1. *Please allow me a personal question …*

2. Definition and Scope

3. The ECB’s way of doing it

4. Critical reflection

5. „I have a dream …“
1. Please allow me a personal question …

• Photo and question will be added for actual presentation and for ex-post delivery, but not for the hand-outs (surprise element, sorry 😊)
2. Definition and Scope

Performance Evaluation is …

• … a formal process…
• … to assess …
• … an individual‘s …
• … contribution …
• … with regard to a certain deliverable …
• … typically as part of a wider framework.
2. Definition and Scope

Performance Evaluation is a formal process...

• Documented
• Systematic
• Periodic

... to assess ...

• Measuring
• Comparing
2. Definition and Scope

Performance Evaluation is a formal process to assess an individual’s …

- Adapted
- Relevant

… contribution …

- Actions
- Behaviour
- Output
2. Definition and Scope

**Performance Evaluation** is a formal process to assess an individual’s contribution with regard to a certain deliverable …

- Task
- Job
- Position

… typically as part of a wider framework.

- Performance management
- Career development
- Organisational development
3. The ECB’s way to do it

The ECB appraisal system
(as presented by the HR department):

• Performance and development tool
• Covers both past performance and the expectations of the appraiser and the appraisee for the year ahead
• Designed to foster a structured dialog between appraisers and appraisees
• Get better in doing the right things in the right way
• Shall be embedded in a continuous and timely feedback throughout the performance period
• No direct or mechanic link to the Annual Salary and Bonus Review (ASBR) which is presented as a comparative exercise.
3. The ECB’s way to do it

The ECB appraisal form

... (names of appraiser, appraisee, date etc.)

3. Previous performance cycle
   3.1 Key responsibilities & agreed objectives
   3.2 Assessment on values & competencies
   3.3 Input from other managers

4. Forthcoming performance cycle
   4.1 Key responsibilities & objectives
   4.2 Improvement and development measures

5. Summary assessments (first appraiser, second appraiser and appraisee)
3. The ECB’s way to do it

The ECB values

- Competence
- Effectiveness & efficiency
- Integrity
- Team spirit
- Transparency & accountability
- Working for Europe
3. The ECB’s way to do it

The ECB competencies

<table>
<thead>
<tr>
<th>Interpersonal competencies</th>
<th>Task oriented competencies</th>
<th>Personal competencies</th>
<th>Information oriented competencies</th>
<th>People Management competencies (for managerial roles)</th>
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<td>Achieving Objectives</td>
<td>Commitment</td>
<td>Processing</td>
<td>Guiding People</td>
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<td>Stress Resilience</td>
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<td>Emotional Intelligence</td>
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</tbody>
</table>
3. The ECB´s way to do it

**Multi-source feedback (for managers)**

- 270 degree online assessment with input from all subordinates, external counterparties and other managers at the same level; line manager excluded here as he/she provides his/her feedback in the appraisal)
- Self-assessment by the manager
- One-to-one coaching session by the external consultant with the handout of a detailed report summarising the input received
- Bi-annual exercise (one year for all senior management and Heads of Division, second year for all Heads of Section)
4. Critical reflection of the ECB approach

• Lack of consistency between appraisal and individual salary increases (ASBR)
• Although intended as an ongoing process, factually the appraisal is a tick-box exercise performed once a year
• Lack of consistency of the process across business areas
• ECB values: not lived top-down, but expected bottom-up, when it fits the interest of the institution
• ECB competencies: some of the inter-personal and personal competencies are defined in a rather unspecific way and can/have been misused to limit e.g. diversity
5. “I have a dream”

... that once the ECB will have a fair and balanced performance evaluation system, which

• ... will be consistent
• ... has robust checks implemented to avoid misuse
• ... is really an ongoing process throughout the year
• ... motivates staff rather than causing demotivation