



Staff  
Association

# Performance evaluation and its consequences for career development

CSAIO, 11-12 October 2018  
European Parliament in Brussels, Belgium

# Performance Development Review Process



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- The aim of performance management system is **to foster communication and provide feedback and guidance** to staff members and other personnel. It is important, in an effective system, to ensure that exemplary performance is recognized, acknowledged and rewarded.
- Performance management is a shared responsibility between the staff member and the supervisor and **is an ongoing collaboration throughout the Performance and Development Review (PDR) cycle**.
- The PDR shall be a **constructive, objective, fair and transparent** process. It is intended to serve as a tool to facilitate an ongoing **collaboration** between the supervisor and the staff member that focuses on **communication, planning and development**, and **regular feedback**, to avoid surprises at the time of assessment.
- The PDR process shall also provide the supervisor and the staff member with opportunities for wider discussions on work related issues and to **recognize** the staff member's contributions throughout the PDR cycle.

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**Resolution (A/RES/72/255) adopted by the General Assembly  
on 24 December 2017**

1. **Approves** the proposed principles and guidelines for performance appraisal and management for the recognition of different levels of performance, as recommended in paragraph 65 and annex VI of its report for 2017;
2. **Recommends** that the organizations utilize the aforementioned principles and guidelines for recognizing different levels of performance, including non-cash awards and addressing underperformance.

▶ Mandatory

**Rule 3.06.1 - Performance and development review process**

“All staff members up to and including the Director level **shall** be subject to the performance and development review process referred to in Staff Regulation 3.06...”

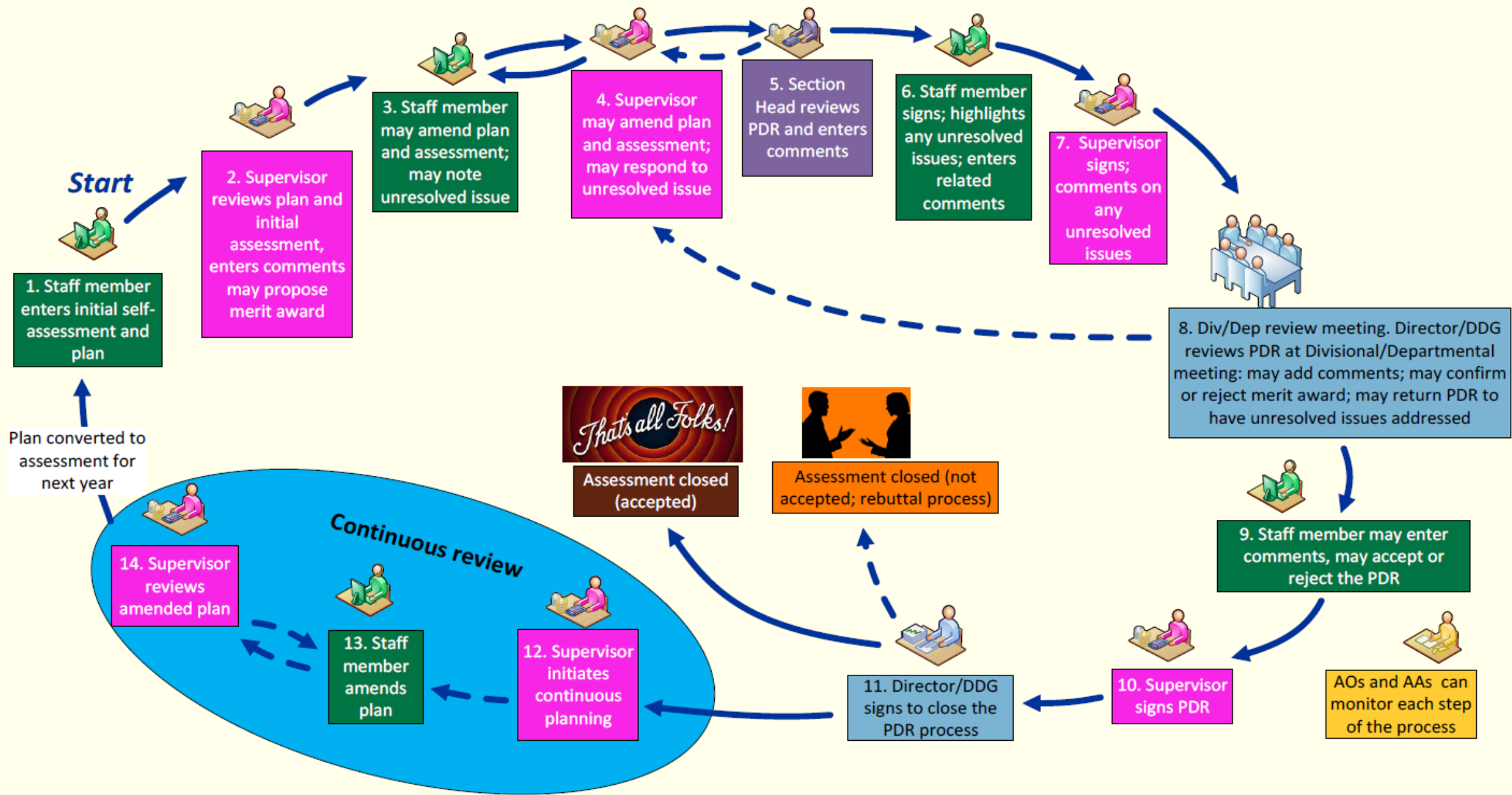
▶ The PDR Report is referred to for:

- Contract extension or non-extension
- Step increase
- Career and staff development
- Merit award / Merit promotion nominations
- Job application
- Review and classification of job descriptions

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# Performance Development Review Process and the role of Staff Council



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- At any time during the process, either the staff member or the supervisor may, on notifying the other, invite another staff member – e.g. Staff Representative, Staff Counsellor, MTHR or a trusted colleague – as an observer to the meeting(s).

# Performance Development Review Process and the role of Staff Council

- The staff representatives' role is **to represent the interests** of a staff member if requested to do so by the staff member; to **monitor the fairness, consistency and transparency** of the Divisional/Departmental Review Meeting in accordance with the applicable Staff Regulations and Staff Rules, policies and procedures;
- To ensure that staff members are being **fairly treated both individually and with respect to their colleagues**. This is particularly important in cases where a staff member's performance is assessed as 'Inconsistently meets expectations' or 'Does not meet expectations'.

# Performance Development Review Process and the role of Staff Council

**Prior to Divisional/ Departmental Review Meetings,  
the Staff Representatives shall receive:**

- List of nominations submitted through AIPS
- PDRS of staff in your EU where nominations for awards, unresolved issues and cases of performance shortcomings are going to be discussed.
- Justifications
- Performance Improvement Plans (PIPs)



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## PROCEDURES FOR ADDRESSING AND RESOLVING PERFORMANCE SHORTCOMINGS

- When a performance shortcoming(s) is identified a supervisor should proactively assist the staff member to remedy the shortcoming(s).
- Many performance shortcomings can be resolved through effective communication between supervisors and their staff.
- Frequent feedback lessens the likelihood that the staff member will be surprised if it becomes necessary to take formal steps to resolve performance shortcomings.

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## PROCEDURES FOR ADDRESSING AND RESOLVING PERFORMANCE SHORTCOMINGS

- If informal attempts to resolve the performance shortcoming(s) do not work, the supervisor should request a formal meeting with the staff member.
- A time-bound Performance Improvement Plan (PIP ) with clear targets for improvement shall be initiated.
- PIPs may cover up to a period of six (6) months (certified sick leave or leave approved prior to PIP coming into effect are not included)
- The PIP provides a formal opportunity for the staff member to improve his/her performance.

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## PROCEDURES FOR ADDRESSING AND RESOLVING PERFORMANCE SHORTCOMINGS

- If at the end of the established duration of the PIP the supervisor deems that the staff member has reached an acceptable level of performance, the PIP will be closed.
- If the supervisor deems that the staff member subsequently has made progress in improving his/her performance, but has still not met the required level of performance within the established time frame, the PIP may be extended without exceeding the maximum 6 months duration of the PIP.

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## PROCEDURES FOR ADDRESSING AND RESOLVING PERFORMANCE SHORTCOMINGS

- If the supervisor deems that the staff member fails to improve to an acceptable level by the end of the maximum PIP period, the PIP will be closed.
- The supervisor shall then make his/her recommendation for further action:
  - Withholding of the next step increment;
  - Contract extension for a shorter period;
  - Non-extension of contract; or
  - Termination of appointment in accordance with Staff Regulation 4.01.
- If the proposed measures to be taken are justified, a higher-level meeting with the same composition as the Divisional or Departmental review for PDR reports shall be convened.

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## REWARD FOR PERFORMANCE

There are three different ways to recognize outstanding performance:

- Immediate Recognition Rewards;
- Awards (including the Superior Achievement Award and Merit Award);
- Merit Promotions.

