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STAFF ASSOCIATION

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PERFORMANCE APPRAISAL OR LET'S PUT IN WRITING WHAT IS BEING DONE ON THE QUIET

On 25 October, the CERN Staff Council agreed with the proposal to expand the current system of periodic reviews by supplementing it with formal performance appraisal.

This step has been kept back until some experience of the periodic reviews was gained.

Before the Association made its formal position known at the Standing Concertation Committee, we reminded the Management Board that 1989 was to be a trial year during which performance appraisal should serve only as an auxiliary element in the normal procedure for annual promotions and as a basis for exceptional performance awards in 1989.

The Association reserves its position on the ways appraisal should be applied for these purposes and which will need discussion at the Standing Concertation Committee.

THE ASSOCIATION THEREFORE MAINTAINS ITS POLICY FORMULATED MANY YEARS AGO:

. On 3 June 1980 at the Standing Advisory Committee the Association endorsed the document entitled "CERN Staff Policy".

"9. Appraisal

It is the Organization's intention that each immediate supervisor shall have regular discussions with the members of his staff in order to review the progress of the work; the staff member's performance, personal objectives and career progression...".

. In 1982, the Association accepted the "Darriulat Report" with its 19 recommendations.

"Recommendation 3 reads:

that studies be continued, both inside and outside CERN, in order to draw up proposals for career paths, which, once accepted, would make it possible to allocate every member of the personnel to a path...

Recommendation No 5 reads:

that a normal rate of progress along the career paths be defined ...

Recommendation 13 reads:

A performance appraisal scheme should be introduced at CERN in conjunction with the career system..."

The Association is in favour of the introduction of this system but will assess in future discussions the way career policy is developing as affected by **performance appraisal**.

Performance appraisal should not only mean that a clear organizational chart is drawn up setting out everyone's responsibilities at every level but it should also:

- ensure clarity, fairness, openness
- preserve a friendly atmosphere in periodic reviews
- initiate at all levels written, factual appraisals
- invest direct supervisors with responsibility
- ensure that the same criteria are used in different sections, groups and Divisions
- make supervisors aware of their staff management responsibilities; train them to communicate properly, to set targets and assess results.

In all of this the Staff Association will not lose sight of its main aim ; **any new policies should enhance staff management and not make the Laboratory's work more difficult.**