

- CSAIO 2008 -

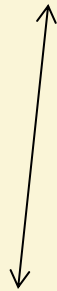


Performance Management (OECD)

EMBL - Heidelberg , 18-19 September 2008

PERFORMANCE MANAGEMENT AT THE OECD (1)

The evaluation = based on **individual objectives**



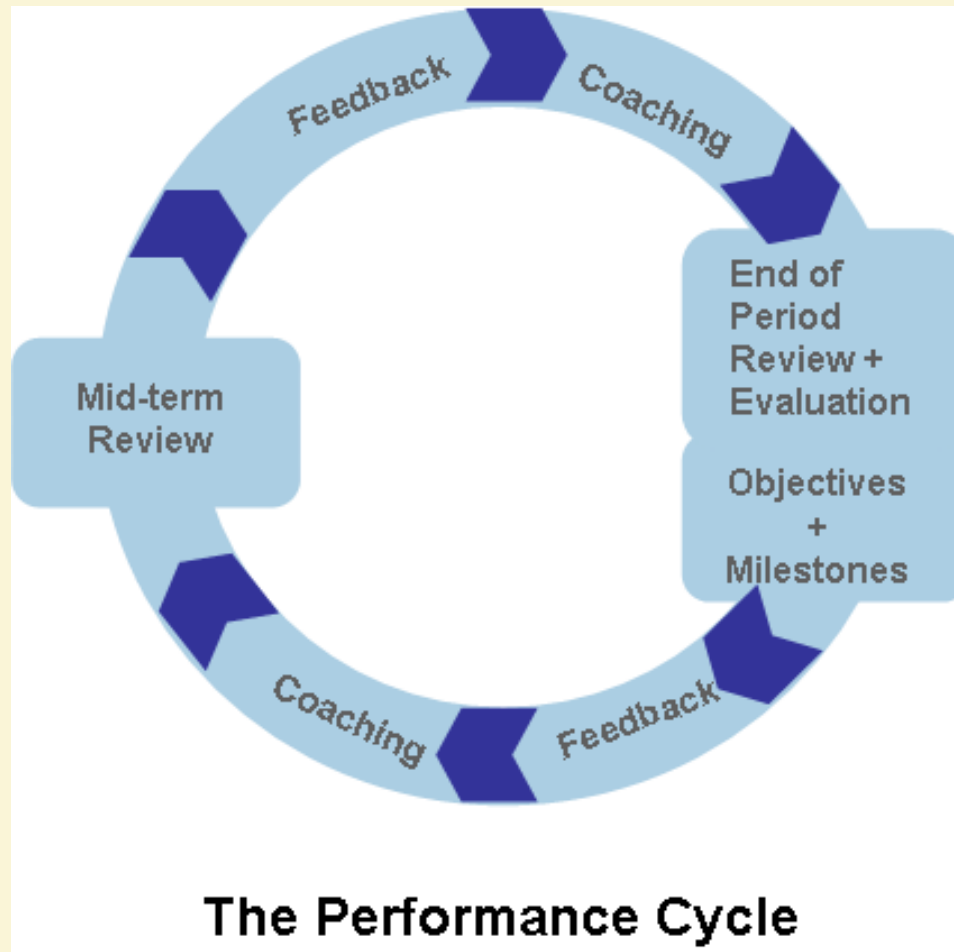
agreed upon by the official &
the immediate manager at
the beginning of each cycle

- **formal**
- **every year**
- for each OECD official
- carried out by the immediate manager

→ Continuous process (midterm review, ongoing coaching and permanent feedback)

PERFORMANCE MANAGEMENT AT THE OECD (2)

June
Mid-year
review




December
Performance
evaluation
and rating

January
Setting of
objectives

REFORM

January 2008

 OECD launches a revised performance management process

One of the priorities of the current HR policy reform

Objectives of the revised process:

- Introduce **common performance standards** and **practices**
- Enhance **fairness and consistency** in evaluating staff performance
- Strengthen the **performance culture** within the Organisation
- **Motivate** and develop high-quality staff

MAIN CHANGES (1)

All staff, including Directors, participate in the performance management process

One standard electronic form for all

The individual **objectives** shall be **linked** to the **Programme of Work and Budget** and the **OECD Core Competencies**

*Drive for Results, Commitment to Diversity, Accountability, Teamwork, Planning & Organisation, Client Orientation, Technological Awareness, Commitment to continuous Learning, Effective Communication, Creativity & innovation.
+ (M) Managing performance effectively, Decision-making, Leadership, Vision*

! The SMARTT criteria (specific, measurable, agreed, realistic, time bound, tough) **are still observed.**



MAIN CHANGES (2)

Advancement
will be awarded
**at the same
date** (1st May).

(Previously the step increase was granted on each official's anniversary date of entering the OECD)

Salary steps are **not automatically** granted upon seniority anymore
→ depends on the **performance evaluation** and **rating**

Consistency and Control:
Standardisation of the
**Management Review
Group**

! The **Performance Improvement Plan** will be refined
*A PIP may be initiated for a period of **3 to 6 months** when the supervisor considers that the official's performance is/may be unsatisfactory at the end of the annual cycle.*

MAIN CHANGES (3)

New Performance Rating Scale

Outstanding

Has achieved all objectives agreed
+ significantly exceeded those of highest
priority



Step increase
+ eligibility to exceptional step
+ consideration for special
development activities

Excellent

Has achieved all the objectives agreed
+ exceeded some



Step increase
+ consideration for special
development activities

Fully satisfactory

Has achieved all or most of the objectives agreed
+ has taken all reasonable steps to achieve the
remainder



Step increase

Partly satisfactory

Has achieved some of the objectives agreed +
taken some steps to achieve the remainder



**Deferred award of a step
increase by 6 months**
if at mid-year review performance
rated “fully satisfactory”

Unsatisfactory

Has not achieved the majority of objectives
agreed



No step increase
+ performance improvement
measures agreed with official

NEW RECRUITS

- ✓ Those recruited **less than 6 months before end of cycle** will receive a review based on objectives set on their arrival but **will not qualify for a step increase** (probationary period)
- ✓ Those recruited **6 months or more before end of cycle** will receive **same treatment** in process as all OECD officials

CONSEQUENCES ON REMUNERATION & CAREER

Effects on the Remuneration

The performance evaluation will have an **impact** on the advancement **for the first time in 2009**

Neither bonuses nor premiums are envisaged at the moment

For officials at the top step of their salary scale, **non-financial awards** (special development activities)

Effects on the Career



*“**Develop** each official’s **individual competencies** and – eventually– **career** through greater **job-satisfaction**, increased **effectiveness** and efficiency”.*



But too early to determine!

Association du personnel, OCDE



THE STAFF ASSOCIATION'S POSITION

- The Staff Association **approves, in principal,** the reform...
 - 1). the managers evaluate in a **fair** manner all their staff
 - 2). the evaluation is **harmonized** between Directorates
 - 3). the managers have the possibility to **reward** the good elements
- ...but has **reservations:**

Officials at the **top step of the salary scale** will be **blocked** (as today).

Officials leaving before **1st of May** of a given year.
Our proposition:
advancement **on a pro-rata basis** for those who have worked **6 months or more** before 1st of May.

Compatibility with the **budgetary constraints?**
(→ zero nominal growth principal)

WHAT'S NEXT

The HRM envisages to:

- ➔ **update the Staff Manual**
- ➔ **draft a new annex to the Staff Manual**
describing the modalities of the performance management
- ➔ **amend the complaints procedure**
(Regulation 22 of the Staff Manual concerning dispute settlement)
- ➔ **abolish grades** and establish a **job family system**

Thank you for your attention!

Any questions?