confirmation) within 20 working days of the appeal. Comments from those present during the second dialogue may be included.

- If you reject your report as unsatisfactory, the appeal evaluator (usually the Director General) will invite you for a second dialogue and decide whether the report should be modified. The appeal evaluator will consult DG HR before making his or her decision. Your line manager must propose remedial action.

Your report will then be closed, completing the annual evaluation process.

In the event of disagreement, you can always lodge a complaint<sup>4</sup> under Article 90(2), and then, if necessary, appeal to the European Union Civil Service Tribunal.

## Phase V: Promotion

### V.a. General principles for promotion

The promotion process follows the appraisal process, but a good appraisal does not guarantee promotion, which must take account of the comparison of the merits and seniority of the various officials and other staff eligible for promotion, within the same grade in the same Directorate General, according to budget availability (i.e. the number of possible promotions per grade, allocated by the DG HR to the Directorate General).

The Commission asks the budgetary authority for the financial resources (number of promotions) provided for in Annex 1B to the Staff Regulations. DG HR then distributes the promotion quotas to the Directorates-

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<sup>4</sup> Tutorial on this procedure: [http://u4unity.eu/document2/U4U\\_FORM\\_art90.pdf](http://u4unity.eu/document2/U4U_FORM_art90.pdf)



General and departments, on the basis of a quota for each grade, depending on the number of officials eligible for promotion.

In addition to these percentages, the Commission must also respect the collective guarantees negotiated by the unions. They also obtained that these collective guarantees and the budgetary means defined by the Staff Regulations to finance promotions be the subject of an annual assessment by the joint committee in charge of monitoring the appraisal/promotion process. Corrective measures are proposed in the event of non-compliance with the collective guarantees and promotion rates set out in Appendix IB of the Staff Regulations.

- Average seniority by grade (the statistical average length of service in a given grade) is set out in Annex IB to the Staff Regulations<sup>5</sup>, in the form of promotion rates expressed as a percentage to be assessed over a five-year period:

Grade	Assistants		Directors	
	Status	Average seniority	Status	Average seniority
13	-		15 %	6.6 years
12	-		15 %	6.6 years
11	-		25 %	4 years
10	20 %	5 years	25 %	4 years
9	8 %		25 %	4 years
8	25 %	4 years	33 %	3 years
7	25 %	4 years	36 %	2.8 years
6	25 %	4 years	36 %	2.8 years
5	25 %	4 years	36 %	2.8 years
4	33 %	3 years	-	
3	33 %	3 years	-	
2	33 %	3 years	-	
1	33 %	3 years	-	

Grade	Secretaries / Clerks	
	Status	Average seniority
SC 4	15 %	6.5 years
SC 3	17 %	5.9 years
SC 2	20 %	5 years
SC 1	25 %	4 years

For grade AST4/D, the rate is 10%.

- Collective guarantees ensure that a percentage of staff in the grade are promoted no later than average seniority for the majority of grades. Thus, at the beginning of a career (AST 1 to 4 and AD 5 to 8) **85% of colleagues must be promoted within 3 years**. At mid-career (AST 5 to 9 and AD 9 to 12) **75% of colleagues should be promoted within 4 years**.
- Beyond that, i.e., when moving from AST 9 to AST 10 (maximum of 8%), the appointment process is reserved for senior assistants. The normal promotion system then resumes from AST 10 to AST 11 (promotion rate of 20%). There are no collective guarantees for these last grades.
- For ADs at the end of their career who are not managers, the transition from AD 12 to AD 13 consists

<sup>5</sup> 33% means an average waiting time of 3 years; 25% an average waiting time of 4 years; 20% an average waiting time of 5 years and 15% an average waiting time of 7 years.

of an appointment process limited by a rate in accordance with Annex IB, which is a maximum of 15%<sup>6</sup>. For ADs 13 to 14 who are heads of unit or senior experts or advisers, the promotion rate is a maximum of 15%. These promotions only concern heads of unit and advisers and equivalent staff (a small percentage of AD 12s and 13s - around 5% - are said to be *equivalent*). The latter acquire this "qualification" by appointment and can then be promoted (but there is no guarantee that this will be the case). These promotions to higher grades are not covered by the collective guarantees.

- Other AD 12s and AD 13s who are not heads of unit, advisers or equivalent are excluded from the promotion system.

Collective guarantees are important for the smooth running of the exercise. They enable career progression for as many civil servants as possible.

Of course, these collective guarantees are statistically applicable to the entire population of each grade. A given individual may be promoted at the average rate provided by these guarantees, but he or she may also benefit from a fast career or, if his or her performance is less satisfactory, a slow career.

### V.b. Entries on the list of proposals for promotion by the Director-Generals

Once the appraisal procedure has been completed, the Heads of unit discuss with their Directors the list of people they consider worthy of promotion. The Directors then discuss their proposals with the Director General, who usually acts as referee between the proposals of his Directors, taking into account the promotion quotas allocated to the DG.

Each DG receives a promotion quota per grade (e.g. 5 promotions for AST 4s, 8 promotions for AST 5s, 5 promotions for AD 5s, etc.). The Director General can use a cascade system, i.e. he/she can decide not to promote an official to a given grade, even if he/she has the necessary quota, and use this quota for a lower grade. Each DG can use this option 6 times for ADs and six times for ASTs, depending on the size of the DG. Cascades are always from the highest to the lowest grades and by category only. They are essentially used to speed up promotions for deserving colleagues at the beginning or middle of their careers, or to make up for a lack of quota for a grade that needs it. Finally, these cascades also serve to make full use of the budgetary resources made available to the institution each year.

### V.c. Director- Generals meetings with Staff Committee representatives

Before validating its list of people proposed for promotion, each Director General organises a meeting with Staff Committee representatives to discuss the Directorate General's proposals grade by grade. These meetings normally take place in May or June. At this meeting, staff representatives raise objections if a promotion does not seem justified or if a promotion that seems deserved is not proposed.

It should be pointed out that this is done as part of a consistency exercise between officials of the same grade through the Commission, questioning seniority in the grade, merit, responsibilities, as well as other objective elements such as mobility. They may also suggest solutions. If necessary, the Directors General can modify their proposals following this meeting. Each DG then finalises the list of proposals and sends it to DG HR for verification.

In this context, if you feel you need to draw the attention of staff representatives to your case, please do not hesitate to contact the U4U representatives in particular before the meetings are held (**HR-REP-PERS-**

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<sup>6</sup>In practice, these rates are much lower and, depending on the year, range from around 5% to, more rarely, 10%.

[U4U-ASSISTANCE-INDIVIDUELLE@ec.europa.eu](mailto:U4U-ASSISTANCE-INDIVIDUELLE@ec.europa.eu)).

### V.d. Publication of DG decisions and possibility of appeal against non-inclusion in the list of proposals for promotion by the DG.

The Director Generals proposals are normally published in Sysper in June each year. You then have five days to enter an appeal in Sysper, if you are not proposed by your Director-General.

You must then justify your appeal by explaining why, in your opinion, your seniority in the grade, your merits as described in your appraisal report and the responsibilities actually carried out merit a promotion. Your appeal must be concise and factual.

**U4U can also assist you in this phase. Contact us if you need any help ([u4unity.eu/services](http://u4unity.eu/services)).**

The appeals are then examined (normally in September) by working groups which prepare the meetings of the Joint Promotion Committees.

In October, the appeal will be submitted to a Joint Promotions Committee (made up of the DG HR, your DG and staff representatives). The Committee can either reject the appeal or accept it.

It should be noted that the Promotion Committee has a quota of 5% of all promotions for the current year at its disposal to respond to appeals.

Once the Promotion Committee has recommended a list to the Appointing Authority (AA), by adding names to the Director-Generals' proposals, the AA - in this case, the Director General of the HR - carries out a new check and normally adopts the final list.

Promotions take effect on 1<sup>er</sup> January of the current year. They take effect on the pay slip for December of the current year with retroactive effect.

### V.e. Complaint under art. 90§2 against non-proposal for promotion

If you are not on the list adopted by the Appointing Authority, you can still appeal.

If you are not promoted, you can lodge a complaint in accordance with art. 90§2 of the Staff Regulations.

Please note that this claim is not a request for a new comparative examination of your merits.

Article 90.2 will limit itself to verifying that all procedural rules have been followed and that no obvious error has been made.

This complaint can be lodged once the final promotion lists have been published. This complaint<sup>7</sup> must be lodged within 3 months of the publication of the promotion lists.

It is recommended (but not compulsory) to have already made the appeal mentioned above (via Sysper) before lodging an appeal on the basis of Article 90.2, but this appeal does not change the 3-month time limit for lodging your complaint.

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<sup>7</sup> See [http://u4unity.eu/document2/U4U\\_FORM\\_art90.pdf](http://u4unity.eu/document2/U4U_FORM_art90.pdf)

An art. 90§2 claim will only have a chance of success in a very limited number of cases. Before taking the plunge, consult U4U ([HR-REP-PERS-U4U-ASSISTANCE-INDIVIDUELLE@ec.europa.eu](mailto:HR-REP-PERS-U4U-ASSISTANCE-INDIVIDUELLE@ec.europa.eu)) or a lawyer. If you are a member of U4U, you can obtain free legal advice.

### V.f. Action before the Court

If the Art. 90§2 claim fails, you can always lodge an application with the General Court of the European Union. Before taking this step, it is of course necessary to have your case assessed by our lawyers, because to have a chance of success before this Court (whose procedures are complex, long and costly), you must be certain of being able to present particularly solid arguments. Case law can be accessed via the CURIA application.

In addition, the grounds developed in an appeal must already have been invoked in the text of the Article 90 § 2 complaint. So if you intend to go all the way to the Court, you need to draft the Article 90 § 2 complaint very carefully. In practice, this requires the **intervention and expertise of a lawyer**.

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### What if I'm on contract?

The advice for drafting the self-assessment for contract agents is mutatis mutandis the same as that given above for officials and temporary agents. The same applies to the steps following validation of the appraisal report.

However, reclassifications (promotions) have far fewer budgetary resources than those for civil servants, and the resulting salary increases are less significant. For U4U, without changing the Staff Regulations, improving the remuneration of contract agents involves not only improving the performance of reclassification rates but above all the possibilities offered for moving up to higher function groups, obtaining subsequent contracts for temporary agents and finally the annual organisation of internal competitions to improve the situation of this staff who are essential to the smooth running of our Institution.

Grade	Seniority average
GFI 1	3 years
GFI 2	8 years old
GFII 4	3 years
GFII 5	6 years old
GFII 6	8 years old
GFIII 8	3 years
GFIII 9	5 years
GFIII 10	6 years old
GFIII 11	8 years old

GFIV 13	3 years
GFIV 14	4 years
GFIV 15	5 years
GFIV 16	6 years old
GFIV 17	8 years old

## In conclusion

We cannot stress enough the importance of **taking the utmost care with your self-assessment**, regardless of your promotion prospects for the reference year. It is the reference for all the successive stages of the appraisal and promotion process. The promotion exercise itself is based not only on seniority in the grade but also on merit criteria based on all the existing appraisal reports since your last promotion.

## Indicative timetable

NB: the exact dates for the current year can be found on *MyIntracomm*

### Indicative timetable for the appraisal exercise

Date	Stage	Comments
Early January	Start of self-assessments	Sysper is open for self-assessment.
From mid-January	Dialogues	Provided that the self-assessment has been completed and the evaluator is available for the dialogue, the dialogue can take place as early as the second week of January.
	Deadline for signing self-assessments	All jobholders 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.
	Deadline for dialogues	A different deadline may be set by the DG, provided that the final reporting deadline is met.
February	Deadline for signing the report	Within 10 working days of the dialogue
	Transmission of reports to jobholders	Reports are forwarded to jobholders as they are drafted.
end February	Deadline for comments and appeals	Jobholders have 5 working days, not including days without access to Sysper, from the date of transmission of the report to make their comments or appeal (with the possibility of requesting a dialogue).
March	Deadline for decisions on appeals	Modification or confirmation of the report by the appeal evaluator, after dialogue if requested, must take place within 20 working days of the appeal.

### Indicative timetable for the promotion exercise

Date	Step
January-February	DG HR informs DGs of promotion opportunities by Grade
April - May	Preparation of DG proposals
May - Early June	Staff Committee meetings with Director Generals

mid-June	Proposed promotions communicated to staff in Sysper
Appeals against non-proposal for promotion (5 working days)	Calls must be entered in Sysper within 5 working days. The deadline is extended in the event of justified absence.
September	Staff Committee working groups examine appeals for non-promotion and prepare the work of the Promotion Committees
mid-October	The AD and AST Promotion Committees meet in plenary session to discuss promotion proposals.
late October-early November	Decision and publication of the final list of promotions