

## PERFORMANCE APPRAISAL ADVANCEMENT, CAREER PATHS

As we announced in Weekly Bulletin No 29/88, the Staff Association has submitted a document on the above topics to the Management. The document is in two parts. The first summarizes the Association's general views and the second makes detailed comments on a proposal made by the Directorate for Human Resources. A third part will be submitted later with some of our proposals.

The first part is given below.

### A. INTRODUCTION

For many years, and in particular since the Darriulat Report (1982), the Staff Association has been in favour of performance-linked, controlled advancement within clearly defined career paths. However, under the present circumstances, it is important to keep the risks inherent in changes to the Staff Rules and Regulations to a minimum.

The general views set out below were formulated at a meeting of the Staff Council on 8 February 1988.

### B. PERFORMANCE APPRAISAL

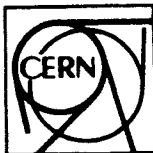
This should:

- . ensure clarity, fairness, openness
- . draw up as a preliminary step a clear organizational chart setting out responsibility at all levels
- . maintain the friendly atmosphere of the periodic reviews
- . introduce at all levels written performance appraisals supported by facts, with a special interview only in cases where performance is criticized
- . start with 3 or 4 levels of appraisal to avoid a too abrupt change of the system, which in any case only appears to be precise
- . tell those concerned how they have been appraised and allow them to initiate mediation or appeal proceedings on substantive issues
- . make direct supervisors responsible for appraisal
- . ensure that the same criteria are used to judge Sections, Groups, Divisions
- . instil in supervisors a sense of responsibility for staff management; train them to communicate properly, fix targets and assess results
- . make provision for assessment of supervisors by their teams

### C. CAREER PATHS AND CONTROLLED ADVANCEMENT

These should :

- . improve the staff's motivation and avoid anything that has the opposite effect
- . ensure that staff whose performance is satisfactory do not advance more slowly in a new system than in the present one
- . do not take from some to give to others; the purpose of an improved system should be that everyone works better than before so that unsatisfactory performances become rarer
- . clarify and enlarge career prospects
- . simplify progress through the salary scale by introducing career paths
- . avoid duplication of career paths
- . link changes in career paths to a significant job change, without arbitrary quotas
- . free those blocked at the end of their grades where merited
- . reward individual effort and performance though not necessarily on an annual basis
- . prevent worsening employment conditions
- . keep advancement and annual cost-of-living adjustments separate
- . keep the cost of advancements separate from recruitment costs
- . plan for the introduction of a supervisor's allowance linked to supervisory duties.



BULLETIN

# ASSOCIATION DU PERSONNEL STAFF ASSOCIATION

## CLUBS

### YACHTING

La prochaine régate mensuelle aura lieu

SAMEDI 6 AOUT 1988

Inscriptions et réservations des bateaux du club: SAMEDI 6 AOUT à la buvette "Moby Dick", à partir de 12h.30.  
Start à 14h.30. Fin de régate à 18h.30.  
Barbecue après la régate, aux conditions habituelles.

RAS LE BOL !

Le rallye du RAS LE BOL aura lieu les 13 et 14 août. Une information détaillée sera prochainement communiquée à chaque membre du club.

Réservez votre week-end !!

### MUSICLUB

WE FINALLY HAVE A PIANO !!

All members of the club are invited to use it (in the MusiClub room - Build. 33).  
For information, please contact:  
Ron Dolin - 13\*7150 (old phones only)  
Claude Oberto 4224

NOUS AVONS ENFIN NOTRE PIANO !

Tous les membres du club sont invités à l'utiliser (Salle du MusiClub - Bât. 33).  
Pour information, veuillez contacter:  
Ron Dolin - 13\*7150 (anciens téléphones)  
Claude Oberto 4224

### VELO

SAMEDI 6 AOUT: "Le tour du lac LEMAN"  
170 kms

Départ à 8h.00: Piscine de Ferney-Voltaire  
Repas soit à la musette soit au restaurant.  
Dans le 2ème cas, n'oubliez pas votre argent suisse !

SAMEDI 13 AOUT: 56 kms  
Départ à 14h.00 Piscine de Ferney-Voltaire

### SOFTBALL

CERN I, The Quarks, won a thriller 18-17 in the bottom of the seventh against the hard working ILO on 30 July. A laurel to Carl Sutton for excellent defense and timely hitting. Accolades to Irwin Sheer for breaking out of his slump to drive in the winning run with a timely double and for his able relief pitching. A sad good bye to Mark Convery, who has been an outstanding out fielder and is returning to the place where they play real baseball. Go Padres! The Quarks now are 5-7. The next games for The Quarks are Friday 5 August at 19:00 against high flying IATA and Sunday 7 August at 16:00 against the inscrutable Japanese/UN.

CERN II, The Leptons, were idle. The Leptons remain 4-6. The next games for The Leptons are Saturday 6 August at 17:00 against the vigilant Guards and Tuesday 9 August at 19:00 against the hard working ILO.

We have practice every Monday, so our next practices are 8 August and 15 August at 18:30 at the St. Genis field.

If you are interested in playing you can get information from SOFTBALL CERNVM or Dave Cinabro at 8-7366.

### GAMES - BRIDGE SECTION

The results of last week's duplicate were:

|     |           |     |            |     |
|-----|-----------|-----|------------|-----|
| 1st | D.CLARK   | and | P.SAMSON   | 61% |
| 2nd | G.GRAJEW  | and | D.KEMP     | 58% |
| 3rd | G.CAMERON | and | G.LAFFERTY | 57% |
| 4th | M.GERARD  | and | M.BERNARD  | 55% |

Please send to D. KEMP / DD

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I will be playing Weds 10 Aug.

Name: ..... Partner: .....

Restaurant N°2 - 7.55 pm Sharp!  
Everybody Welcome  
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